



Board of Directors Meeting

October 21, 2019

1 THE CHILDREN'S TRUST BOARD OF DIRECTORS
2 BOARD MEETING
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4 The Children's Trust Board of Directors
5 Committee Meeting was held on October 21, 2019,
6 commencing at 4:00 p.m., at 3150 Southwest 3rd
7 Avenue, United Way, Ryder Conference Room, Miami,
8 Florida 33129. The meeting was called to order by
9 Kenneth Hoffman, Chair.

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11 BOARD MEMBERS:

12 Kenneth C. Hoffman, Chair

13 Steve Hope, Treasurer

14 Karen Weller, Secretary

15 Dr. Magaly Abrahante

16 Matthew Arsenault

17 Dr. Daniel Bagner

18 Constance Collins

19 Rev. Richard P. Dunn II

20 Gilda Ferradaz

21 Lourdes P. Gimenez

22 Nicole Gomez

23 Mindy Grimes-Festge

24 Nelson Hincapie

25 Pamela Hollingsworth

1 COMMITTEE MEMBERS (continued):

2 Dr. Monique Jimenez-Herrera

3 Hon. Barbara Jordan

4 Tiombe-Bisa Kendrick-Dunn

5 Marissa Leichter

6 Frank Manning

7 Dr. Marta Perez

8 Hon. Orlando Prescott

9 Javier Reyes

10 Michael Turino

11 Shanika Graves

12 Leigh Kobrinski

13

14 STAFF:

15 Aundray Adams

16 Bevone Ritchie

17 Donovan Lee-Sin

18 Felix Becerra

19 Imran Ali

20 James Haj

21 Jorge Gonzalez

22 Juana Leon

23 Juliette Fabien

24 Kathleen Dexter

25 Lisanne Gage

1 Staff (continued):
2 Lisete Yero
3 Maria-Paula Garcia
4 Muriel Jeanty
5 Patricia Leal
6 Rachel Spector
7 Sabine Dulcio
8 Sebastian del Marmol
9 Sheryl Borg
10 Stephanie Sylvestre
11 Vivianne Bohorques
12 Wendy Duncombe
13 William Kirtland
14 Willmeisha Hall
15 Xeniamaria Rodriguez
16 Ximena Nunez
17
18 GUESTS:
19 L.W. Fair
20 Fred Thomas
21 Michelle Johnson
22 Ebony Johnson
23 Gepsie Metellus
24 Latasha Daniels
25 Sarah Wright

1 GUESTS (continued):

2 Johanna Cox

3 Deborah Nunez

4 Nancy Lawther

5 Demetria Henderson

6 M. Lagos Hernandez

7 Kathleen Hardcoste

8 Safine Tamy

9 Aline Francois

10 Tina Brown

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1 PROCEEDINGS

2 (Recording of the meeting began at 4:03 p.m.)

3 MR. HOFFMAN: I have a couple of announcements
4 and reports. So, first of all, on September 30th, The
5 Children's Trust conducted a photo and video shoot for
6 the Miami Art Gallery at the Frost Museum of Science.
7 This year, more than 30 kids, that was a record,
8 participated. And the photo shoot utilized
9 volunteers, video crews, professional photographers,
10 hair and makeup artists, and dozens of other
11 volunteers, including many members of our Trust staff.

12 For anyone who is not familiar with the Art
13 Gallery, it's a partnership between The Children's
14 Trust and Citrus Family Care Network. And it produces
15 an online multimedia exhibit to help local children in
16 foster care showcase their personalities, share their
17 stories, with the goal of finding forever families.
18 If you haven't seen it, check it out at
19 www.miamiartgallery.org. It's well worth it.

20 On September 25th, we held a Thrive By 5 All-
21 Stars event where The Trust congratulated and honored
22 programs that participated in our Early Learning
23 Quality Improvement System and have shown improvement
24 in the quality of their services. It was an honor to
25 join our CEO, Jim Haj and Adrian Alfonso, who is

1 chairman of the Early Learning Coalition of Miami-
2 Dade/Monroe. He presented one-time year-end bonus
3 payments to these high performing programs, all of
4 whom are appreciated. First, being recognized, but
5 obviously getting money that they didn't anticipate
6 for their budgets.

7 As a follow-up from the retreat, if you attended
8 the August Board retreat, you may recall we planned to
9 review the results at this Board meeting. We asked
10 staff to report back on the policy guidance received
11 from the Board. And after reviewing additional
12 results, we decided we could have a more productive
13 and interactive Board discussion if we gave the Board,
14 in advance, a summary of all the different results.

15 So, what we're going to do is, it will be given
16 out at the end of this meeting, a summary of the
17 results and potential action items. What we plan on
18 doing is having a slightly longer and hopefully more
19 interactive discussion at our next Board meeting. In
20 the meantime, if anybody has any questions or comments
21 about it, I invite you to be in touch with either Dr.
22 Hanson or other members of the staff about some of the
23 potential initiatives.

24 Next, I want to let everyone know that Stephanie
25 Sylvestre, our CIO, was recently honored as CIO of the

1 year. This award was given by the South Florida
2 Business Journal and recognized chief information
3 officers who lead their organizations in delivering
4 business value and innovative use of IT.

5 So, thank you. Congratulations, Stephanie.

6 Finally, our CEO, Jim Haj, will be honored
7 November 9th at Parent to Parent of Miami's Journey of
8 Dreams benefit. This event celebrates, recognizes,
9 and honors community members whose vision, leadership
10 and perseverance have significantly contributed to
11 improving the lives of children and adults with
12 disabilities and their families.

13 Congratulations, Jim.

14 MR. HAJ: Thanks.

15 MR. HOFFMAN: Muriel, do we have any public
16 comments?

17 MS. JEANTY: No.

18 MR. HOFFMAN: So the first item for the business
19 of the meeting would be approval of the August 29th
20 Board meeting retreat and September 9th and September
21 16th Board minutes.

22 MS. WELLER: The Board of Directors met on August
23 29, 2019 for our annual Board retreat. We also met
24 and held TRIM Hearings on September 9th and 16th. All
25 of the meeting minutes are in your packets and can be

1 found on pages four through seven. Hopefully everyone
2 has had an opportunity to review.

3 May I have a motion to approve?

4 MS. HOLLINGSWORTH: So moved, Hollingsworth.

5 MR. HINCAPIE: Second, Hincapie.

6 MS. WELLER: Thank you.

7 All those in favor.

8 (WHEREUPON, the committee members all responded
9 with "aye.")

10 MS. WELLER: Motion carries.

11 MR. HOFFMAN: Thank you.

12 The next item on our agenda, we're going to
13 recognize Dr. Nancy Lawther.

14 Please come up.

15 MR. HAJ: Mr. Chair, I'd like to thank Dr.
16 Lawther. Dr. Lawther served as a Board member as
17 represented for PTA, PTSA. She is stepping up. She
18 will be running for school board.

19 So, I want to thank you for your commitment to
20 The Trust and also thank you for your commitment to
21 the children in this community.

22 MS. LAWATHER: It's truly been a pleasure to serve
23 on this Board, not only because the purpose is noble,
24 but also because the people who have served alongside
25 me on this Board have the highest interest of children

1 in mind. And, in addition, this staff has been
2 impeccable. So it has truly been a delight to work
3 alongside of you, and I wish you much success in your
4 endeavors in the future.

5 MR. HOFFMAN: Thank you, Dr. Lawther. We know
6 you left us in good hands, but we will miss your
7 participation.

8 Next up, we have some community leaders here to
9 make presentations on Together For Children. We'll
10 get an update, focus on the neighborhood coalitions
11 that have formed over the last three years in the
12 neighborhoods, specific action plans that they have
13 collaboratively developed. As you may recall,
14 Together For Children was launched in 2016. We
15 addressed the root causes of youth violence in a
16 strategic manner.

17 The initiative began as a collaboration between a
18 number of anchored institutions, including The
19 Children's Trust, the county, school district, DCF,
20 State Attorney's Office, working together to develop a
21 referral in case management process to coordinate
22 services and ensure children and youth in the highest
23 need areas are receiving prevention and intervention
24 services that address these root causes.

25 Over the last three years, the partners have also

1 working closely with community stakeholders
2 representing 20 zip codes with the highest rates in
3 youth violence. From this, six neighborhood group
4 coalitions emerged. Each coalition has established a
5 governance structure, developed a neighborhood action
6 plan and taking part in an approach to address the
7 root causes of youth violence in the neighborhoods
8 they represent.

9 Today, the leaders of these coalitions will bring
10 us an update on the great work they've been doing and
11 on what's next for Together For Children coalition as
12 a whole.

13 I'm not sure if I have the complete list, but
14 we'll have presenting to us today: T. Willard Fair
15 from Urban League; Ebony Johnson from The Resource
16 Room; Michelle Johnson from Concerned African Woman;
17 Fredrick Thomas from Rise Up For Change; Alicia
18 Wiggins from Homestead Police Department; Johanna Cox
19 from Youth For Christ; Tina Brown from The Overtown
20 Youth Center; and Gepsie Metellus from SantLa.

21 So, please.

22 MR. FAIR: Thank you, very much. Thanks very
23 much for allowing us to come and give you an update on
24 where we are as it relates to the planning process.
25 Let me just pause for a moment because my colleagues

1 wanted me to open this up simply because I'm the
2 oldest person on the committee. And they knew that
3 dementia had not set in yet, and therefore I could
4 recall things of the past that are very important to
5 this mission.

6 There's nobody in here, except Reverend Dunn, who
7 can remember the consolidated effort, the county-wide
8 concern expressed by this entire community in response
9 to certain concerns. The rise of the sixties, we
10 responded as a community with a single plan. We came
11 together and decided that if we did this together,
12 then we could have an immeasurable difference.

13 And then there came the crack cocaine effort. We
14 decided then that if we created Miami drug-free, the
15 entire county could respond to the epidemic. And then
16 we decided that we will rebuild. Hurricane Andrew
17 came through. There was no an Opa-Locka plan, there
18 was not a Homestead plan, there was not a Overtown
19 plan, there was a community plan of action. We all
20 came together and decided that we could work together
21 to make sure that things were happening should not
22 happen again.

23 We believe that the steps that we took very early
24 as it relates to the homeless, ensured that today we
25 do not have people living on the streets as we do in

1 other parts of this country. The Homeless Trust was
2 brought into being. And once again, we came together
3 as a community. Black people and white people,
4 Haitians and Hispanics. Overtown and downtown. Far
5 West and Southwest. The point is that this community
6 has consistently decided that when we come together,
7 put aside our institutional differences and decide
8 that we are going to operate in the best interest of
9 the entire community, we change things. A group of
10 leaders came together a couple of years ago in
11 response to violence, youth violence, and said that we
12 have got to do something, not individually, but we've
13 got to do something collectively.

14 So the same principles, the same values, the same
15 expectations that we used in the past, we'd be glad to
16 employ as it relates to The Children's Trust and our
17 response to the children in this community. So that's
18 difficult to ask people to sit down and say maybe what
19 you are doing is not what we should be doing. Can we
20 all agree that if we all do this together, we can make
21 an awesome measure of change?

22 We have met. As far north as Miami Gardens, as
23 far south as Homestead. And for the first time in my
24 lifetime, all of us who possess to be concerned about
25 the children, have decided that we can make the best

1 collective measurement impact by having a single
2 action that's going to be implemented by all of us.
3 I'm excited. Because in my 55 years, I've never seen
4 this kind of collective action on behalf of all of the
5 agencies. We've been forced to identify the piece
6 that we can do separately. We've been forced to do
7 that separately because the funders have decided that
8 we will fund a variety of different things. But we
9 who do it every day, know what's required.

10 And I think that as we unfold to you today the
11 action plan that is based on us laying aside our
12 institutional differences, us laying aside a
13 territorial control, or us giving of ourselves to make
14 sure we come forth with a collective plan that moves
15 from as far south as Homestead, as far north as Miami
16 Gardens. So let me take you on this trip of where
17 we've been, so that you can understand how we got here
18 and where we're going.

19 Lisa, let's talk about Homestead.

20 MS. WIGGINS: My name is Alicia Wiggins Reyes, I
21 work with Homestead Police Department. And today I'm
22 going to be representing the Homestead, Florida City
23 and the Naranja coalition with Together For Children.
24 The path to develop this work requires the
25 establishment of a true partnership among all the

1 stakeholders. And to address the status update, it is
2 important to reflect on the following questions: Why
3 did we embark on this work? Where did we start? How
4 is it been achieved? Who has been involved? What has
5 been achieved thus far? How will long-term
6 accountability be achieved? What will happen next?

7 So why did we embark on this work? And we are
8 all too familiar with the deaths and injuries from
9 the senseless violence from both the horrific
10 tragedies of Sandy Hook, to the Marjory Stoneman
11 Douglas, to the countless shootings in between, and to
12 the local tragedies that sometimes feel like a day-to-
13 day occurrence. Children not only from Homestead,
14 Florida City and Naranja, but across Miami-Dade County
15 have been robbed from their childhood free of the fear
16 of gun violence. Today they live with the fear of
17 will it be me tomorrow.

18 Refusing to accept the direction things are
19 going, under the leadership of School Board and
20 Superintendent Carvalho, the County Commissioner
21 Gimenez, approximately seven years ago, and after the
22 tragedy of Sandy Hook Elementary, stakeholders from
23 across the county were called upon to determine the
24 way to work together as it relates to safety. As a
25 result, the round table was structured to address both

1 the in school and out of school safety challenges as
2 it relates to youth. Clearly important and still very
3 relevant charge. It was also determined to focus on
4 the neighborhoods consistently facing the consequences
5 of violence in collaboration with neighborhood
6 stakeholders.

7 For the six Together For Children communities
8 represented before you, this is as relevant now as it
9 was in the beginning of these efforts. Today's update
10 will focus on the Together For Children focus and
11 structure, the root causes of youth violence, how we
12 are community led, our partnership with anchor
13 institutions, and how we are ensuring the support and
14 accountability in measuring our impacts.

15 Next, we'll have Johanna.

16 MS. RALSTEN-COX: Good afternoon. My name is
17 Johanna Ralsten-Cox. I am from Miami Youth For
18 Christ, and I'm also representing the Homestead,
19 Florida City and Naranja coalition. So, where do we
20 start? I want to start by saying that we know that
21 Together For Children is a long-term solution. This
22 is not a quick fix and it's about sustainable effort
23 that we really believe can have true impacts as we
24 seek to effect children's lives for the good.

25 And we want to thank all of you because you have

1 committed to this work. And in many ways, The
2 Children's Trust has led efforts for collaboration
3 across the county. We want to thank you for that,
4 first and foremost.

5 We've moved through various phases the last few
6 years, so I'd like to just briefly touch on each one.
7 So, in phase one in 2016, anchor institutions did
8 their homework and determined how they could be strong
9 partners together in the work. Their initial
10 collective development of the -- for Together For
11 Children resulted in the referral and family case
12 management process. This includes I-10, now known as
13 HERO, the middle school aged youth programming and the
14 expansion of our One Stop Youth Centers.

15 Our approach focused on early warning indicators
16 like attendance in the earliest grades that allowed us
17 to ultimately proactively collaborate on systems and
18 resources for families who most needed the support.
19 And The Trust was involved and invested in the
20 referral and family case management process.

21 So again, thank you.

22 We also recognize that there are youth in our
23 neighborhoods that face the need for immediate and
24 time-sensitive intervention. And the referral case
25 management entryway, such as the expansion of the One

1 Stop Youth Centers, was extremely helpful in this
2 effort and built lines of trust and communication
3 among partners working with families and youth.

4 In phase two, in 2016-2017, there was an effort
5 to engage the entire community. We did this by
6 casting a wide net and launching a comprehensive
7 effort to bring in as many stakeholders as possible
8 throughout the community. Initially, many were
9 skeptical about this approach, including me. We
10 wondered what would come of this work, what exactly
11 would happen. But through a lengthy process and many
12 round tables and open forums, many of us were won over
13 to the idea of working together instead of against one
14 another to better families in our communities and
15 working smarter, not harder.

16 In phase three in 2017-2018, referral case and
17 family case management processes became an integral
18 part of all six coalition action plans and the
19 referral backbone of all our protecting youth
20 committee works.

21 And in phase four, that's where we are today.
22 And so you will be hearing more about that. At this
23 time I'd like to welcome up Gepsie Metellus from
24 SantLa and representing the northeast corridor.

25 MR. METELLUS: Good afternoon, Board members.

1 Bon soir. Gepsie Metellus with SantLa Haitian Center
2 and also lead for the northeast corridor, Together For
3 Children coalition.

4 I want to take you through what we've done thus
5 far. And clearly, there's this work to tackle the
6 challenges that our children are facing, undergirded
7 by the violence throughout so many of our communities.
8 This work isn't easy and this work will take time. I
9 think you'll hear this morning reiterated throughout
10 our slides.

11 And so how did we achieve what we've achieved so
12 far? To the model, the referred model, the selective
13 model is the collective and fact model. And clearly
14 collective and fact is a model that's gaining
15 significant body of evidence in terms of its
16 effectiveness. And we know that since 2018, the
17 Sanford Innovation Institute has documented that this
18 model, in fact, has significant potential to achieve
19 the kind of impact that we are seeking collectively.

20 In addition to that, the Aspen Institute has also
21 invested significant amount of time and money, again,
22 to look at this model and determine whether or not it
23 is an option that they should also support. Behind
24 that, The Annie E. Casey Foundation is utilizing this
25 very model to sort of drive their decision around how

1 to address a neighborhood such as Liberty City. And
2 you're going to hear more about that later on. And
3 finally, The Boston Consulting Group, decided Together
4 For Children as a very promising model in terms of an
5 additional and collective impact framework.

6 So let me take you through some of the key
7 elements of this model. I'm going to turn this just
8 slightly. I apologize for back towards you. But just
9 take you through the points on this slide, which are
10 very important.

11 So this work has been developed by community
12 members. Community members and a very inclusive
13 manner, right. Sitting down with anchor institutions,
14 neighborhood leaders, institutional leaders such as
15 nonprofit organizations, funders, and of course
16 county-wide leaders.

17 And so this design places a significant priority
18 on equity. This notion of equity versus equality.
19 Because we know that throughout our neighborhoods, our
20 communities, they're all children, they're all
21 families facing significant challenges for which the
22 prescriptions have to be written from an equitable and
23 equity perspective. So equity is a significant
24 element in our framework. Of course the models are
25 customized for our local contacts such that the plan

1 in northeast corridor would be different from the plan
2 in Miami Gardens, would be a little bit different from
3 the plan in Homestead, but still we're looking at the
4 same issues, the same elements, and we're pushing
5 collectively for common results. Of course, for us, a
6 culture that fosters relationships, relationships of
7 trust, of mutual respect is significant and important,
8 imperative. Of course an agreed upon shared intent
9 and purpose, an agreed upon concept for mutual
10 accountability. And this is important because the
11 data that we want to continuously share, and adopt,
12 and approve upon, and learn from is to be shared on a
13 mutual basis. And we need to be of course open to the
14 challenges and the apprehensions that this may drive,
15 but again, our focus is that we're mutually
16 accountable to one another and to each and every one
17 of you.

18 Of course we also must have open and consistent
19 relationships and communication among all of the
20 partners as well as our allies. And all of this work
21 is to be coordinated by a backbone entity that
22 provides the facilitation that we need. Such that we
23 all remain on point, such that we continue to move
24 together, such that we continue to measure the impact
25 we're having as we're moving along.

1 So I am going to invite Tina Brown from the
2 Overtown Youth Center to share with you who has been
3 at this table.

4 Thank you very much for your attention.

5 MS. BROWN: Good afternoon. My name is Tina
6 Brown. I am the executive director of the Overtown
7 Youth Center and I also represent the Overtown
8 Children and Youth Coalition.

9 And you've heard this collective impact term over
10 and over again, but why is this so special? Together
11 For Children, in particular, is a collective impact
12 model that can only be achieved by one single, most
13 critical element. And that element is a group of
14 individuals who have given themselves selflessly and
15 have committed themselves as well as their agency and
16 those who have corralled the trust of their
17 constituents and their neighborhoods. Both children,
18 both parents, and all of the anchor stakeholder
19 institutions in our community.

20 Some of you, many of you are the reason why we're
21 here today. A lot of our anchor institutions and
22 private sector partners include Miami-Dade County
23 Public Schools.

24 We thank you, The Children's Trust.

25 The Miami Foundation, Boston Consulting Group,

1 Office of Juvenile Justice, The United Way, Department
2 of Children and Family Services, The Public Defender's
3 Office, as well as the Institutions found in six
4 neighborhoods across South Florida. This is a pretty
5 lengthy list, so I will spare you all of the
6 organizations that have been involved. But you can go
7 through this list, you will see organizations like
8 Girl Power, University of Miami, Urgent Ink, YWCA,
9 Brownsville. You will find Affirmative Youth, Circle
10 of Brotherhood, all of these organizations and
11 institutions we know very well. They are very
12 supportive of our work. They've been at the table and
13 they are looking forward to great things to come out
14 of this Together For Children coalition.

15 And we thank you for giving us the opportunity to
16 work together in this community and to make a
17 difference in the lives of children and families. I
18 think that we all understand the importance of how we
19 should come together. There is strength in numbers in
20 terms of how we actually change the trajectory of
21 youth growing up in our communities.

22 So, thank you.

23 Next, we will hear from Ebony from The Resource
24 Center.

25 MS. JOHNSON: Hi, I'm Ebony Johnson. I'm the

1 executive director of The Resource Room and a member
2 of Together For Children's coalition in Miami Gardens.

3 What has been achieved so far? What has been
4 achieved, I'm going to talk a little bit about
5 alignment. And alignment is important because, as you
6 can see, we're all aligned here together. We've been
7 aligned for the last three years. Understanding how
8 important it is to make sure the community understands
9 that Together For Children coalition is a different
10 kind of coalition. We're not here to give direct
11 service, but to put together many of the organizations
12 that do provide direct service and align them together
13 so that we can make change in our community.

14 Together For Children is the backbone of a
15 collective impact model. Our focus is, again, as
16 you've heard, on youth violence. It does three
17 things: it aligns, supports, and measure. Thus far
18 are the alignment. We have consensus with anchor
19 partners across six neighborhoods with key priorities.
20 And those key priorities are strengthening families,
21 empowering youth and protecting youth.

22 We have agreed on the importance of agreeing on
23 the approach of making sure that we're collecting data
24 and information across all neighborhoods. We agree on
25 decision making protocols that have been developed by

1 community leaders. We have agreed that we need to
2 define and be held accountable for the strategies and
3 actions that we say that we will do amongst the
4 community.

5 We have all integrated the concept of a referral
6 and family case management process in our action plans
7 and anticipate this will get richer and more connected
8 as we begin collectively reporting. So under
9 alignment we are there and we will continue to align
10 ourselves because we understand that as an
11 organization, it is the community and it is us that is
12 going to make a difference with making change and
13 stopping the root cause of violence. There are layers
14 of root causes of violence and in order to begin to
15 pull back those layers, we have to have communication
16 with the people that are involved with the families
17 and the children and the community that we are
18 touching.

19 We have agreed as organizations, as anchor
20 partners to continue to have that conversation so that
21 the missing pieces, so that bridges, bridges will
22 remain intact. And when parents and families move
23 from Miami Gardens to Homestead, those bridges are
24 still connected because we've aligned ourselves to the
25 place that we know how to make a phone call and call

1 somebody in Homestead or call someone in North Miami
2 to make sure that nothing changes for the family.

3 It is our responsibility as people that decide
4 that we're going to make change for children and this
5 community to make sure we have what's in place for
6 that to happen.

7 So next, I will bring up Fred from Rise Up For
8 Change to share with you our achievement around
9 support.

10 Thank you.

11 MR. THOMAS: Good afternoon. My name is
12 Frederick Thomas. I'm the president for Rise Up For
13 Change, and I'm representing the [inaudible] and
14 Richmond Heights coalition. The subject matter that
15 we're going to talk about today is support. Coalition
16 collaboration, anchor integration, integration, fund
17 development prioritization, and capacity building.

18 Together For Children is a support across six
19 neighborhoods. These coalitions are not only intended
20 to be for communities, they're also culturally
21 confident to address the needs of the youth in their
22 perspective neighborhood. Together For Children joins
23 service providers together and requires partners to
24 work hand in hand by sharing, learning, strengthening
25 relationships amongst partners and future

1 collaborations.

2 Anchor integrations. Anchors are integrated by
3 supporting partners, not just the program. By program
4 perspective, they are being partners in activity
5 strategies and also actual plans at the neighborhood
6 level.

7 Fund development prioritization. The development
8 of the actions plans. We also determined that
9 determining and assessing duplication of services,
10 opportunities on how we can navigate collectively.
11 Together For Children is important because it requires
12 community partners to determine the resources and
13 approaches are being collectively allocated in a
14 manner that makes the impact we are seeking to make.

15 And last but not least, capacity building. Small
16 service providers and residents who at times have a
17 greater understanding of neighborhoods are not working
18 with larger entities and anchor building capacity.
19 This unique model leverages best practices across
20 different neighborhoods and sharing and adopting ideas
21 that are actually working. I can go ahead and tell
22 you right up front, through the Together For Children
23 model, in August of 2018, Rise Up For Change and
24 Goulds Optimist Club were recipients of being
25 subcontracted by Miami-Dade's Parks and Recreation to

1 provide services for Goulds Park and West Perrine Park
2 for a possible five-year term.

3 I'm going to turn this over to Michelle Johnson.

4 Thank you.

5 MS. JOHNSON: Hello, I'm Michelle Johnson with
6 Concerned African Woman. I'm the director of
7 strategic partnerships. I'm going to be talking about
8 measurement, right. So you've heard about align,
9 support, measurement. We are here so that our
10 children are safer, our communities are safer, our
11 neighborhood's children and families are thriving. In
12 order to do that, again, you have to align, you have
13 to support, and now we're going to talk about
14 measurement.

15 As a community, we came together because this
16 work is hard. And everyone who is a part, who is a
17 leader that you see represented here today, we are a
18 part of this work. We all have skin in the game. So
19 it's important to note that everyone is a part of the
20 action plans that have been developed by different
21 communities. We have determined what success looks
22 like together. And in doing so, we need to ensure
23 that what success looks like, that we're able to
24 measure that, that we're going to be able to hold each
25 other accountable. When you look at the action plans

1 that we have created and working together with youth,
2 parents, organizations, that is the only way to
3 develop that collectively so that we can hold each
4 other accountable for the data, for how do we reach
5 our mission. Again, I'm going to say it again because
6 I keep reading this up here, building community by
7 helping people care for one another. And we're all
8 together in this as partners to ensure that we are
9 taking care of our communities and our families and
10 that we're all a part of this work.

11 In order to do that, you have to set that
12 foundation. And that foundation was set when we did
13 community meetings, we established what the tools
14 looked like. And this didn't happen overnight, this
15 took time. We established what the backbone process
16 was going to be and everything, again, was co-
17 developed so that we can determine what is our county-
18 wide accountability plan. In order to do that, we had
19 experts at the table and we had our community
20 resources that have committed themselves in leveraging
21 their time, their talents to make sure that they're
22 apart, to make sure that this work is successful.

23 So we continue to keep our goals in mind. We
24 developed those tools and that buy-in. We came up
25 with an accountability plan. And we are processing,

1 we're developing our implementation. Identifying what
2 we need to do to move forward to make this work
3 successful. We're utilizing data. You're going to
4 hear a little bit more about that when we talk about
5 next steps. But it's important to note that all of
6 the leaders, not just who you see here, but the
7 leaders that are coming together at the table, who are
8 committing themselves to this work, all have a voice
9 and all are ensuring that we're able to get our
10 success, which is, of course, that our children are
11 safer, our communities are safer, and our
12 neighborhood's children and families are thriving.

13 I'm going to go ahead and bring up Lisa who is
14 going to be talking about next steps.

15 MS. MARTINEZ: Good afternoon. Lisa Martinez,
16 facilitator of Together For Children. So what you see
17 here, setting the foundation, speaks to what has taken
18 three years to be able to accomplish. Trying to make
19 sure that there is a genuine consensus process as well
20 as what is to be done and how it's going to be done.
21 The future, next steps, address the county-wide
22 accountability plan and what needs to be able to come
23 forward as well as the data sharing and data analysis
24 to inform the work.

25 So what happens next? So we've spoken about the

1 neighborhood coalitions. And the way in which we have
2 been able to really watch consensus unfold in six very
3 diverse communities. There are action plans in place.
4 There are outcomes and outcome indicators in place.
5 At a neighborhood level, very much focused on, almost
6 like grant objectives and being able to achieve those
7 objectives. But we need to be able to look at that
8 from a comprehensive approach. And in being able to
9 do that, it started with a neighborhood level of how
10 do you even govern decision making, and how do you do
11 that when it isn't required?

12 And so there have been processes that have been
13 developed in partnership with anchor institutions over
14 the last year and a half that speak to how we can be
15 able to come to consensus, not for the sake of
16 governmental requirements, not for the sake of grant
17 deliverables, but for the sake of being able to speak
18 to what is a priority, to be able to address how to
19 create and, I guess, underscore the importance of
20 thriving communities led by community members.

21 So with that being said, very next step, we have
22 governance in place at the neighborhood level. You
23 have some of the leadership here in regards to who is
24 leading these governance at the neighborhood level,
25 but we are now moving forward to the Board of

1 Trustees. That is the next step. This is to be able
2 to go to the final phase of Together For Children.

3 With that being said, who makes up the Together
4 For Children Board of Trustees? That is led by
5 majority, the community leaders that are representing
6 the six coalitions. With that being said, there will
7 be a vice chair and chair from each of those six
8 communities that will be seated as leaders within the
9 Board of Trustees. You will also have representatives
10 from the school district, Miami-Dade County, the City
11 of Miami, State Attorney's Office, Public Defender's
12 Officer, The Miami Foundation, Department of
13 Children's and Families, and Department of Juvenile
14 Justices.

15 On a voting advisory board, The Children's Trust
16 has a role there. And the reason that is on the
17 nonvoting side, it was determined in collaboration
18 with The Children's Trust is because you are a funding
19 entity of many of these direct service providers. And
20 being able to make sure that there's not a bias of
21 any sort, that was decided upon and collectively with
22 The Children's Trust as a partner within that decision
23 making. Other nonvoting advisory members would
24 include the United Way, it would also include the
25 university partners that have been along the way with

1 us, Boston Consulting Group, and other funding
2 collaborators. When you see the Together For Children
3 Organization office, one of the presenters previously
4 said that this is not a direct service entity. It is
5 never intended to be able to provide direct services.
6 What it is is to be able to simply align, support and
7 measure. So there never is an intended large,
8 separate organization. Its only supposed to have
9 somebody to orchestrate efforts across all different
10 partners county-wide, to be able to provide staff
11 support at the neighborhood level, and to be able to
12 provide the data science expertise to be able to
13 address the accountability members.

14 With that being said, the very next steps begin
15 with the anchor designees. Letters will be going out.
16 We have had the opportunity through the -- privileged
17 to have the opportunity to present at the School Board
18 COmmittee meeting, at the Board of County
19 Commissioners meeting and now today here. We feel
20 really proud of being able to present the updates that
21 we're providing because this is three years worth of
22 work that was actually launched publicly as an
23 invitation to the community in September of 2016. And
24 so this final stage in which we can be able to
25 establish the consensus of community leaders coming

1 back and saying we are ready to be able to lead that
2 charge.

3 The Board of Trustees meeting we anticipate will
4 be happening in early December. The backbone funding
5 and staffing, we are working through a variety of
6 different facets and pathways for private and local
7 funding in being able to determine how we're going to
8 have a level of sustainability for the short-term and
9 the long-term for this effort. And finally, we intend
10 to launch the accountability plan as well as the
11 action plans, January 2020.

12 So that concludes our presentation. We thank you
13 for the time you've given it.

14 MR. HOFFMAN: Thank you all.

15 Would any of our Board members like to ask
16 questions or comments?

17 MS. HOLLINGSWORTH: First of all, I'd like to
18 thank all of you for being here today. Amazing
19 leadership. I'd like to begin by quoting Mr. Fair,
20 and certainly not because you are the only person that
21 is quotable, all of these folks so eloquently and so
22 forcefully here today. But he began by saying that we
23 came together, keeping the best interest of the
24 community at heart. And that is deeply evident in
25 what you presented to us today. There is clear

1 evidence of the passion and the work that you've been
2 doing. I'd like to thank you for your work. This is
3 true model of collective impact, but as well as
4 individual passion. And I especially want to thank
5 you for including the folks that are so often not at
6 the table and those are families. And they have
7 clearly been involved every step of the way. I'd also
8 like to congratulate all of you and the work that
9 you've been doing. And for the well-deserved
10 recognition both at the state, and the local, and the
11 national level. You should be very proud of that.

12 When I was young in my tenure on the Board, not
13 young, when Together For Children first came before
14 us, and it has been a true privilege to watch this
15 initiative to grow over the years, to see this
16 impressive list of partners added year after year.
17 And here we are in phase four, two years in. I see
18 massive progress. I see an incredible body of work
19 that you all should be very proud of and I'm very sure
20 that you are. And I see this fueled ultimately by
21 very deep partnerships.

22 So congratulations and thank you so much for all
23 of the work you're doing for the children and families
24 in our city.

25 MR. HOFFMAN: Reverend Dunn?

1 MR. DUNN: Let me echo what Mr. Fair said, who I
2 greatly admire and respect. And I need to put this on
3 the record. He has stood through the test of time and
4 that's phenomenal for an African American man in
5 Miami-Dade County, anywhere in the country. He has a
6 stellar record. As I looked at the coalition, I
7 remember the words of -- and the actions of the late
8 great Mayor Maurice Ferre, whenever there would be
9 riots, I hope that's something in the past that we
10 would have, he would put together a blue ribbon
11 committee. This is not a blue ribbon committee. This
12 is a gold ribbon committee.

13 I mean, when you look around, you see individuals
14 who have put the time in. But most impressive about
15 you, besides your work, in addition to your work, in
16 addition to your commitment, in addition to your track
17 record, is the fact that you came together. That's
18 unheard of. And I've been in some -- superintendent
19 knows I've been in almost some fist fights when just a
20 few of us try to come together because people come in
21 with personal agendas.

22 I want to commend you. I hope that we would at
23 least give them another applause for putting aside
24 their personal agendas, personal ambitions to do the
25 work for the children and for the community.

1 God bless you, and thank you so much.

2 MR. HOFFMAN: Thank you.

3 Dr. Perez.

4 MS. PEREZ: I'm going to have a different point
5 of view. I thank all of you. And I have always been
6 a fan of the one and only young man down there. But I
7 am very disappointed with this. We just lost a child
8 yesterday. Last time we had a meeting when we talked
9 about Together For Children we had lost another child.
10 We have been doing this for three years, zero impact.
11 I realized that these programs are good and these
12 programs are necessary. And it's not that I'm in any
13 way -- I know that we need, Mr. Superintendent, as a
14 school board member, of all people, we need the
15 truancy programs. All of that is true. But that was
16 not the reason that this was formed.

17 The reason that Together For Children was formed
18 was to stop children from being killed. Not youth
19 violence. It was not about youth violence. That's a
20 different thing. It was about doing something so that
21 are children are safe in the streets. And we have not
22 done anything. I hear this is going to take time, and
23 this is gonna -- why? Other communities, other
24 countries do not have this problem. In Japan, the
25 children play on the streets and they're safe. In

1 Asia, they play in the streets. We have to make this
2 a big priority in the communities. And all of the
3 things that all of these agencies are doing, there was
4 like 300 up there, it's all wonderful and good. But
5 they're not doing a dent. Three hundred communities
6 are not doing a dent in our children being killed on
7 the streets. Yesterday, the person who killed, you
8 can have all of these programs, and you can have all
9 the truancy programs at the school district, the
10 person who killed the young man yesterday could have
11 been from New Jersey or could have been from
12 Nicaragua. You don't know. And none of these
13 programs would have helped that child. It's very easy
14 for us to say, oh, you know, it takes time. But those
15 two parents, those parents have lost their child. And
16 last month two other parents lost their children.

17 So, I mean, I always complain because this was
18 supposed to be started with the universities and the
19 research and all that. And even in the introduction
20 today we didn't even mention the universities and what
21 the research is conducted. And the research that I
22 see is about violence in schools and that is
23 important, but that's not the purpose of Together For
24 Children. So again, three years. We have not changed
25 the community. In one [inaudible], children are still

1 getting killed. And so, you know, I just see these
2 things and I say -- they say, we're going to hold
3 accountable. Okay, so if at the end -- when do we
4 hold accountable? When? Is it in three years, is it
5 five years? And then somebody says it wasn't
6 successful or something. And again, I'm not saying
7 that this is not necessarily, that this is money that
8 is being wasted. Those programs are great and our
9 truancy programs are important. And we need more
10 money for education and we need more money for all
11 these programs. But Together For Children has not
12 made a dent. I think we're jogging around, but not
13 talking about the failures of it.

14 MR. HOFFMAN: Thank you, Judge Prescott.

15 MR. PRESCOTT: If I may, can I go back a little?
16 I was there at the meetings, not as a member of the
17 Board of The Children's Trust, but as the
18 administrative judge of the juvenile division. I
19 attended the funerals of these kids, several of them
20 were mine. And I sat down with the director of the
21 juvenile services department, Mr. Copeland, and we
22 started looking at statistics and looking at the
23 numbers. And what was glaring was that the same 10
24 zip codes repeated over and over again, not just for
25 the victims of the murders, but of the respondents as

1 well. The same 10 zip codes reflected of there. In
2 2019, Miami-Dade County is still a community in which
3 we labor under silos. And one of the things that we
4 talked about back then was breaking down these silos
5 to peel back the layers of this problem. Is truancy
6 the problem? No. Is it a factor? Yes. The 10 zip
7 codes, is that a problem? It is a problem.

8 I said I attended these community meetings
9 because I listened to our families, which Together For
10 Children listened to. Our families were concerned
11 that their kids were going to be targeted in these
12 communities. And what Leberis was trying to explain
13 to these parents that we were not targeting their
14 children, but we could see from the statistics, that
15 if we dealt with it early enough, we could deal with
16 the convention, not just the diversion or having them
17 to have to come to me.

18 I say give it the time that it deserves to do
19 this right. This has been the backbone to get it
20 done. I have been a supporter from the beginning, but
21 I'll be your most ardent critic if it does not work
22 out. Many of you I know, we've spoken, and you know I
23 don't have a problem picking up the phone when I have
24 an issue to deal with you. But the problem is
25 multifaceted and multilayered and there's no one

1 program out of all those programs that have been
2 listed that can address the issues that we have in
3 Dade County. But the problem that we have is that
4 everybody is looking at the pie and they want a piece
5 of a pie and they fight over that piece of the pie.
6 I'm talking about the pie and not a piece. And that's
7 what I believe that we at The Children's Trust here
8 are dealing with, is about the pie and not just a
9 piece.

10 And that's what Together For Children is dealing
11 with. It had to be a collaboration that's going to
12 take time to jell. Because they're not just talking
13 about the entities, they're talking about the
14 families. And to bring them together to be able to
15 deal with these issues in these 10 zip codes. Yes,
16 measurement is important, but before we get to the
17 measurement, we have to create the thing first. Okay.
18 They've created it, now let them get to work. And if
19 they don't produce, then it's on you. Because we'll
20 be here to support you. I'll say that. I'll be here
21 to support you because it's all about our kids and
22 our families. But if you don't do what you intended
23 to do, I'll be kicking in your door. Okay. But I
24 believe that they deserve this opportunity because the
25 problem that we have is systemic, long-standing, and

1 its layered. We've been peeling back layers one at a
2 time. They're trying to peel them all back
3 collectively. So the children that we're serving are
4 not harmed by us trying to do good, our families are
5 not destroyed by us trying to do good. It's very
6 difficult to get a state or local or federal entity to
7 go into any one of these zip codes and tell them, oh,
8 we're here to solve your problems. Who are you to
9 solve my problems without knowing what my problems
10 are? They're taking the time to sit down and listen.
11 And it's taken time to sit down and listen and then
12 incorporate their responses into what we believe the
13 solutions should be. They're here now. I say give
14 them the opportunity to get it done because it hasn't
15 been done up until now.

16 MR. HOFFMAN: Thank you, Judge Prescott.

17 Nelson?

18 MR. HINCAPIE: Thank you, Mr. Chair.

19 And I've only been working around the job for 10
20 years. And one thing that I've learned, and I worked
21 directly with many of the kids and human trafficking
22 survivors, so one thing that I know is that you have
23 to earn the trust of the people that -- and you're not
24 helping them. Because at the end, if we do this
25 right, they'll be helping you. And you will be a

1 better person if you do this right. I couldn't agree
2 more with Judge Prescott and I know he knows what he's
3 talking about. So, I too, have been here since the
4 beginning and I fully, fully support it. I love what
5 I have seen. It doesn't surprise me that it's taken a
6 little bit of time because, like I said, you have to
7 earn the trust. You can't go into the communities and
8 say because we are who we are, we're going to help
9 you.

10 The question that I have for you and along the
11 layers, we're talking about layers of pain that you
12 have in this community. How specifically, how
13 specifically are you going to start peeling off the
14 layers of pain, and how are we going to help the
15 wounds heal?

16 That was a question.

17 MS. METELLUS: I assumed it as a question. To
18 begin dealing with the vast amount of pain --

19 MS. GRAVES: State your name.

20 MS. METELLUS: Yes, of course. Gepsie Metellus,
21 SantLa Haitian Center.

22 To answer your question, Mr. Hincapie, clearly
23 it's going to be challenging, difficult, a long
24 process to deal with the pain, the various varying
25 levels of pain experienced by different members of our

1 community. And so one of the first steps is trauma
2 informed care programs that we've implemented, and
3 partnership with The Trust, with the school district,
4 with the University of Miami, with FIU, a number of us
5 looking at an EBP, Evidence-based Program. FAB has
6 been known for its ability to help people identify
7 issues, identify solutions to problems and seek this
8 pathway towards fully -- to be fully cured, if I can
9 use the word cured because I think it's appropriate.

10 What I'm saying to you is that, yes, they're all
11 processes, they're all programs, they're all
12 strategies, in particular, I believe that the trauma
13 informed care process or framework that we have all
14 embedded. And our frameworks is going to be one first
15 step. That's one first step among many others. Many
16 of the first steps require your support, your
17 participation, your condition that the problems
18 throughout this community are facts. And that in
19 different neighborhoods there are different levels of
20 pain, as you stated. And so these varying levels of
21 pain will need to be addressed from a specific
22 neighborhood or family-based perspective. I don't
23 want to throw my hands up and say I've not done
24 anything and so I'm losing my family members, I'm
25 losing my children. I'm not going to quit, I'm not

1 going to give up. Because if I do that, then I'm
2 giving into a situation of despair.

3 What I'm saying to you is that we are here,
4 committed, assuming the full responsibility of stating
5 to you that we will tackle this issue. We're hoping
6 that you will walk this walk with us. We're hoping
7 that you will provide the resources that are needed.
8 We're hoping that you will listen when we say to you
9 that there are issues that we need to look at
10 different. There are challenges that you have not
11 recognized that are in fact feeding the challenges
12 that our families are facing.

13 T, do you want to add to that?

14 MR. FAIR: My name is T. Willard Fair, I'm the
15 president and director of Greater Miami. And part of
16 the coalition. The time was impacted by us based on
17 the mistrust of the community. Where, here we go
18 again, here we go again. There's a lot of pain simply
19 there because people have come, self-serving, and even
20 though we have been a part of the community, many of
21 us had to sell ourselves to the community. Not
22 because we did not have a serving record, but because
23 others have taken advantage of the pain. So we needed
24 some time to say, we are succeeding, we are
25 trustworthy, we're with you for the long haul.

1 MS. BROWN: And I'd like to just add a couple of
2 more things. I think being a trust funded -- I'm
3 sorry, my name is Tina Brown, Overtown Youth Center.
4 Being a trust funded organization, many of us, as well
5 as having United Way in place, located in Overtown and
6 in North Miami. We utilize a lot of different tools
7 to deal with, or to assess issues that may be
8 affecting children in our community. ACEs is one of
9 them. And so I'd like to say we use that amongst a
10 lot of them, but we also, as I mentioned earlier, we
11 partner with a lot of organizations, be it Jewish
12 Community Services who provide trauma informed care,
13 with a lot of the training we get in partnership with
14 the Lotus Village, a lot of the trainings we give in
15 partnership with DCF. All of those help us to really
16 peel back those layers and really try to get to the
17 root causes.

18 But last but not least, I think that someone said
19 it earlier, it's about trust. It's about getting
20 these children and these families to open up because
21 you can use all the tools and all the assessments in
22 the world, but if you don't have that trust amongst
23 children and families in the community, they won't
24 open up. But we are using tools that can assist us to
25 peel back those layers and hopefully we can make a

1 tremendous impact on young people and their families
2 using some of these tools.

3 MR. HOFFMAN: Thank you.

4 Commissioner Jordan?

5 MS. JORDAN: Thank you, Mr. Chair.

6 I think it was the first meeting on the Board
7 that there was an item on the agenda and questioned
8 how the item was structured because I read the item
9 and I questioned it because the way that I have read,
10 and it talked about Together For Children, was as if
11 Together For Children was a 501(c)(3). And it just
12 put on a red flag for me because the way that the item
13 read was really misleading to me. Because if it's a
14 501(c)(3), then it's supposed to be providing direct
15 services or direct funding stream to organizations,
16 which the item did not do.

17 I don't want to rehash the past. We've moved
18 away from that. I understand fully. As a matter of
19 fact, I had another meeting with the superintendent
20 about something else and he said, "You questioned
21 their item?" I said yes, I did. At any rate, I know,
22 I didn't know then because of the way the item is
23 structured, that you're talking about a coalition. A
24 coalition that also receives funding, for the most
25 part, individually from The Children's Trust, but you

1 also work with other entities within communities that
2 you represent in terms of providing, making sure that
3 they step up to the plate.

4 I think Dr. Perez's point, though, is very well
5 taken because, as a matter of fact, the director and I
6 just had a conversation about gun violence. And if
7 the coalition of -- if this coalition was created to
8 address that specifically and we're having a
9 conversation, to me, I know on the commission,
10 District one, District two, District three and
11 District nine, that's what a gun violence is. That's
12 where it is. So anything that's directly associated
13 with that, in terms of coordination, collaboration, if
14 you're not going directly into those communities and
15 drilling it down to the elementary school level, we're
16 not going to move the needle.

17 We've got to start with young children. And
18 getting those programs so that young kids who are 6-
19 years-old, coming into school, can recognize, I opened
20 the door and I saw a gun, I shouldn't touch it. We've
21 got to address -- we cannot assume that gun violence
22 is going to be addressed globally. We've got to be
23 specific about it. And I don't know if -- I saw
24 everything that was up there, but whether or not -- I
25 never heard anybody say anything, in all the

1 presentations, about gun violence. I didn't hear
2 that. But that's what I'm hearing from Dr. Perez
3 about the original intent of the creation of it. And
4 to me, we're not drilling down as a coalition far
5 enough, if that is not put in the presentation itself.
6 Because that to me says that we're going where we need
7 to go.

8 The director will tell you that that's been --
9 even when we had our planning session, our Board
10 retreat, gun violence is still my number one priority
11 as well as sex trafficking of our young girls. These
12 are things that we need to drill down. And I think
13 that as a Board, we have learned at our retreat, 11
14 zip codes are critical to addressing all of these
15 issues. And to me, that needs to be the priority of
16 where you guys are drilling down as well as where
17 we're drilling down as a Board of Directors.

18 I want to thank Dr. Perez for focusing on the
19 original intent because, to me, we are not going deep
20 enough in terms of addressing that.

21 Thank you.

22 MS. REYES: Alicia Reyes, Homestead Police
23 Department. I work with Homestead Police Department.
24 I work in the Community Policing Unit. My involvement
25 in getting fully integrated with Together For Children

1 was intentional. We've been doing presentations for
2 years, telling kids don't touch guns, stay away from
3 guns. And not that those don't work because we're
4 continuing to do them in Homestead, it does reach some
5 of the children, but we're not stopping there. We're
6 saying how do we do more than just show up after the
7 fact, how do we do more than a presentation, how do we
8 build this connection so that its remembered, how do
9 we make this family understand that its more than just
10 the one kid, it's the mom, the dad, all of them are
11 playing a role.

12 And so to say that at this point nothing has been
13 accomplished is hard. It's hard to hear because I
14 don't believe that to be true. Prevention is really
15 hard to be calculated, right. Is there still gun
16 violence in our community? Yes. Is it unacceptable?
17 One hundred percent. But to say that we haven't made
18 a difference, I don't know that that's true either.

19 So we're continuing this work. We're going to
20 continue to address gun violence. And the way that
21 we're doing it is we're saying how do we get
22 organizations involved, how do we find ways to involve
23 these kids so that they don't have this idle time. We
24 know that most of these crimes, not talking about
25 school violence, but outside of school violence,

1 mostly talking about afterschool hours. The kids are
2 getting out of school, that's when they're getting
3 into this trouble. And they're having access from
4 their communities, right. These guns aren't just
5 popping up in their hands, it's the parents leaving
6 them unattended at home, it's somebody in the
7 neighborhood who gives this kid a gun.

8 So we have to do more than just work with an
9 individual kid, we have to work with the community as
10 a whole and to keep going at this. It doesn't --
11 fixing this problem is not a band-aid approach, it has
12 to be the full wraparound. And that's our goal here.

13 MR. HOFFMAN: Thank you.

14 Superintendent Carvalho?

15 MR. CARVALHO: Thank you very much. I'll be very
16 brief. I've listened carefully and attentively to
17 some of the comments that have been made. I'd just
18 like to put some issues into perspective. To declare
19 an endeavor, a massive endeavor and initiative as a
20 failure, perhaps, perhaps. But I'm impressed by the
21 way our county and our city have grown. Certainly
22 vertically, right. You look downtown and see all
23 these beautiful buildings going up. The shadow of all
24 these buildings, quite frankly, falls on communities
25 that will never see any of that. But, it's happening

1 any way. But these buildings are going up and we are
2 amazed. They're all wrapped in glass and impressive.
3 I'm going somewhere with this.

4 From the moment that the ground is broken, let's
5 say for the Aston Martin building, right next to the
6 Epic, or Panorama. From the moment the ground is
7 broken until you see the building finally coming off
8 the ground, it's about two years. And then add
9 another year to two years before the building is
10 completed and the first people to live in it. And if
11 you were to deem any one of those buildings its
12 construction a failure because you don't see somebody
13 there, where you don't see anything happening really,
14 nothing coming off the ground for the first two years,
15 then nothing would ever be built. But the reason why
16 it takes a long time is because the foundation, the
17 foundation, the foundation upon which the building
18 will stand will either make it or break it. And we've
19 all seeing buildings, organization systems,
20 governments whose foundations were weak, therefore
21 they crumbled.

22 Mr. Fair said something very, very right.
23 Actually, Mr. Fair always says that which is right
24 because he has lived through it, which is the fact
25 that the earlier phase of Together For Children was

1 marred by a great deal of this belief, a great deal of
2 controversy. In my opinion, some that were
3 manufactured by interests that didn't want it to
4 succeed just because there was a fear that something
5 was going to be lost and some organizations because a
6 number of entities decided to come together to tackle
7 the problem. And certainly that was not the case.

8 The second challenge, as Mr. Fair said very
9 wisely, was that we're dealing with individual,
10 community members and leaders in zip codes,
11 Commissioner Jordan is absolutely right, those 10, 11
12 zip codes, that have great distrust about anything
13 that would be done unto them. Because that has been
14 the history. "Let me come and fix your problem."
15 "Let me import the solution." "Let me build something
16 in your community, not by members of your community,
17 to help you deal with your problem." And that has
18 taken quite a bit of time. I've seen it firsthand.
19 I've seen it firsthand. TFC doesn't belong to me, TFC
20 belongs to the community.

21 One of the first learning points -- I hope I
22 explained that before you build something, you had to
23 deal with the historic questions that were pervasive
24 and real. Secondly, you had to build a strong
25 foundation that was researched based, that was founded

1 on the voices of the community, that did not belong to
2 an external voice that came in to set up shop, but
3 rather emanated and flourished and were built by
4 individuals who live in those zip codes. Assisted
5 through process and nothing else. And that's what's
6 taken time.

7 The last part is, quite frankly, something again
8 that Mr. Fair said. And it was a while ago. Yeah,
9 we're attempting to build, if not rebuild. Trust
10 structure program initiatives, stability for children.
11 And yes, we're trying to do that without ever really
12 addressing the historic issues that got us here to
13 begin with. And I guess that was one of the beautiful
14 things that Mandela was so smart about, is that he
15 arrived at reconciliation, rebuilding, but not before
16 truth. And we just want to move towards, let's build
17 something or rebuild something, skipping the truth
18 part. Well, without truth, there's no reconciliation
19 or rebuilding. Or there will always be distrust.

20 And that's what's taken quite a bit of time, from
21 my estimation, from my observation. I'm a very
22 impatient guy. Dr. Perez would agree. And maybe we
23 don't agree on this one issue, and to a certain extent
24 we do, but from a different perspective, we're
25 impatient. That's why we did away with "F" schools,

1 "D" schools. That's how we jacked up the graduation
2 rate that we became an "A" rated system. How we
3 passed the [inaudible], implementing it quickly. How
4 we boosted teacher salaries very, very quickly. But
5 this is different.

6 We're not the bosses of the people. They are
7 bosses and we need to listen to their voice if this is
8 to succeed. And the plans need to be so unique and so
9 organically linked to the communities. They need to
10 be so embedded in the voice of the people that live
11 there. And they need to be so much in sync with
12 organizations that have been there doing the work, but
13 unfortunately in isolation from their neighbors right
14 next door who are attempting to do the same work.

15 So I see this as the ground that tiles it
16 together, actually builds something strong and
17 beautiful. And that's maybe what was missing, is that
18 many organizations are already in place and have
19 already been in place. But even the fact that now
20 three years later we talk about 10 zip codes, was
21 something that was unknown to me, a number years back
22 on the basis of actual data.

23 Now, the last point I'll make, and I apologize
24 for the longer narrative than I anticipated, is the
25 fact that looking at these folks here and saying, if

1 something doesn't happen, then, my God, you're
2 terrible, you did something wrong. You know, America
3 has been trying to help the world for a long time.
4 And there's still war. There's still people dying.
5 There's been a war on poverty in this country for a
6 long time. There's still poor people.

7 The United Way was created over four decades ago,
8 and The Children's Trust, quite a while. Unless I'm
9 wrong, there are more homeless kids today in this
10 community than there were five years ago. Did The
11 Children's Trust fail? No. The problems around us
12 actually get worst. The economic inequity in our
13 community is worse. The underemployment in our
14 community, unemployment is better, but the
15 underemployed, the ones whose skill set don't quite
16 marry to the challenges that exist, that's getting
17 worse. Unless we figure it out, it'll get worst.
18 Free and secure is a reality. Parental support is a
19 reality. So it's not that things have been stable and
20 we have been trying to fix something, everything
21 continues to change. Title I has been around since
22 1965. There are still poor kids in America who need
23 an extra boost. Head Start has been around for a long
24 time. We still have not fixed that.

25 This is tough work. If there is a chance of

1 addressing the root cause, which is the essence of
2 Together For Children, the root cause, the gaps these
3 kids fall into, even before they are born. Because
4 their mothers and their fathers lived in them. This
5 is it. Community specific centered plans. They're
6 relying on community resources and voices, using
7 science and data to address the issues before they
8 abrupt into a crisis. And the crisis is that bullet
9 leaving the chamber. And then Judge Prescott is
10 absolutely right, by then its darn too late.

11 We already lost two: the one who died and the one
12 who stands before him. It's the only solution.
13 Listen to the people, generate plans, allocate the
14 resources. Continue to recalibrate the success of the
15 challenges, abandon what's not working, build on
16 what's working, accept criticism where its warranted
17 and build on it.

18 Thank you, Mr. Chair.

19 MR. HOFFMAN: Thank you.

20 Thank you for your leadership in this initiative.

21 I have Steve Hope and then a couple of others.

22 MR. HOPE: Thank you, Mr. Chair.

23 It is said that it takes a village to care for a
24 child. When I look out, I see representative of that
25 village. One of the things talked about continuously

1 is trust. Colin Powell said that, he was asked what
2 is the essence of leadership and his response to that
3 was that the essence of leadership is trust. And he
4 said one of the first things a sergeant told him when
5 he was in the army was that if people believe and
6 trust in you, they will follow you even if it is out
7 of curiosity.

8 So I think that -- I understand some of the
9 frustration, but I think we have to ask ourselves a
10 question. Is gun violence the cause, or is it the
11 symptom? And I think if we understand that, then we
12 will understand what Together For Children is trying
13 to accomplish. Gun violence is not basically the
14 cause, it is the biproduct of a lot of problems and
15 challenges that the community faces. But in order to
16 address those issues, I think, as indicated before,
17 it's important to build that foundation of trust. And
18 I think now that that has been achieved. I think that
19 Together For Children can truly be the change agent
20 that it's supposed to be.

21 So I will close with this. I was looking at some
22 of the five characteristics of change agent. It says,
23 a clear vision, patient yet persistent, ask tough
24 questions, knowledgeable, and lead by example, but
25 most of all, strong relationship built on trust.

1 So again, I want to extend my thanks and support
2 to the change agents in our community. And I hope
3 together we can bring about change and create value in
4 the lives of children and families and the community.

5 Thank you.

6 MR. HOFFMAN: Dr. Bagner, next.

7 MR. BAGNER: It's been great to listen to all the
8 different perspectives. I want to echo what Dr. Perez
9 said in the beginning. My very first meeting was when
10 we jumped into this initiative. And the push was due
11 to gun violence. What I am taking from this
12 conversation, we didn't talk about guns in this
13 conversation today until the Board started asking
14 questions about guns. I'm a psychologist, I push for
15 early, the earlier we start, the better. That is my
16 MO on this Board. And I agree wholeheartedly that the
17 earlier we start, the more we're going to impact
18 children's lives and families lives, improve
19 functioning, improve mental health.

20 And I appreciate the time and the effort and the
21 work that it takes to establish this organization,
22 establish the trust and all the things that we're
23 talking about. But I do think we're missing the boat
24 at some level. We need to focus on access to guns.
25 That is -- I appreciate that it is in some ways the

1 response, but it's also one of the strongest
2 predictors. When we talk about research-based, we
3 don't know what's research-based because the CBC, for
4 so many years, has been prevented from even studying
5 gun violence. And maybe it's because I'm not a
6 politician, I'm not an elected official, but I can --
7 I'm at liberty to talk about this. I'm not hesitant
8 to talk about this. And I appreciate what you've been
9 doing and what you've been building. But if we focus
10 solely on identifying kids who are missing school a
11 lot and getting them, ensuring they get services, I
12 think that's an important thing, I think that's a good
13 thing. But if we're not focused in large part on one
14 of the biggest predictors of gun violence, which is
15 access to guns, then we're not going to improve this
16 problem.

17 MR. HOFFMAN: Constance?

18 MS. COLLINS: I want to start by personally
19 thanking you because I know that the work you've been
20 doing is challenging and that you are all wrestling
21 everyday with the impacts of poverty, of lack of
22 education, lack of employment opportunities,
23 insecurity, homelessness, and a plethora of other
24 issues that contribute to gun violence. I think it
25 would be unfair of us to suggest that the death of a

1 child from gun violence in our community should be
2 laid at your feet. I think it lays at everyone's feet
3 in this room and in our community. And I don't think
4 that we have a simple magic bullet for this kind of
5 issue. I think it actually does require the very
6 challenging hard work of coming together and sitting
7 across the table, across our community to understand
8 why gun violence occurs at all. And the broader
9 issues of how to keep our children safe.

10 Every day I see, personally, the impacts against
11 woman and children. No one heals in a rush, no one.
12 And no one heals when they don't feel safe, or when
13 they're hungry, or they have no place to sleep at
14 night, or a bed of their own. No one heals in the
15 absence of opportunity and support, nourishment, care
16 and love. I see what you're doing as creating love.
17 And to me, that's a resounding success. Because in
18 today's world, this is not so easy and not something
19 any of us can take for granted. And it's not so easy
20 to measure either. How do we measure the lives of
21 children not lost because they were kept safe in
22 afterschool programs, or in preschool programs that
23 supported children and families? How do we measure
24 that? We can't measure that. We can only do our
25 best. And I think that this initiative is doing our

1 best. Can we do more? Absolutely. On every single
2 level. But it has to begin somewhere. And I really
3 just want to applaud you, and I want to applaud The
4 Children's Trust. And I want to applaud all of the
5 agencies that come together every day to do this hard
6 work because you care. That's what we're here for,
7 for our children. So thank you.

8 MR. HOFFMAN: Thank you.

9 Reverend Dunn?

10 MR. DUNN: I want to thank the superintendent,
11 and I want to thank Dr. Perez.

12 I got an opportunity to serve in the Miami-Dade
13 County Public Schools as the part-time
14 interventionist. And I worked for the Educational
15 Alternative Outreach Program. And let me tell you,
16 after 10 months, last week I almost retired abruptly.
17 Because a little ninth grade, five foot five, African
18 American girl cursed me from A to Z. And it took
19 everything in my being, all my faith, all the years of
20 praying that I had, to keep from getting on channel 7,
21 or 10, or 6, or 4. And I said, my God, what is this?
22 Because I went there thinking that I'm going to be the
23 crusader for the kids. I'm going to be the savior for
24 the kids. I'm a pastor, after all I've served in this
25 community, not as long as some of these that are

1 sitting around the table, Judge Prescott, Dr. Perez
2 and Connie, of course Commission Jordan and others who
3 are around this table, the mayor's wife. It goes on
4 and on. I don't have a psychological background, but
5 I've eulogized young black men who were killed by gun
6 violence. In fact, 3-J, who was killed at the Miami-
7 Dade County football game at Traz-Powell Stadium, I
8 eulogized him several years ago. My next door
9 neighbor, in the heart of Liberty City, was gunned
10 down about 15 feet from my home on a Wednesday night.
11 Had my wife and I not stopped to the Walgreens on our
12 way home, we could have gotten caught in that
13 crossfire, so I can attest.

14 I've been in Judge Prescott's courtroom
15 advocating for children who are my parishioners, and
16 their families, for violence and gun violence. So I
17 thought I had a handle on this thing. And then it
18 dawned on me, its deeper than that. What is it that
19 makes these young ladies and young men, I hate to say
20 this, but now a lot of young ladies are so angry.
21 What is it? They're hurting. When we drilled down
22 with the counselors, we find out the young lady that
23 cursed me out, her father had been shot 16 times,
24 murdered. That's anger. She was born imprisoned,
25 that's anger. Had probably dealt with some level of

1 sexual abuse by family members, that's anger. And
2 then to date, just before coming to this meeting, and
3 I need to reach out to you, we do what we call
4 reflections in our outreach center, the student
5 success center. We asked the kids to reflect. And
6 one young lady, thank God she raised her hand and I
7 was in a pretty calm mood today, because I was on
8 wheels after that. Because once they see, pardon me
9 for saying it, once they see you get chunked like that
10 in the classroom, it's kind of hard to recover. But I
11 was in a pastoral mood. And so when she said, "Mr.
12 Dunn," she told me to come to her like she was my
13 teacher, my boss. And thank God I did. On her
14 reflection paper she talked about the fact that her
15 whole life has been characterized by being in and out
16 of homelessness. And I said, my God, no wonder this
17 poor kid is acting like that, look at what she's
18 dealing with. Not to mention the family trauma.

19 Let me just add one little other piece. Our
20 problems are generational. They are generational. It
21 just didn't just start with these kids. It started
22 with their parents and their parents' parents.

23 And, Mr. Fair, if I can take you back and date
24 you a little bit on your work in this community. I
25 remember when you did POP, Push Out the Pushes. You

1 changed the trajectory of what we used to call in our
2 neighborhood, near my neighborhood where I live, Germ
3 City, we called it Orange Heights, its true name, to
4 try to get a different mindset of the children that
5 were coming up. Who can survive or be successful with
6 a label of being living or being born in an area
7 called Germ City. So we've got a lot of work to do.
8 I mean, it's a lot of work to do. Let's just try to
9 do it. It's not easy. Its generational, this stuff
10 is generational. I didn't know whether to bring
11 prayer back into the schools without going to the
12 Supreme Court or not because that little girl, let me
13 tell you something, it was very difficult. And if
14 it's that way, I could imagine how it is. We're
15 getting just the tip of the iceberg. So some of you
16 may not have had firsthand experience with this, but
17 when you go in day in and day out, Ms. Dunn, no
18 relation, but I applaud the work that you all are
19 doing. And let's see if we can get to the minds of
20 these children and families because it needs to be
21 changed.

22 MS. JOHNSON: I'm just going to have one comment
23 because I can't stand here without, you know, kind of
24 going back to when you say we haven't done a thing.

25 Ebony Johnson, The Resource Room.

1 Unfortunately, when we save a life, it's not on
2 the news. Its only when a life is lost that its
3 publicized. So when you talk about the one person
4 that died yesterday, I think about the three other
5 conversations that I had with this young man that was
6 feuding with another young man, where I was able to
7 convince him not to kill him. But that didn't get on
8 the news because he's alive today. It is when you can
9 have conversations with somebody that moved from Miami
10 Gardens that came from Liberty City and that was
11 territory, and they want to understand how to protect
12 my block and we remind them that this is now our
13 block. And it's not for you to stand on the corner
14 and make judgement or decide you're going to kill.
15 But when we say that block and they're now shaking
16 hands with each other, that's not on the news. But I
17 know that I saved a kids life. And that's important
18 for all of us to understand. The work that we're
19 doing is preventive work. And if we prevent a murder,
20 then that's one less murder out there.

21 MS. KENDRICK-DUNN: I have a comment.

22 MR. HOFFMAN: Yes, Kendrick.

23 MS. KENDRICK-DUNN: Or probably a few. I wanted
24 to first be respectful and say thank you to each one
25 of you. I just want to say thank you. The work that

1 you're doing is needed and the children definitely
2 need it and the families. I wanted to ask if -- I
3 think in only heard one person say, and I think it was
4 Reverend Dunn, but of the zip codes that we talked
5 about, and I saw the coalitions, and I would be remiss
6 not saying this, but I think the majority of the
7 children and families that we're talking about here
8 are children of African descent. Am I correct? And I
9 think that we need to mention that. I think we need
10 to put a face to these children and not -- and this is
11 just my opinion.

12 And we say communities, but we need to maybe have
13 pictures and show these families, bring some of the
14 children here because I think that would humanize it.
15 This piece, and I think I've heard, I think the
16 superintendent said, I think Reverend Dunn said, and
17 some other people, the historic piece. There's a lot
18 of historical trauma in the communities of people of
19 African descent and it's no mistake. And I will be so
20 happy to hear your feedback when you come back to the
21 Board and talk about the layers of the root causes. I
22 don't know if you're familiar with Afrocentric
23 psychology. I'm a school psychologist, so I know the
24 traditional stuff, but I also know the other side.
25 Because I think it's important for me to know both

1 because I service children from all different
2 backgrounds and even those that look like me.

3 I don't know all the universities that are
4 involved. I would hope that there's some HBCUs
5 involved here. And if they're not, I would highly
6 encourage, if it is at all possible, because I don't
7 know if it has to be local, that we involve -- even
8 like Howard University would be one. I know that they
9 have a doctoral level program. And I understand how
10 they teach.

11 In our school psychology program, we have two
12 young ladies this year from Howard University. And if
13 I were to show you the syllabi from the classes that
14 they take, which is different from some of the
15 universities here, there's a different piece when they
16 speak about the culture. And that piece is so very
17 important. But please share pictures. We need to see
18 these children and these families.

19 I live in one of the neighborhoods. I reside in
20 Liberty City, so I understand. And I work in Miami
21 Gardens. From the beginning of my career in the
22 school district, I worked in Miami Gardens since 2005
23 and still have schools there. So I just wanted to
24 mention that. I want us to humanize this, not be
25 afraid to say that these are black children because

1 they're dying all over the United States. And as I
2 sit here and listen to this, you don't even understand
3 how emotional it is. Because I've had family murdered
4 in Boston where I'm from, people here. So this is one
5 of the reasons why I work with children.

6 When I went to Florida State University and did
7 my undergraduate degree and was trying to figure out
8 what am I going to do, I worked with a professor. And
9 she was doing a research project at a prison and when
10 I went to that prison somewhere up in North Florida,
11 almost all of the people in there looked like me. And
12 I couldn't understand what was happening. Why is this
13 happening? And it's still happening in the United
14 States. I understand a little bit better now after
15 I've learned a lot more about the history and
16 Afrocentric psychology. But there is a historic
17 piece. If you can bring that history to this Board so
18 they can understand black people and the history in
19 this community, and where they were and what happened
20 to them, because some of that is the reason why we see
21 what we see today from these children. And I think
22 everybody in this Board, they need to understand, some
23 of them may understand, but others may not.

24 But I think we need to bring it full circle
25 because those children and those families deserve --

1 so we can see what they look like and understand their
2 history, so we can make informed decisions as a Board
3 when we're talking about black children. And it would
4 be the same for any child regardless of their race,
5 but this specific population of children are
6 struggling and have been. And I would also be remiss
7 to say besides the struggles they have, they are very
8 strong and resilient as well and for us not to forget
9 to talk about the strengths.

10 While there are challenges there, you know, I'm
11 learning to come from a more strength-based approach.
12 And so for us not to forget that because some of those
13 children grow up, I don't know, some of the worst
14 circumstances. My father did. My grandma, who's
15 still living, she was raised in Georgia. And as she's
16 telling me about the fields she had to pick cotton in
17 as a little girl, and all the tobacco and how it
18 messed up her hands. I have the stories. I know the
19 history of some of my own people. But she's here.
20 She's raised 10 children. One of them was my father.
21 We have to talk about the challenges, but I want us to
22 also talk about the strength because we're here.

23 MR. HOFFMAN: Thank you.

24 We do have a Board agenda --

25 MR. THOMAS: Fred Thomas from Rise Up For Change.

1 We spoke earlier. I'm a retired police officer with
2 Miami-Dade Police Department. One of the reasons that
3 I got involved with Together For Children -- and just
4 to back up a little bit, I handled all the cases that
5 you're talking about. I worked in the general
6 investigation unit. My wife, Angela Thomas, is a
7 correctional officer. And she's also involved in the
8 Together For Children process.

9 We have a large collaboration of people here with
10 different techniques, but I just want to get into a
11 little bit of the action plans. I handle all the
12 shootings, I've done all that, so I hear what you're
13 saying. It's like I have two different perspectives
14 on that as far as from the police department and from
15 a neighborhood level, from working for 30 years.
16 However, we have action plans within Together For
17 Children that actually deals with gun violence. It
18 deals with life skills and all these other things that
19 we're talking about. That we didn't really get
20 involved -- you brought up Commissioner Jordan,
21 correct. But we have a lot of other action plans and
22 things embedded inside of those action plans that deal
23 with a lot of those issues that we spoke about
24 earlier, so I just wanted to say that. I know you
25 have your agenda.

1 MR. HOFFMAN: Thank you.

2 Again, I appreciate everybody from the community
3 that has come here to speak with us and our Board for
4 speaking their minds about this important topic.

5 MR. FAIR: We want to thank you very much for
6 allowing us to present. I would simply suggest, based
7 on what I've heard, that we need to have a Board
8 retreat with you, so that we can really discuss this
9 issue. I have one of my paper presentations that I
10 make to my parents in Liberty City, its entitled "Who
11 Kills Your Son Before They Shot Him Dead." And that's
12 what we don't discuss, about what has happened to
13 damage the child before he gets shot by the police.
14 That's a conversation that we all have. I'm an 80-
15 year-old man. If anybody should have been crazy
16 growing up, it should have been me. Because of the
17 circumstances I grew up in. That I should have been
18 angry. I should have not trusted the police. I
19 should not have had any respect for old colored
20 people.

21 So when you talk about what they're doing, we
22 know why we got started, but people forget what damage
23 has been done. And therefore they expect us to make
24 the kinds of progress using what they know about us.
25 This is a dedicated group. These are veterans who've

1 been there, who are committed. And we suffer every
2 time somebody gets shot. But we know just talking
3 about it ain't going to change. We know what has to
4 be changed is the values, the beliefs of the adults to
5 whom the children belong to. And that's hard work.
6 That's not open mic work. That's not resolved by
7 being funded for 12 months.

8 We're talking about turning around the value
9 system, the belief system of an entire community.
10 We're talking about children who are having children
11 and think they can raise children. We're talking
12 about a community where dying is insignificant. We
13 get upset when somebody dies, but they don't get
14 upset. I close. At one of my nine schools, my fifth
15 grade class, the one thing that two fifth grade boys
16 had in common on the first day was his daddy killed
17 his daddy.

18 MR. HAJ: Mr. Chair, just to wrap this up, I
19 can't add any value to all the Board members have
20 said. I think this has been the best discussion I've
21 been a part of for quite some time in The Trust. But
22 I do want to thank, for the new Board members, this
23 started three and a half years ago, and the reason I
24 remember is because it was literally my first day on
25 the job.

1 I'd like to thank the superintendent, the mayor,
2 the group of 40 people. And we came to this Board,
3 and just to remind this Board, you're the ones who
4 said the anchor institutions are important, but things
5 will not change unless we have a grassroots movement
6 and get people close to the product making these
7 decisions. And it has been hundreds of meetings that
8 they have all been associated with, so I thank the
9 group. I also thank you for standing for an hour, I
10 know it's been a long time. But, I thank you for your
11 efforts. There have been hundreds of meetings to
12 develop this community action plan, and I think this
13 is what it's all about when we first started.

14 Thank you.

15 MS. JORDAN: Mr. Chair?

16 MR. HOFFMAN: Let's pace ourselves. This is
17 going to start to sound like a school board meeting.

18 MS. JORDAN: I want to applaud the group as well.
19 But I think who needs to come back together is that
20 original group of forty. Because the problems that
21 were outlined by T. Willard Fair are absolutely on
22 target. But one thing we didn't say is systemic. Is
23 systemic. And the people who can change the systems
24 that created this whole process are those 40 people
25 who need to come back together.

1 MR. HOFFMAN: Thank you.

2 MR. HAJ: Mr. Chair, I would like to thank Lisa
3 Martinez who has been the head of this for three and a
4 half years.

5 Lisa, thank you for being here.

6 MR. CARVALHO: One very last brief comment. I
7 kind of want to go on the record without some clarity
8 around the issue of access to guns. I think --
9 because I heard folks who are not politicians, the
10 folks who are politicians are maybe not free to take
11 on this issue. I think actually the ones who are
12 elected at the table have taken positions on this
13 issue, but not only have they taken positions on this
14 issue, I take pride in getting hate mail from the
15 Carolinas and Texas every time I put out a tweet that
16 condemn the ease with which communities access guns.
17 But until such time, and it will be a long time, until
18 such time, does the world become a safer place for
19 children because of tougher legislation dealing with
20 access to guns, something has to be done. And I think
21 what he said about changing the values, changing the
22 culture, changing the concept of self-respect,
23 addressing those issues, notwithstanding that the
24 unacceptable reality in this country regarding access
25 to guns, that's the work that needs to continue.

1 Thank you, Mr. Chair.

2 MR. HOFFMAN: Thank you.

3 Nelson, are you going to take the Finance
4 Committee --

5 MS. KOBRINSKI: Mr. Chair, can I just clarify a
6 few things on the record?

7 For the Board member's clarification, nothing has
8 been presented to this Board as far as funding The
9 Neighborhood Coalition piece. This Board is only
10 authorized funding for the I-Attend, which is now
11 named the HERO program. And to clarify that there was
12 representation about the Miami-Dade County serving on
13 the Board of Trustees, nothing has gone to the
14 accounting for authorization to serve on that board as
15 well.

16 MR. HOFFMAN: That's correct. I think we also
17 funded phase one, which was the informative phase or
18 some part of phase one.

19 Nelson, please.

20 MR. HINCAPIE: Resolution 2020-01: Directing
21 staff to schedule comprehensive board trainings that
22 shall include sessions conducted by the Miami-Dade
23 County Commission on Ethics and Public Trust and the
24 Miami-Dade County Office of the Inspector General, as
25 well as cover topics that include, but are not limited

1 to, history of The Children's Trust, the roles and
2 responsibilities of board members, Sunshine law, and
3 Public Records law, such training shall occur at least
4 once every calendar year unless three or more new
5 board members are appointed after the annual training,
6 which would then require a training to be conducted as
7 necessary.

8 Can I have a motion to approve?

9 MS. JORDAN: Move it.

10 MR. HOPE: Second.

11 MR. DUNN: Dunn.

12 MR. HINCAPIE: Moved and seconded.

13 Any discussion?

14 All those in favor?

15 (WHEREUPON, the committee members all responded
16 with "aye.")

17 MR. HINCAPIE: Resolution 2020-02: Authorization
18 to enter into a service agreement with Actors'
19 Playhouse at the Miracle Theatre Inc., for co-
20 production and presenting sponsorship of the Young
21 Talent Big Dreams talent search, in an amount not to
22 exceed \$50,000.00 for a term of 12 months, commencing
23 on October 1, 2019, and ending on September 30, 2020.

24 May I have a motion to approve?

25 MS. DONWORTH: So moved, Donworth.

1 MR. HOPE: Second, Steve Hope.

2 MR. HINCAPIE: Moved and second.

3 Discussion? Or recusal?

4 MS. PEREZ: I'm recused, Perez.

5 MS. JORDAN: Question.

6 MR. HOFFMAN: Commissioner Jordan?

7 MS. JORDAN: I just have a question for the
8 attorney. Because these would be effective October 1,
9 and I'm not just talking about the one that's here
10 now, but I think it's about three or four, should they
11 be retroactive?

12 MS. GRAVES: They're not going to be retroactive
13 because the funding is reimbursement. So the funding
14 will be after the October 1st date and after the date
15 of this Board meeting. But staff will be changing the
16 policy as far as the starting date of the contract to
17 be more consistent with the Board meeting and Board's
18 approval. So it's okay as it is now, but we'll tweak
19 it a bit.

20 MS. JORDAN: Okay, thank you.

21 MR. HINCAPIE: Any other questions?

22 All those in favor say aye.

23 (WHEREUPON, the committee members all responded
24 with "aye.")

25 MR. HINCAPIE: Motion passes.

1 Resolution 2020-03 --

2 MS. PEREZ: I recused myself, but may I make a
3 comment now or?

4 MS. GRAVES: Yes.

5 MS. PEREZ: Thank you.

6 I just want to say, give a plug to this Young
7 Talent Big Dreams. It's really a wonderful thing. I
8 hope that all of you are able to go. And its
9 sponsored by The Children's Trust and Actors'
10 Playhouse. Also, since I'm on the Board of Actors'
11 Playhouse and I've seen some of you there, November
12 1st, there's a play, Rings of Fire, Johnny Cash. I
13 hope that you're all able to go see it.

14 Thank you.

15 MR. HOFFMAN: Thank you.

16 MR. HINCAPIE: Resolution 2020-03: Authorization
17 to approve a service agreement with Rex Three, Inc.,
18 to print and prepare for distribution The Children's
19 Trust's trilingual monthly parenting newsletter, for a
20 term of 12 months, commencing on October 1, 2019, and
21 ending on September 30, 2020, in an amount not to
22 exceed \$50,000.00.

23 Can I have a motion to approve?

24 MR. HOPE: Motion, Steve Hope.

25 MR. DUNN: Second, Dunn.

1 MR. HINCAPIE: Moved and seconded.

2 Any recusals?

3 Any comments?

4 MR. BAGNER: I just have a quick question, I'm
5 sorry. I know we're running late. But the price tag
6 of \$50,000 seemed a little bit high to me to produce
7 this. It's about \$2 per -- it said it would reach
8 about 22,000 readers. I'm just wondering why the cost
9 is so high.

10 MR. HAJ: Before I turn it over to Ximena, two
11 things: one is last year we spent \$40,000, we're
12 asking for \$50,000. So we print in English, Spanish,
13 and Creole, as well as we do an online version.

14 I'll turn it over to Ximena to answer.

15 MS. NUNEZ: Good afternoon. Ximena Nunez,
16 Director of Communications for The Children's Trust.
17 So the current printing cost per issue is 22 cents.
18 So the amount that we're requesting, not to exceed
19 \$50,000. As Jim mentioned, the last year total
20 spending was \$40,000, but the current cost per issue
21 is 22 cents.

22 Would that answer your question?

23 MR. BAGNER: Yes.

24 MR. PRESCOTT: Is this the brochure we're
25 speaking of? There's two languages on this one. Is

1 there a Creole one and --

2 MS. NUNEZ: Yes. So we have -- sorry. So we
3 have an issue that is in English and Spanish and
4 there's another issue that is English and Creole.

5 MR. PRESCOTT: Okay.

6 MR. HINCAPIE: Any other questions?

7 All those in favor say aye.

8 (WHEREUPON, the committee members all responded
9 with "aye.")

10 MR. HINCAPIE: Resolution 2020-04: Authorization
11 for the expenditure of dues for membership in the
12 Florida Children's Council, Inc. (FCC) in a total
13 amount not to exceed \$110,000.00 for a term of 12
14 months, commencing October 1, 2019, and ending
15 September 30, 2020.

16 Can I have a motion to approve?

17 MS. HOLLINGSWORTH: So moved, Hollingsworth.

18 MR. HOPE: Second, Steve Hope.

19 MR. HINCAPIE: Any recusals?

20 Comments?

21 All those in favor say aye.

22 (WHEREUPON, the committee members all responded
23 with "aye.")

24 MR. HINCAPIE: Motion passes.

25 Resolution 2020-05: Rescind resolution #2019-78,

1 granting authorization to execute a contract with
2 Healthmaster Holdings, LLC; authorization for a waiver
3 to the competitive solicitation process for a software
4 as a service (SaaS) solution to track school-based
5 health clinic interactions; and authorization to
6 negotiate and execute a contract with Education
7 Health, LLC, d/b/a Healthmaster for the SaaS solution,
8 in a total amount not to exceed \$200,000.00,
9 commencing October 1, 2019, and ending September 30,
10 2020, with three possible 12-month renewals, subject
11 to annual funding appropriations.

12 Can I have a motion to approve?

13 MS. DONWORTH: So moved, Donworth.

14 MS. WELLER: Second, Weller.

15 MR. HINCAPIE: Any recusals?

16 MS. JORDAN: Comment.

17 MS. HINCAPIE: Yes, Commissioner?

18 MS. JORDAN: Its already been explained to me why
19 this is happening, but because it's a waiver, I'd like
20 the explanation to be put on the record.

21 MR. HAJ: Yes. Thank you, Commissioner.

22 So when we started the health clinic over 12
23 years ago, we were using a vendor to track
24 interactions to report to the state. I thought it was
25 very expensive. We put out a bid two years ago and

1 we're able to save \$300,000. So we were paying
2 \$500,000 a year, we got a new vendor for \$200,000 a
3 year with increased functionality, so it was great.
4 We spent nine months. We just need to move the data
5 feed from one vendor to the other, but it took us a
6 long time to get to all the attorneys for the school
7 system, the vendor ourselves. So we finally got that
8 approved. We trained the nurses, we got everybody up
9 and running, we started the school year great, and
10 then a company bought Healthmaster. So all we're
11 asking is that -- it's just a different federal ID
12 number. Healthmaster is still in existence. We just
13 want to use -- we need authority to change to the new
14 parent company who bought Healthmaster.

15 MS. JORDAN: Thank you.

16 MR. HINCAPIE: Any other questions?

17 All those in favor?

18 (WHEREUPON, the committee members all responded
19 with "aye.")

20 MR. HINCAPIE: Motion passes.

21 Resolution 2020-06: Authorization to dissolve
22 the communications and information technology (IT)
23 vendor pools selected through requests for
24 qualifications (RFQs) #2019-07 and 2019-08; and
25 authorization to release requests for proposals (RFPs)

1 to procure communications and IT services.

2 Can I have a motion to approve?

3 MR. HOPE: Motion, Steve Hope.

4 MS. GRIMES-FESTGE: Second, Grimes-Festge.

5 MR. HINCAPIE: Any recusals?

6 Any comments?

7 Hearing none, all those in favor say aye.

8 (WHEREUPON, the committee members all responded
9 with "aye.")

10 MR. HINCAPIE: Motion passes.

11 MR. HOFFMAN: Thank you.

12 Pamela, for the Program Services and Childhood
13 Health Committee Report.

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

15 The Program Services and Childhood Health
16 Committee met on Thursday, October 10th to consider
17 the following resolutions:

18 Resolution 2020-07: Authorization to negotiate
19 and execute a match contract with Key Biscayne
20 Community Foundation, to support the Evidence2Success
21 initiative, in a total amount not to exceed
22 \$50,000.00, for a term of 12 months, commencing
23 October 1, 2019, and ending September 30, 2020.

24 May I have a motion?

25 MS. WELLER: So moved, Weller.

1 MS. HOLLINGSWORTH: And a second?

2 MS. GIMENEZ: Second, Gimenez.

3 MS. HOLLINGSWORTH: Are there any recusals?

4 Moving to discussion.

5 Discussion, Magaly?

6 MS. ABRAHANTE: In light of the extensive
7 conversation we had regarding Together For Children
8 today, can someone from staff give a little bit of an
9 explanation as to the relationship between the
10 Evidence2Success initiative and Together For Children?

11 MR. HAJ: Thank you very much.

12 Stephanie, can you answer that?

13 MS. SYLVESTRE: So Evidence2Success is an
14 evidence-based program of how to bring community
15 organizations together. And as you heard about the
16 work that Together For Children has been doing for the
17 past three years, it's an opportunity for the Together
18 For Children group in Liberty City to have additional
19 resources as they continue to work together to build a
20 capacity of Liberty City. So that's where the
21 intersect is.

22 MS. HOLLINGSWORTH: Thank you, Stephanie.

23 Further discussion?

24 MR. HAJ: Dr. Abrahante, we're very pleased, the
25 CEO of MCI was up here earlier.

1 I just wanted to introduce you.

2 She is also the point person for the
3 collaboration with Together For Children. I'm drawing
4 a blank for their area. The Liberty City coalition.

5 MS. HOLLINGSWORTH: Thank you.

6 Further discussion?

7 MS. KENDRICK-DUNN: I have a couple of comments
8 about the community board. I think I spoke with
9 Stephanie, but hopefully we can find out. Because I
10 would like to know who was sitting on the board. And
11 I wanted to know if children are actually going to be
12 sitting on the board. And the other thing I see is
13 this says middle and high school. As I shared with
14 Stephanie, I do want to advocate, if I'm able to, that
15 we also ensure that we have elementary aged children.
16 You can talk to a third, fourth or fifth grader. I
17 evaluate them. These children are bright.
18 Especially, I was giving her the example that we have
19 gifted programs, teen programs. If you were to sit
20 with some of these third, fourth and fifth graders who
21 are brilliant and -- one of the programmatic goals of
22 gifted programming is to critical thinking. So we can
23 get some of these children that are younger than
24 middle school to be able to serve and be able to
25 provide their feedback about their community in ways

1 to problem solve. I think it will be helpful. I
2 think starting at middle school is too late. These
3 children, at the upper elementary specifically, they
4 can articulate extremely well.

5 MS. HOLLINGSWORTH: Thank you, Tiombe.

6 Ms. Daniels?

7 MS. DANIELS: Good afternoon. Latasha Daniels,
8 CEO of The Miami Children's Initiative and lead of the
9 Together For Children, Liberty City coalition work.

10 To answer Ms. Fredrick-Dunn, we have, at the
11 community level, begin to join the different groups as
12 it relates to protecting youth, strengthening families
13 and responding to those areas. One of the direct
14 response was to ensure that children and families were
15 a part of that. We are so happy that we were finally
16 able to pull together and Liberty City. At least 50
17 of our providers, which has been unheard of in our
18 community, and out of that, every time that we met
19 that, we've had a minimum of five parents to come.
20 And so to that work, it speaks to that, us joined,
21 canvassing and work to directly impact the children.
22 Now how it ties more specifically with us being in the
23 Charles Drew K-8 Center and being at Miami
24 Northwestern, we're doing that deep dive every day.
25 And pulling that work and pulling the data together,

1 that we're able to generate questions, responses at
2 the community coalition level that we can address it
3 more specifically.

4 MS. KENDRICK-DUNN: And adding the elementary
5 children?

6 MS. DANIELS: Absolutely. We're open to that,
7 and we're open to the conversation. Before we started
8 this meeting, we're open to hearing how we do that,
9 because of course that can be through play therapy,
10 that can be through a lot of things that we begin to
11 engage. But we're doing that work already through
12 assessments, through the academic and the social,
13 emotional, doing the ACEs work, to find out what those
14 needs are.

15 Does that answer the questions?

16 MS. HOLLINGSWORTH: Thank you, Ms. Daniels.

17 Further discussion?

18 MR. CARVALHO: Yes.

19 MS. HOLLINGSWORTH: Superintendent?

20 MR. CARVALHO: Yes, a quick question. Out of
21 curiosity, maybe, and not necessarily related to this
22 resolution, there was a comment made prior to the
23 resolutions regarding the previous presentation. It
24 was stated, for the record, as a clarification --

25 MS. GRAVES: Excuse me, superintendent, can we

1 finish this item first and then go to what it is, if
2 it's not related?

3 MR. CARVALHO: Well, it is related to --
4 potentially related, but if you want to drop me and go
5 to the next one, that's fine.

6 MS. GRAVES: I apologize, we just --

7 MR. CARVALHO: You don't have to apologize, go
8 ahead.

9 MS. HOLLINGSWORTH: All those in favor?

10 (WHEREUPON, the committee members all responded
11 with "aye.")

12 MS. HOLLINGSWORTH: Any opposed?

13 The resolution carries.

14 MS. HOLLINGSWORTH: Superintendent?

15 MR. CARVALHO: Thank you. So there was a comment
16 made. It was stated for the record as a matter of
17 clarification. And usually clarification is required
18 when a statement is made perhaps that would lead
19 someone to believe that a decision has been made or
20 something had been contemplated. So could I just hear
21 the rationale for that clarification?

22 MS. KOBRINSKI: I'm sorry, which clarification?

23 MR. CARVALHO: I think the one that you -- the
24 statement you made. I think those were your words.

25 MS. KOBRINSKI: We were letting the Board members

1 know that so far the funding that this Board has
2 approved has been related to the I-Attend piece, also
3 known as the HERO program. A presentation on the
4 PowerPoint that the Miami-Dade County was part of, the
5 Board of Trustees. And at this point in time, that
6 hasn't been presented to the Board as an action item.

7 MR. CARVALHO: Correct. So through the Chair,
8 very quickly, usually clarification is warranted when
9 a statement is made or a premise is declared that
10 would require clarification. I think the presentation
11 did not advance any such idea. It was a plan that
12 will unfold in due time. So I was just trying to
13 understand if it was something beyond that, but I
14 appreciate the clarification. The need for a
15 clarification.

16 MR. HOFFMAN: So noted. And as I noted, the
17 description of our funding was also that we had funded
18 other parts of the program as well.

19 MR. CARVALHO: Thank you.

20 MS. GRAVES: Sorry, Mr. Chair?

21 MR. HOFFMAN: Yes?

22 MS. GRAVES: What other parts of the funding are
23 you referencing because The Children's Trust --

24 MR. HOFFMAN: The Children's Trust funded the
25 initial collaboration phase.

1 MS. GRAVES: But that's a part of the HERO
2 program, and I think that's what he was getting to.

3 MS. KOBRINSKI: The referral case management.

4 MS. GRAVES: Right. And so that's the only part.
5 That's the part that has been ongoing for several
6 years.

7 MR. HOFFMAN: Okay.

8 MS. HOLLINGSWORTH: Thank you.

9 Resolution 2020-08: Authorization to negotiate
10 and execute a funder collaboration contract with Key
11 Biscayne Community Foundation, for the Fab Lab, in a
12 total amount not to exceed \$100,000.00, for a term of
13 12 months, commencing October 1, 2019, and ending
14 September 30, 2020.

15 May I have a motion?

16 MS. PEREZ: Moved it, Marta Perez.

17 MS. HOLLINGSWORTH: And a second?

18 MR. HOPE: Second.

19 MS. HOLLINGSWORTH: Are there any recusals?

20 Moving to discussion.

21 MR. BAGNER: Just to reiterate a point that was
22 raised during Program Committee, I know we addressed
23 it with the group. And just to state it for the
24 record, we want to really encourage this group to get
25 girls to participate in this program because we know

1 that girls are less likely to go into STEM careers.
2 And so I think this has a unique ability to reach
3 girls, so just to reiterate that.

4 MS. HOLLINGSWORTH: Thank you.

5 MR. HAJ: Madam Chair, I also just want to
6 mention, I don't know if Melissa is still here, but I
7 want to thank Melissa and the Key Biscayne Foundation
8 for their work and also the help in Liberty City in
9 supporting Greenhouse.

10 MS. HOLLINGSWORTH: Thank you.

11 Further discussion?

12 Hearing none, all those in favor?

13 (WHEREUPON, the committee members all responded
14 with "aye.")

15 MS. HOLLINGSWORTH: Are there any opposed?

16 Resolution carries.

17 Back to you, Mr. Chair.

18 MR. HOFFMAN: Okay, Jim, the CEO report.

19 MR. HAJ: Mr. Chair, I'll be quick. The 2020
20 Board and Committee meeting list is in your packet.
21 These are the Board meetings and Committee meetings
22 for 2020. It's being passed out. It should be
23 dropped onto your calendars through Outlook. The CEO
24 report on contracts under \$25,000 on page 29.

25 Spooky Symphony, we had many Board members RSVP.

1 If you do plan on going, please RSVP so we can reserve
2 your seat. ECR Demonstration, we had an Early
3 Childhood Research Demonstration group. Many of our
4 Board members were here. At Committee we talked about
5 it, there was great feedback. We're looking at
6 continuing bringing that back yearly. And The Zero To
7 Three Conference was another thing that we sponsored.
8 Many Board members attended. That was a national
9 conference in our own backyard.

10 I did want to congratulate Stephanie, again, for
11 the CIO Award. And Marty, who also, a couple of
12 months ago, received an award too. So we really do
13 have an award-winning IT department. So we're very
14 proud of the work that they're doing.

15 Thank you, Mr. Chair.

16 MR. HOFFMAN: Steve?

17 MR. HOPE: Mr. Chair, thank you.

18 I had the opportunity to attend The Trust staff
19 meeting during this week and a presentation was done
20 on some of the technological achievement that The
21 Trust has achieved over the last year. And I think
22 had Board members attended, you would have gotten a
23 greater appreciation when you see the budget that was
24 requested previously but bring a greater clarity. So
25 it's my hope that maybe at the next Board meeting that

1 maybe staff can do a short presentation on some of the
2 technology changes and accomplishment that was
3 achieved over the last year.

4 Thank you.

5 MR. HOFFMAN: Thank you.

6 And with that, the meeting is adjourned.

7 Thank you.

8 (Whereupon, at 6:09 p.m., the meeting was
9 adjourned.)

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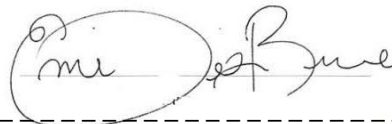
STATE OF FLORIDA
COUNTY OF MIAMI-DADE

I, EMILIE BRAVE, court reporter and Notary Public do hereby certify that the foregoing proceedings were taken before me at the time and place therein designated, and that the foregoing pages numbered 1 through 94 are a true and correct record of the aforesaid proceedings.

I further certify that I am not a relative or employee, attorney or counsel of any of the parties, nor am I a relative of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the foregoing action.

Under penalties of perjury, I declare that I have read the foregoing certificate and that the facts stated herein are true.

Dated this 5th day of November 2019.



EMILIE BRAVE
Court Reporter

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