



Board of Directors Meeting

June 12, 2023

THE CHILDREN'S TRUST
BOARD OF DIRECTORS MEETING
(IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS)

MEETING MINUTES

The MDC Children's Trust Meeting, Board of Directors Meeting was held on June 12, 2023, commencing at 4:05 p.m., at 3250 Southwest 3rd Avenue, United Way, Ryder Room, Miami, Florida 33129. The meeting was called to order by Kenneth Hoffman, Chair.

AUDIO TRANSCRIPTION

**CERTIFIED
ORIGINAL**

BOARD MEMBER APPEARANCES:

KENNETH HOFFMAN, Chair
PAMELA HOLLIGSWORTH, Vice Chair
KAREN WELLER, Secretary
DR. EDWARD ABRAHAM
LAURA ADAMS
DR. DANIEL BAGNER
TA'MYAH BYARS
LOURDES DIAZ

1 BOARD MEMBER APPEARANCES, Cont.:

2 MARY DONWORTH

3 LOURDES GIMENEZ

4 HON. KEON HARDEMON

5 NELSON HINCAPIE

6 ANNIE NEASMAN

7 MARIA NORTON

8 DR. CLARA LORA OSPINA

9 HON. ORLANDO PRESCTT

10 JAVIER REYES

11 SHANIKA GRAVES

12

13 STAFF MEMBER APPEARANCES:

14 AMANDA GORSKI

15 AUNDRAY ADAMS

16 BEVONE RITCHIE

17 BLAKE BROWN

18 CAROL BROGAN

19 DANIELLE BARRERAS

20 EDWARD HUDSON

21 FELIX BECERRA

22 GARNET ESTERS

23 GISELLE SUAREZ

24 IMRAN ALI

25 JACQUES BENTOLILA

1 STAFF MEMBER APPEARANCES, Cont.:

2

3 JAMES HAJ

4 JENNIFER MORENO

5 JUANA LEON

6 JULIETTE FABIEN

7 KATHLEEN DEXTER

8 LEILAH COLLAZO

9 LINDSAY FRANCOIS

10 LISANNE GAGE

11 LISETE YERO

12 LORI HANSON

13 NATALIA ZEA

14 PATRICIA LEAL

15 RACHEL SPECTOR

16 SBEASTIAN DEL MARMOL

17 TATIANA CANELAS

18 TIFFANY SINGH

19 VICTORIA GANDUL

20 WENDY DUNCOMBE

21 WILLIAM KIRTLAND

22 XIMENA NUNEZ

23 YESENIA REYES

24 YULIET ALFONSO

25

1 P R O C E E D I N G S

2 (Thereupon, the following proceedings commenced
3 at 4:05 p.m.)

4 MR. HOFFMAN: Okay, let's -- let's bring this
5 meeting to order. It is 4:05 p.m. We have a
6 quorum at this board meeting. We had also called,
7 as we have in the recent past, an executive
8 committee meeting for the same time in case we were
9 unable to get a quorum. So, that executive
10 committee meeting is now canceled.

11 Just a couple of administrative items. I'd
12 first like to remind everybody to make sure and
13 turn their microphones on when they speak and off
14 when you're not speaking. In addition, if you need
15 to recuse yourself from a resolution, make sure you
16 state your name and agency and the reason for
17 recusal. Some people have recused just as a matter
18 of precaution. If you're doing that, please let --
19 let us know that you're doing it just as a matter
20 of precaution as well.

21 Finally, there's a conflict of interest form
22 in front of each of you. This is something we need
23 to do -- I'm sorry. Conflict of interest form is a
24 disclosure form; something that we would like you
25 to fill out so that -- to help the staff identify

1 possible conflicts and future resolutions. Please
2 take a moment to complete the form and either give
3 it to Juana Leon or send it to the Clerk's office
4 at the Clerk of the Board address.

5 Also in front of you is the calendar of Board
6 meetings for the coming fiscal year. You will be
7 getting e-mail calendar invites for each of these
8 meetings. But in the meantime, you could take a
9 look at the calendar. And let's see, this was also
10 a form -- just a reminder that your Form 1,
11 Disclosure Reports, are due, I think it's by July
12 1. Those don't get filed with the -- copied to the
13 trust but filed with the -- with the state.

14 Other announcements, I recently learned that
15 Annie Neasman will be retiring from her position as
16 President and CEO of Jessie Trice Community Health
17 System. Annie has been at the helm of Jessie Trice
18 for the past 18 years. And under her leadership,
19 the organization has grown in capacity, service
20 offerings, clients, and funding; and it has become
21 recognized as one of the leaders in the primary
22 healthcare field. Annie's passionate about the
23 attainment of health equity for all and providing
24 for the underserved.

25 Through her many years of hard work, Annie has

1 made an ever positive mark on both the legacy of
2 Jessie Trice Community Health System and the
3 profession of healthcare. We wish her all the best
4 and look forward to her remaining on our Board in
5 her early retirement.

6 And last, Dr. Bendross-Mindingall is not here
7 today. But just to let you know, she's receiving a
8 President's Lifetime Achievement Award, at a
9 ceremony to be held on July 15th, in recognition of
10 her lifelong commitment to public service,
11 education, and community development. Are there
12 any public comments?

13 MS. LEON: There are no public comments, Mr.
14 Chair.

15 MR. HOFFMAN: Then we'll move on to the
16 approval of the minutes.

17 MS. WELLER: Thank you, Mr. Chair. The Board
18 of Directors met on May the 15th of 2023. The
19 minute meeting -- the Meeting Minutes are in your
20 packet on Pages 5 through 6. Does anybody have a
21 motion to accept them?

22 MS. DONWORTH: Move.

23 MS. WELLER: Thank you.

24 MR. BAGNER: I second, Bagner.

25 MS. WELLER: Thank you. All those in favor?

1 BOARD: Aye.

2 MS. WELLER: Oppose? The motion carries.

3 Thank you, Mr. Chair.

4 MR. HOFFMAN: Thank you. Our next item on the
5 agenda is appreciation for outstanding service by
6 Ta'Myah Byars, who's our Student Government
7 Association Representative. Ta'Myah is a student
8 at the School for Advanced Study. She's
9 graduating. Sorry, what?

10 MS. HOLLIGSWORTH: Northwestern. Miami
11 Northwestern.

12 MR. HARDENMON: Miami Northwestern Senior High
13 School. Yes. Right. As long as we are clear.

14 MR. HOFFMAN: Sorry, I was given the wrong
15 information. And she's graduating and moving on to
16 University of Florida to study Engineering.
17 Ta'Myah, why don't you come up and receive your
18 recognition. And thank you for your service.

19 MR. HAJ: Mr. Chair, if I may, I have gotten
20 to know Ta'Myah over this last year, you guys want
21 to -- everybody needs to have her autograph now.
22 So, when she's rich and famous, and she's taken
23 over this community and this country; that we knew
24 her when. But she's a -- I'm a little biased. I'm
25 a Gator, I mean, I'm a Seminole, but -- but we are

1 very proud of you going to UF. Hopefully, you will
2 be up -- up in Georgia, Georgia Tech in the near
3 future.

4 MR. HOFFMAN: And she'll be in that
5 Northwestern Hall of Fame as well.

6 Okay. And then we'll move right on to the
7 Finance and Operations Committee Report, which will
8 be given by -- where is Javier?

9 MR. REYES: Good afternoon. The Finance and
10 Operations Committee met on Monday, June 5th to
11 consider three resolutions. But before we address
12 those resolutions, there was a discussion -- a
13 discussion on the proposed budget and the millage
14 rate that is being considered by the Board.

15 The Finance and Operations Committee requested
16 that the Staff present a few options as to how
17 additional funds, that would be available based on
18 a higher-than-expected property values, may be
19 needed for investment or what investment
20 opportunities exist consistent with the children's
21 trust objectives based on this Board's direction
22 from past years Board Retreats. And with that,
23 I'll turn it over to Jim and the Staff.

24 MR. HAJ: Javier, thank you. In your packet
25 on Page 7, you have -- actually, it's six pages,

1 but it's really three pages. You have Attachment
2 A, the Fund Balance, and the Course Strategies; and
3 that is repeated again. You have one run at the
4 half mill and then one at the rollback rate.

5 So I want to go through a quick presentation
6 and just a timeline. So, this Board -- this Board
7 Meeting is really discussion, there is no action
8 item. We will come back with the same items in
9 July, and that is when the Board will vote on a
10 millage rate; which will come back to the trim
11 hearings, which are September 12th and September
12 19th. And we hope you're there -- on your
13 calendar, we need Board attendance at both of those
14 dates on September 12th and 19th.

15 So on the PowerPoint presentation; just want a
16 -- a couple of highlights, Program Services which
17 are Page 9 and 12 in your -- in your packet.
18 Compared to the final year of the last major
19 funding cycle that just ended, the trust increases
20 contracted services by 30.4 million annually, or
21 151.9 over the five-year cycle. The five-year --
22 talking about the Strategic Retreat and our
23 Strategic Initiatives. This five-year cycle
24 increases those Strategic Initiatives. And if you
25 see the breakdown, 6.9 million in parenting and

1 early literacy. 570,000 for early childhood.

2 The 19 million was the Youth Development that
3 Dish Scott (phonetic) released, which was -- I
4 think it was 370 million over the five-year cycle
5 to put 36,000 children in after school and summer
6 camps, 2.8 in health and wellness, and a million in
7 program and professional development and
8 infrastructure support.

9 Next slide, please. So, the millage rate, you
10 have two in front of you. They assessed at a half
11 a mill, which brings the revenues at \$202,000,000.
12 And it will sustain best practice of keeping us
13 above the fund balance, to support our additional
14 program -- our continued program services. And
15 then there's the rollback rate.

16 The rollback rate keeps us at the same level
17 of funding for this year and lowers the tax burden,
18 2.4457. That'll give us a total trim revenue,
19 180,459,000. And then we're also at the very
20 bottom, we're very proud; for the last seven years,
21 we continue every year to reduce management costs.
22 We're -- back in 2016, we're close to 10 percent.
23 Now we're at 5.94 percent of total expenses and
24 all-time low of management costs at the Children's
25 Trust.

1 I'm going to turn it over to Bill, but I want
2 to introduce -- we have two slides. What we want
3 -- that the finance committee has seen over the
4 last several years, but the full Board, it's
5 usually once a year we bring this back. So, the
6 first slide is the last five-year cycle. We
7 started the last five-year cycle. If you look to
8 the far left, in '17-'18, with almost a \$70,000,000
9 in reserve. And back then, our whole budget was
10 140 million. So, half of our money were sitting in
11 reserves.

12 So, with the Finance Committee and this Board,
13 we had a strategic plan to go through five years,
14 drive down the fund balance, put an additional --
15 additional amount of money into the community and
16 bring our fund balance to the dotted line that
17 goes, which is the government -- GFOA best
18 practices of that dotted line.

19 So the plan worked the last five years. The
20 discussion at the Finance Committee moving forward,
21 is can we replicate it for the next five-year
22 cycle? So, I will turn it over to Bill; I just
23 want to, just before we leave just on this graph.
24 This is the last five-year cycle. The next graph
25 will show the next five years, but it shows on the

1 bottom lines of '17-'18, '18-'19. At the very
2 bottom of each of those years was either the
3 rollback rate, it's the millage rate, the rollback
4 rate, and tax increase.

5 Last cycle, we used the balancing act of
6 additional funding on the streets, going back to
7 rollback rate for several of the years of the cycle
8 and to bring the fund balance where it needs to be.

9 Also on the chart, where you'll see the yellow
10 and the green, there's a little legend. And to the
11 right, it talks about, "What is the cost to the
12 average taxpayer?" So, on this -- on this slide,
13 the rollback rate is about \$68 per taxpayer and a
14 half millage is \$75. Bill, I just want you to go
15 into detail for this slide and the next slide and
16 just kind of talk about what we've talked with the
17 Finance Committee, so that the whole Board
18 understands.

19 MR. BILL: Absolutely. Jim, thank you for
20 taking all the best talking points for the charts
21 that you wanted me to explain today. It's a
22 privilege to present a little bit more on the
23 budget in the millage for the upcoming fiscal year.
24 But I suppose it is somewhat of a hot seat over
25 here because I've noticed that none of the staff

1 members sat anywhere near me for the presentation
2 today. For some reason, maybe they don't want to
3 field any questions alongside me.

4 But as Jim mentioned, my job today is
5 hopefully to not bring any more -- bring some
6 clarity and hopefully not any more confusion to the
7 next -- the next two charts that we'll be looking
8 at. And really, what we're trying to do is provide
9 a visual here, in some sense, to what the
10 information is being presented as in the numerous
11 and various trim schedules; that you might also see
12 before you.

13 Those schedules outlining our core strategies,
14 fund balance effect and also our revenue and -- and
15 management expense predictions and forecasting for
16 next year are meant to reflect those two scenarios
17 that we have here on the chart. Both our half
18 millage rate and our rollback rate that has been
19 initially proposed for going into next year.

20 As Jim mentioned, to start the fund cycle, we
21 had a fund balance of nearly \$70,000,000. And just
22 for the perspective of what that meant for us at
23 the time, is that was nearly half of our operating
24 budget. That was nearly \$140,000,000. Not only
25 did we reduce this amount, and we're expecting to

1 be at around 47, a little bit north of \$47,000,000
2 to end this fiscal year. As that number -- that
3 number, comparatively to what our budget will be
4 next year; what we're proposing our budget to be
5 next year, which will be approximately
6 \$222,000,000, obviously holds a lot less
7 significance, in -- in comparatively with what that
8 amount is meant to support.

9 So essentially, looking at this, you might --
10 it might create some -- some attention as to what
11 the half millage rate effect is versus the rollback
12 rate. The rollback rate being the orange line and
13 our green line being the half millage proposed
14 rate.

15 Now, in the early scenarios of developing this
16 chart and looking at the next fiscal year, which we
17 might want to go ahead and switch that slide to;
18 both proposals of the half millage rate and the
19 rollback rate next year had an effect on the fund
20 balance, where we would use the fund balance next
21 year in -- to support all the additional provider
22 services that have been decided upon and selected
23 through the various RFPs.

24 So essentially, there seem to be not too much
25 of a different scenario between a selecting the

1 rollback rate or the half millage rate. However,
2 the market rates of property values in Miami-Dade
3 County are continuing to rise at an astronomical
4 rate, I would say. Most of the last funding cycle,
5 we expected property values to grow anywhere around
6 5 percent per year. And then for the current year
7 -- current fiscal year that we're in was an outlier
8 year of where our property values actually
9 increased around 11 percent. So, we brought in
10 additional revenues this prior year, which you can
11 see reflected in finishing our -- our five-year
12 cycle.

13 It's continuing to have a -- a similar effect
14 going in to the next fiscal year and the new cycle
15 because property value rates came in around just a
16 little bit over 12 percent growth last year. So,
17 these two past years have been very high market
18 value in property value growth. And so we're
19 looking for opportunities to utilize these
20 additional revenues and some -- and additional
21 investment opportunities that haven't yet been
22 maybe assigned values yet in our core strategies.

23 We would like to come back to Committee and
24 Board next month with more of a perspective on
25 maybe what we can do with -- if the half millage

1 rate is adopted. But the -- the goal is to,
2 essentially, because these values came in much
3 higher than we predicted, the fund balance effect
4 is growing. And that's not something we initially
5 projected when we thought there would be less
6 revenue than what came in through the initial
7 property appraiser's assessment. So, I think,
8 maybe, with some -- I don't know, Jim, if you want
9 to lead this part with some discussion today, we
10 will be looking into funding opportunities before
11 the next presentation of budget schedules and
12 millage.

13 MR. HAJ: Bill, thank you. And Javier
14 mentioned at -- at the Finance Committee, through
15 this very long discussion, I think the main topic
16 that I took away was "didn't want to go back to the
17 half mill just to see the fund balance go up. So,
18 what are the investment opportunities, if we stayed
19 at the half mill, which is an additional
20 \$17,000,000 for programming, where could we put
21 it?"

22 So, if we go to the next slide, as we look
23 back at the last three board retreats, we didn't
24 assign dollar amounts, just to let the board know
25 that there is a tremendous need in this community.

1 There's a lot of need. Even if you just look at
2 the first one, which is our childcare scholarships,
3 there's 2,200 children and families on the wait
4 list. That 2,200 the -- the dollar amount of that
5 is 22 million, just right there.

6 The Ascend, which are the scholarships for
7 early childcare teachers, there's a -- there is a
8 need there as well. Our book club, which go out
9 monthly to about 40,000 -- well, our budget for
10 40,000 went up to 47,000 and we had to shut it down
11 this quarter for the last quarter of the year
12 because we -- we ran out of money. So, there's
13 additional funding needed to expand that book club.
14 The goal for the book club since day one was 90,000
15 families. And these, again, are directed, we put
16 an effort to at-need communities at these book club
17 -- the mailers go out.

18 There are some other items that smaller items
19 but family stabilization funds, inclusion, support
20 for students with disabilities. So, we did not
21 want to come with a dollar amount. We just wanted
22 to come back to remind the Board. These were part
23 of the discussions, at the last three Board
24 Retreats. These were part of our strategic plan
25 and there's great money needed there. And there

1 could be other bright -- board priorities as well,
2 as well as an area for a provider protection fund
3 to put a small amount there in case there is
4 something of another COVID, natural disaster; that
5 we continue to support our providers.

6 So, there's a variety of -- of what we really
7 just wanted to illustrate; the need is there. The
8 question was, would the 17 million just go into
9 fund balance to build the reserve? And the answer
10 to that is, no. So, if the Board would like to
11 fund it to half millage rate, we have many items
12 that can be our -- our stuff already that can be
13 funded tomorrow. That there -- there is need in
14 this community. So, Javier, thank you very much
15 and turn it back over to you.

16 MR. REYES: Any discussion, questions? I'll
17 just comment that, you know, from my perspective, I
18 think it's important that we keep the -- the never
19 -- not go below what is the best practices for
20 keeping what is the -- Jim, two months of operating
21 in the -- in the Board. And -- and, Jim, when you
22 say these are shovel ready, that means that they
23 would be in place next year to be able to -- to
24 fund.

25 MR. HAJ: The fiscal year is October 1st would

1 bring a result back to the Board to approve and
2 they're ready to go October 1st. And again, with
3 the use of fund balance, we can even probably go
4 earlier than that and spend the last two months
5 with funds going out into the community.

6 But we really want to get a feel from this
7 Board. There's no decision, in July we're going to
8 come back to the Finance Committee. We're going to
9 come back and we're going to need a recommendation
10 from the Board in July whether it's the half mill,
11 the rollback rate, or somewhere in between.

12 MR. HOFFMAN: Any further discussion?

13 MR. HAJ: And -- and if I may, the one thing,
14 it was on this slide, but I forgot to mention it.
15 We are also beginning to meet with the Healthcare
16 Subcommittee, the Board Committee dealing with
17 healthcare. Because we are in half of the public
18 schools doing physical health and mental health.
19 The question is, what is the moonshot to do the
20 rest of the public schools, charter schools,
21 private schools, and how can we do it with use of
22 technology? And how can we do it efficiently? And
23 there's a possibility, but there will be some
24 money.

25 We haven't earmarked any dollars. So, we

1 don't know what that looks like, but there will be
2 some additional needs. So -- the rollback rate can
3 hold us and we can get a strategy. But there are
4 everlasting needs or ever, you know, even what we
5 budget for now, we don't know what the landscape is
6 next year or the year after. So, that's just a
7 consideration for the Board.

8 MS. ZEA: Yeah, if I might add. Yes, -- so, -
9 - something else to consider from -- from our
10 standpoint is some of the additional funding,
11 federal funds, that -- that were available and had
12 been available for the last few years are
13 sunsetting. So, certainly other support would be
14 very welcome by us, by the system.

15 MR. BAGNER: So, Chair, I -- I agree with the
16 comments already stated. I did have a question in
17 terms of shovel-ready projects. I know some of
18 that came up a lot during our retreat was the --
19 the house -- the critical housing needs. And I
20 know that we as a trust can't pay for house, you
21 know, the actual infrastructure of houses. But are
22 there any efforts that we could do with this extra
23 funds toward housing?

24 MR. HAJ: Dan, I mentioned it. The family
25 stabilization fund is a pool of money that we work

1 with our family neighborhood support. So, these
2 are people who are -- well, they're going to be
3 evicted, there's immediate needs for the month or
4 two that we can come and plug in. We have a half
5 million dollars there. We just started, we're
6 monitoring it, but that's an easy one to add
7 additional funds for the family stabilization
8 portfolio. Plus we're doing funded collaboration
9 for Miami Homes For All and working with the
10 Homeless Trust and see how do we work better
11 collectively, because, you know, they have a pot of
12 money, as well.

13 So, how do we work collectively to meet the
14 needs of children and families, in this community?
15 So, there are items there, as well. The family
16 stabilization is one we can immediately add money
17 to.

18 MR. HOFFMAN: I'll add one more thing. The --
19 the budget -- the fund projection that's on there,
20 even though there was a big increase this year;
21 going forward, it's projected at what it's
22 historically been, which is 5 percent, I believe.

23 MR. REYES: Right. In the -- the market
24 effect from year to year in the future revenues and
25 how we would apply the millage rate, we're -- we're

1 trying to not set a new standard of expecting that
2 the -- that the Miami-Dade County property values
3 are going to continue to increase at 10 percent
4 plus per year.

5 So, the expectation is that it normalizes,
6 like the average rate that we saw last year. So,
7 three out of five of the years -- years last cycle
8 -- funding cycle, we saw rates closer to 4, 5, and
9 6 percent in the last two years, jumped
10 astronomically.

11 MR. HAJ: Javier, I -- I apologize. Just one
12 last note on this chart that if you look -- well --
13 were -- if we propose a half millage rate for this
14 year, which is a tax increase, because we're going
15 to stay at a half millage, we project the next four
16 years to be at a rollback rate. That we can secure
17 this cycle, add additional funds and then go to the
18 rollback rate. It shows four years, but maybe
19 three of the four. But we can go to a rollback
20 rate and -- and bring down -- bring down the
21 millage rate as the years go -- go through. So,
22 you see that on the chart at the very bottom?
23 Those are projected, the four years' rollback
24 rates.

25 MR. HOFFMAN: Any further comments or

1 discussion? Okay. Hearing none, I'll move to the
2 resolutions.

3 The Finance and Operations Committee on
4 June 5, 2023, considered Resolution 202349.
5 Authorization is being sought to waive the formal
6 competitive procurement process and contingent on
7 final merger to enter into a contract agreement
8 with Confident Clouds -- Confident Clouds, the
9 continuous delivery service, for a term of 12
10 months commencing on October 1, 2023, and ending
11 September 30, 2024. Is there a motion to approve
12 this resolution?

13 MS. HOLLIGSWORTH: So move, Hollingsworth.

14 MS. NEASMAN: Second, Neasman.

15 MR. HOFFMAN: Apologies. It was just pointed
16 out to me that there's an IT presentation that's
17 going to cover some of these resolutions.

18 MR. HAJ: Javier, can we finish this result,
19 please?

20 MR. REYES: Okay.

21 MR. HAJ: Thank you.

22 MR. HOFFMAN: Is there a motion to approve
23 that resolution? Excellent. Any recusals? Is
24 there any discussion, feedback, questions from the
25 Board? Hearing none. All those in favor?

1 BOARD: Aye.

2 MR. HOFFMAN: Any opposed? The Resolution
3 carries. Turn it back over to you, Jim --

4 MR. HAJ: Thank you. That resolution [sic]
5 was just a change of ownership, but the -- the
6 presentation going to the next two resolutions.
7 You know, there's a lot of work the last several
8 years, we talked about the work we've prepared for
9 IT. That paid off huge before COVID happened.
10 That when -- when COVID hit, we were able just to
11 work with the laptops. We did not miss a beat.
12 Our providers, Rolin ACH (phonetic), and there was
13 tremendous amount of work to get us to that point.
14 And we talked about our 20 years and the work of
15 going from spreadsheets to try to automate things.

16 But it really is, we have a lot of systems
17 changed. We had a consultant come in and take a
18 look at our -- how do we build the system of -- of
19 the future. How do we stop the manual process of
20 entering, double entering, scanning, and really
21 building a new system.

22 So, I'd like Jack to -- to -- to go through
23 this presentation. But a lot of work was really
24 designing the systems, it even goes back into
25 success of management. How do we memorialize all

1 the things that we do, so that if we do lose
2 someone or a leadership member leaves, that we have
3 everything memorialized? So, there's been a lot
4 going to us, the last several years. It's not a
5 sexy term. Jack's working in the basement trying
6 to get all this stuff done.

7 So, it's his day to shine, to show all the --
8 the great work, but it's instrumental in this key
9 work that -- that laying the foundation so that we
10 can do the great work that we do and get the
11 dashboards and the data repositories and all the
12 things we need to move the needle in this
13 community. Jack.

14 MR. BENTOLILA: Thank you, Jim. So, the --
15 this process did start a little over a year ago
16 when we engaged the services of a consultant, who
17 reviewed our current systems and practices. I'll
18 just highlight one of the main key findings was the
19 lack of functional capabilities within current
20 informational system, that support core processes
21 result in manual input requirements, that can
22 potentially lead to workflow inefficiencies and
23 rework from information inaccuracies.

24 They recommended a formal informational system
25 selection process to evaluate the best suited

1 systems to support key processes. So, when we got
2 that report from our consultants, we engaged all of
3 our departments across the trust and leveraged our
4 Asana project management system that we use
5 internally to start gauging these process and
6 moving us through the site -- this process and life
7 cycle of renewing and possibly refreshing
8 infrastructure backbone. Again, cross-departmental
9 effort and everyone having a seat at the table and
10 -- and really looking at our efficiencies.

11 Next slide. Our Asana strategy and stages
12 move through these three phases. So, Phase 1 was
13 our market research. We basically had the
14 opportunity to meet with industry experts, those
15 who do the work to get information on what's out
16 there, what is the newest trends. A lot of our
17 systems that have been used in the trust have been
18 in place for 15, 16, 17 years out of a 20-year-life
19 cycle.

20 So we thought it was the right time to start
21 investigating and looking at what is the right fit.
22 We leveraged Asana to take us through those market
23 research and then into Phase 2 once to develop the
24 RFPs, to put all of these out in the street and
25 have a competitive process to identify exactly what

1 would be needed in the new systems. And then the
2 last phase pending would be our implementation upon
3 today's Board action to forward and implement all
4 these strategies in place.

5 So our systems targeted are listed here.

6 Procurement of key functional areas included the
7 formal process based on a scope of work and key
8 business requirements that was a long, detailed
9 process that our departments took part of to
10 identify what is the key business processes that we
11 needed to move forward. And then many of them had
12 a second round for identifying proposals to provide
13 a -- and demonstrate the systems being proposed.
14 And then all of them were being measured on a -- on
15 a standardized metric.

16 Both of these utilized matrix (phonetic) and
17 to make a final recommendation to the CEO and
18 Board. And you can see our critical systems that
19 we looked at were the finance and accounting
20 software, human resources, benefits administration,
21 payroll, our integrated data repository and data
22 visualization, and also website redesign, financial
23 auditing services. And we even implemented and
24 utilized Asana for our office redesign, Phase 2 for
25 the environment that our staff will be working in

1 as well.

2 Next slide. So, the project timeline is, the
3 resolution in front of you actually represents a
4 five-year timeline and pricing for various systems.
5 So, these timelines include the -- the
6 implementation of the new services that incorporate
7 running dual systems. So, we'll be running our
8 legacy and our new systems for a short period of
9 time until we are certain -- therefore -- we are
10 fully functional and ready to be -- and ready for
11 the new systems to assume all the responsibilities.
12 The timeline varies by systems, but they do
13 overlap.

14 Once we have successfully implement -- once we
15 have successfully implemented a system, any
16 duplicative services will end and then the balances
17 would be -- of that contract will be moved into a
18 maintenance.

19 So here you'll get a snapshot of all the --
20 the systems and the various times and
21 implementation. Human resource and the payroll
22 services are estimating a three- to four-month
23 implementation and then moving into maintenance.
24 IDR data visualization is -- is one of our bigger
25 RFPs and does look like a one- to three-year

1 implementation.

2 And then moving into the maintenance phase.
3 Our finance and accounting software has a six- to
4 eight-month implementation, prior to moving into
5 maintenance. Our website redesign also looks --
6 will be phased over at least two years, with the
7 balance again moving into a maintenance stage. And
8 then the last two, our office redesign should start
9 and stop within this actual fiscal year. So, we'll
10 be able to implement that quickly. And then the
11 financial and auditing services will run its
12 traditional calendar year for the next five-year
13 cycles of the auditor for the trust.

14 So, the development and implementation, once
15 we have approval and we move into the stage again,
16 we'll now transition and utilize Asana boards to
17 monitor this development and implementation. The
18 -- it will continue cross-departmental. All -- all
19 these actually touch every department in our
20 organization. So, every department will be part of
21 the process to give input and help with the
22 implementation at some point or another. And
23 again, we're always looking for that effectiveness
24 and efficiency of the organization, ultimately
25 translating to servicing our community better.

1 Next slide -- next slide. There we go. So,
2 during the implementation, there will be actually
3 parallel paths, running simultaneously. We'll be
4 reviewing our current business rules to determine
5 the possible efficiencies. So, we're not looking
6 to just photocopy what we do into a new system.
7 But while we're doing the implementation, really
8 look at what we do, and can we find efficiencies
9 and a -- a more effective way of doing that.

10 Simultaneously, we'll be looking at standard
11 operating procedure development. So, we're going
12 to look at -- relook at our policies and
13 procedures, and utilize this as an opportunity to
14 tweak those and align those with the new system.
15 And then of course, the system crossover stage is
16 to ensure that prior to releasing a legacy system,
17 and from doing its job and moving into the -- the
18 new vendor system, we need to make sure that
19 they're actually functioning properly. So, we'll
20 be maintaining two systems in a lot of these, for a
21 little while, until we feel comfortable to release
22 one and then transition fully into the new one.

23 And again, all this -- next slide, all this is
24 at our 20-year anniversary. We want to make sure
25 we're looking to the future and preparing for the

1 next 20 years to be sustainable infrastructure and
2 support the ability to expand ours and serve our
3 community into the future. Thank you, that
4 concludes the presentation.

5 MR. REYES: Any questions or comments or
6 discussion on the presentation? Okay.

7 Moving on to the two remaining resolutions,
8 Resolution 202350, authorization to renew services
9 and execute related agreements with multiple IT
10 vendors in a total amount, not to exceed
11 \$1,888,268, inclusive of \$50,000 contingency for IT
12 budgeted enhancement projects; for a term of 12
13 months with two agreements commencing on October 1,
14 2023, and ending September 30, 2024, and request a
15 waiver of the procurement policy.

16 Is there a motion to approve this resolution?

17 MS. ABRAHAM: Moved.

18 MR. REYES: A second?

19 MS. WELLER: Second, Weller.

20 MR. REYES: Thank you. Are there any
21 recusals? Is there any discussion, feedback, or
22 questions from the Board? Hearing none. All those
23 in favor. Any opposed? Resolution carries.

24 Next resolution is 2023-51. Authorization to
25 negotiate and execute contracts with six providers

1 identified herein and selected following a
2 competitive solicitation in an amount not to exceed
3 \$3,473,514 inclusive of a \$250,000 contingency for
4 enhancements and unforeseen needs for various terms
5 and commencement dates as indicated below, and
6 subject to the appropriation each year to support
7 the infrastructure of the Children's Trust.

8 Is there a motion to approve this resolution?

9 MS. DONWORTH: Moved.

10 MR. REYES: Is there a second?

11 MS. NEASMAN: Second. Yes, Neasman.

12 MR. REYES: Thank you. Are there any
13 recusals? Is there any discussion, feedback, or
14 questions from the Board? Hearing none. All those
15 in favor?

16 THE BOARD: Aye.

17 MR. REYES: Are there any opposed? Resolution
18 carries. And that concludes the Finance and
19 Operation Committee report. Back to the Chair.

20 MR. HOFFMAN: Thank you, Javier, all of you.
21 Now turn it over to Pamela Hollingsworth, the Chair
22 of our Program Services and Childhood Health
23 Committee.

24 MS. HOLLINGSWORTH: Thank you, Mr. Chair.

25 Good afternoon, Directors. The Program Services

1 and Childhood Health Committee met on Thursday,
2 June 1, to consider the resolutions that we bring
3 before you today.

4 Resolution 2023-52, authorization to waive the
5 formal competitive procurement process and to
6 negotiate and execute contract renewals with eight
7 providers, identified herein, for Trust Academy
8 quality supports in a total amount not to exceed
9 \$4,249,893, for a term of 12 months commencing
10 October 1, 2023, and ending September 30, 2024,
11 with three remaining contract renewals.

12 Further, delegation of authority to adjust
13 paid providers and some program components. May I
14 have a motion, please?

15 MS. GIMENEZ: I move, Gimenez.

16 MR. PRESCOTT: I second --

17 MS. HOLLINGSWORTH: Thank you. Are there any
18 recusals? Moving into discussion.

19 The Trust Academy partners provide supports
20 for quality program implementation in fiscal and
21 administrative functions. Partner agencies train
22 and coach the trust service providers to achieve
23 meaningful, measurable results -- results
24 consistently deliver high quality services, and
25 effectively and efficiently satisfy trust contract

1 -- contractual expectations.

2 The Trust Academy partners conduct initi --
3 initiative specific community awareness, outreach,
4 and planning policy supports related to family
5 services, youth development, inclusion supports, as
6 well as organizational capacity and leadership
7 development.

8 Conversation, questions from the Board?
9 Hearing none, all those in favor.

10 THE BOARD: Aye.

11 MS. HOLLINGSWORTH: Are there any opposed?
12 Resolution carries.

13 Resolution 2023-53. Authorization to
14 negotiate and execute a single source contract with
15 Jewish Community Services of South Florida, JCS, to
16 operate the 211 Miami helpline for a term of 12
17 months, commencing October 1, 2023, and ending
18 September 30, 2024, and a total amount not to
19 exceed \$1,374,176.

20 May I have a motion, please?

21 MR. DONWORTH: Moved.

22 MS. HOLLINGSWORTH: Thank you. And a second.

23 MR. ABRAHAM: I second.

24 MS. HOLLINGSWORTH: Thank you, Dr. Abraham.
25 Are there any recusals?

1 MR. BAGNER: Recusal, Bagner. I work for FIU,
2 And they're a secret shopper on this resolution.

3 MS. HOLLINGSWORTH: Thank you. Thank you,
4 Dan. Further recusals? Moving now into
5 discussion.

6 The 211 Miami helpline is a 24/7 source of
7 information and resources for human -- pardon me,
8 health and human services in Miami-Dade County.
9 The service aims to provide up-to-date information
10 for children and families to get the right services
11 at the right time and at the right place.

12 Services are described below, and they are a
13 24-hour-staffed call center, advocacy for the most
14 vulnerable callers, and maintenance of an up-to-
15 date, searchable online community resource
16 directory that is accessible via computer and
17 mobile device. And taking a look at the graphic in
18 your packet, you will have noticed that the top two
19 needs expressed by 211 callers at this time is
20 housing along with mental health and substance
21 abuse.

22 The floor is open, Directors, for
23 conversation, feedback about this resolution.
24 Hearing none, all those in favor?

25 THE BOARD: I.

1 MS. HOLLINGSWORTH: Are there any opposed?
2 The resolution carries.

3 Resolution 2023-54. Authorization to
4 negotiate and execute a match contract with Miami-
5 Dade County Department of Cultural Affairs for
6 Cultural Arts programs in an amount not to exceed
7 \$1,500,000 for a term of 12 months, commencing
8 October 1, 2023, and ending September 30, 2024.
9 May I have a motion, please?

10 MR. BAGNER: I move, Bagner.

11 MS. HOLLINGSWORTH: Thank you. And a second?

12 MS. HARRISON: Second here, Harrison.

13 MS. HOLLINGSWORTH: Thank you. Are there any
14 recusals? Hearing no recusals, moving into
15 discussion.

16 This resolution authorizes match funding from
17 the Miami-Dade County Department of Cultural
18 Affairs to support nonprofit organizations that
19 provide cultural arts programs for children and
20 families across Miami-Dade County. The county
21 issues competitive grant opportunities throughout
22 the year and provides at least 100 percent leverage
23 funding for these youth arts education programs,
24 and that's \$3.4 million leveraged.

25 The three program areas are youth arts

1 enrichment program, all kids, including accessible
2 arts experiences for kids, summer arts and science
3 camps for kids. And just a few highlights from the
4 2021-2022 year. Eighty-six programs were funded.
5 More than 42,000 children and youth were served.
6 And 6,245 of them that were served had identified
7 disabilities.

8 Feedback? Questions?

9 MS. GIMENEZ: Chair, comment. I think this is
10 a wonderful thing for our children. While there
11 are a lot of after school programs, summer programs
12 that have sports or have academic types of
13 competitions and things, some children are not
14 either sports-oriented or, maybe academically, are
15 not doing as well as they should be. But through
16 the arts, a lot of these children can perform to a
17 level where they going to be praised and
18 highlighted, which will help their self-esteem.

19 And I think it's a wonderful thing, not only
20 for regular students, but disability students.
21 There are many kids that have a lot of artistic
22 abilities that may have special needs as far as the
23 academics or even sports. So, I'm very happy to
24 see that this resolution --

25 MS. HOLLINGSWORTH: Thank you, Lourdes.

1 Further feedback from the Board? Hearing none.

2 All those in favor?

3 THE BOARD: Aye.

4 MS. HOLLINGSWORTH: Are there any opposed?

5 This resolution carries. And I'm going to punt to
6 Ms. Weller for Resolution 2023-55.

7 MS. WELLER: Okay. Thank you. Resolution
8 2023-55. Authorization to negotiate and execute
9 contracts with 45 providers, identified herein, to
10 deliver evidence-based parenting and family
11 strengthening services in a total amount not to
12 exceed \$23,230,563 each for a term of 12 months,
13 commencing October 1st of 2023 and ending
14 September 30, 2024, each with four remaining annual
15 renewals subject to annual funding appropriations.
16 May I have a motion, please?

17 MR. PRESCOTT: Prescott --

18 MS. WELLER: Thank you. Second?

19 MS. OSPINA: --

20 MS. WELLER: Thank you. Any recusals?

21 MS. HOLLINGSWORTH: Recuse, Hollingsworth.
22 And I'm doing so of -- out of an abundance of
23 caution. Not required or recommended by the
24 Commission of Ethics due to my CEO's relationship
25 to one of the funded programs.

1 MS. WELLER: Okay. Thank you.

2 MR. BAGNER: Recusal, Bagner. Go ahead.

3 MS. NEASMAN: Recusal, Neasman. I'm employed
4 by Jessie Trice Community Health System.

5 MR. BAGNER: Recusal, Bagner. Employed by
6 FIU. They're one of the providers.

7 MS. WELLER: Okay. Thank you. Do we have any
8 discussion on this resolution?

9 MS. OSPINA: I -- I just want to say, I work
10 mainly with adults, and parents come through our
11 offices regularly needing help and support in
12 raising their children and knowing what to do,
13 because it really doesn't come with a handbook.
14 The -- the kids, they just don't come with a
15 handbook, and things change continuously. And the
16 amount of support that I think parents need
17 nowadays is astronomic. And so I think anything
18 that helps parents parent better is going to be
19 ultimately better for the children, so I think this
20 is incredibly important.

21 MS. WELLER: Thank you. Any other discussion?
22 Okay. All those in favor?

23 THE BOARD: Aye.

24 MS. WELLER: Oppose? Hearing none. The
25 motion carries. I'll send it back to you.

1 MS. HOLLINGSWORTH: Thank you, Karen.
2 Resolution 2023-56, authorization to waive the
3 formal competitive procurement process and to
4 negotiate and execute contract renewals with 22
5 providers, identified herein, for family and
6 neighborhood support partnerships in an amount not
7 to exceed \$13,408,796, and for the Children's Trust
8 to encumber a purchase order in the amount of
9 \$500,000 for pooled family stabilization funding
10 for a total amount not to exceed \$13,908,796 for a
11 term of 12 months, commencing October 1, 2023, and
12 ending September 30, 2024, with three remaining
13 contract renewals. Further delegation of
14 authority? To adjust paid providers and some
15 program components.

16 May I have a motion, please?

17 MS. DONWORTH: Move.

18 MS. HOLLINGSWORTH: Thank you. And a second?

19 MS. OSPINA: Second, Lora Ospina.

20 MS. HOLLINGSWORTH: Thank you. Any recusals?

21 MR. BAGNER: Recusal. Oh.

22 MS. HARRISON: Recusal, Harrison. Miami-Dade
23 College is a partner in the family of partnerships.

24 MS. HOLLINGSWORTH: Thank you. Dr. Harrison.
25 Other recusals?

1 MR. BAGNER: Recusal, Bagner. I believe this
2 was an abundance of precaution one, not
3 recommended, but one of my colleagues is a partner
4 with the Kristi House. So, out of an abundance of
5 caution, I am recusing.

6 MR. HINCAPIE: Recusal, Hincapie --

7 MS. HOLLINGSWORTH: Thank you, Mr. Hincapie.
8 Okay. Moving now to discussion.

9 Family and neighborhood support partnerships
10 are -- offer comprehensive and individualized
11 supports for children, youth, and their families
12 experiencing challenges that may limit them from
13 realizing their total health, social, educational,
14 and economic potential. To date, 1,627 families,
15 and that's 4,151 individuals, have received more
16 than 22,000 hours of services to date.

17 And I'll also note, and you will have also in
18 your packet, that residential stability is a top
19 need that has been identified.

20 The floor is open, Directors, for discussion,
21 observations, questions? Hearing none. All those
22 in favor?

23 THE BOARD: Aye.

24 MS. HOLLINGSWORTH: Are there any opposed?
25 The resolution carries. And back to Ms. Weller for

1 Resolution 2023-57-- 56, correct, no, 57?

2 MS. WELLER: 57. Yes. Okay. Resolution
3 2023-57. Authorization to amend Resolution Number
4 2023-05, and the current contract with the Early
5 Learning Coalition of Miami-Dade and Monroe ELC for
6 services from October the 1st of 2022 to
7 September 30th of 2023 to adjust the scope of work
8 to add an additional contract activity relating to
9 the ASCEND program, wherein the Early Learning
10 Coalition will award qualifying ASCEND educators a
11 one-time bonus payment from non-Trust funding
12 sources.

13 May I have a motion, please?

14 MR. BAGNER: First, Bagner.

15 MS. WELLER: Thank you.

16 MR. PRESCOTT: Second.

17 MS. WELLER: Thank you. Any recusals?

18 MS. HOLLINGSWORTH: Recuse, Hollingsworth. I
19 work for the Early Learning Coalition.

20 MS. WELLER: Thank you. As -- any discussion
21 for this one?

22 MR. HAJ: Madam Chair, can I make a comment?

23 MS. WELLER: Sure.

24 MR. HAJ: Just I highlighted this at programs
25 committee, but I just want to thank ELC, Pam, our

1 staff, our attorneys. This was \$5 million going
2 back to the federal -- to the feds, to the state,
3 And we tried to keep this money in this community.
4 And the last month, there's been people working
5 very hard to make sure that this is brought in
6 front of the board, so we keep this money in Miami-
7 Dade.

8 MS. WELLER: Thank you. All those in favor?

9 THE BOARD: Aye.

10 MS. WELLER: Opposed? The resolution is
11 approved, and I'm going to pass it on to the chair.
12 Thank you.

13 MR. HOFFMAN: Thank you, Karen and Pam. Turn
14 it over to Jim for the CEO report.

15 MR. HAJ: So, Chair. Thank you. There's a
16 Media Highlights, all the great work that's
17 happening in the community in front of you. And we
18 send it electronically so you can automatically
19 click on the links. Ken stated earlier financial
20 disclosures are due by July 1st. Battle of the
21 Books is July 13th from 10:00 to 12:00, and these
22 are all our summer camps across the county coming
23 together to compete. This is -- it's a fun
24 activity that supports literacy. And if you can
25 join us, we have a Zoom call July 13th from 10:00

1 to 12:00.

2 And then the expo -- our Family Expos are
3 across the community. We're going to be at Booker
4 T. Washington on the 22nd, Kendall Campus on the
5 29th, and Florida Memorial on August 5th. And this
6 is where all our providers in the community come
7 out as families are going back to school, and
8 they're looking for after school program services.
9 All our providers will be there. Again, we've
10 learned our lesson in the years past. And we use
11 these facilities for -- in the gym, so we have air,
12 so we don't bake in the summer heat.

13 But we -- we used to do it at the youth fair
14 and had close to 15,000 individuals coming in. And
15 now we're taking this event to the community, and
16 we're looking forward to having as many board
17 members attend as possible. And the key dates,
18 can't stress enough. September 11th and 18th are
19 two TRIM dates. They're on your calendars, and we
20 hope everyone can attend those two sessions. Thank
21 you, sir.

22 MR. HOFFMAN: Thank you. So, if you haven't
23 been to a -- a Family Expo, you really ought to do
24 it, particularly since they've -- we've split it up
25 into different community areas. It's really

1 fantastic. And please don't miss the TRIM
2 hearings, as Jim says, otherwise, everything we've
3 done here will go for naught.

4 MS. HOLLINGSWORTH: Excuse me, Mr. Chair.
5 Mr. Chair, I've made a mistake on the last reso. I
6 should have --

7 MR. HOFFMAN: Okay.

8 MS. HOLLINGSWORTH: I'm going to take care of
9 it? We're good? Okay. Never mind.

10 MR. HOFFMAN: You're forgiven. Okay. With
11 that, the meeting is adjourned. Thank you very
12 much.

13

14 (Thereupon, the proceedings concluded at 4:54 p.m.)

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1
2 CERTIFICATE OF TRANSCRIPTION
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9
10 Cecil Clark

11 CECIL CLARK, Transcriber

12 February 15, 2023
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