



Board of Directors Meeting

May 15, 2023

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

The MDC Children's Trust Meeting, Board of Directors Meeting was held on May 15, 2023, commencing at 4:00 p.m., at 3250 Southwest 3rd Avenue (Coral Way), United Way, Ryder Room, Miami, Florida 33129. The meeting was called to order by Kenneth Hoffman, Chair.

AUDIO TRANSCRIPTION

**CERTIFIED
ORIGINAL**

BOARD MEMBER APPEARANCES:

KENNETH HOFFMAN, Chair
PAMELA HOLLINGSWORTH, Vice Chair
KAREN WELLER, Secretary
MATTHEW ARSENAULT
DR. DANIEL BAGNER
TA'MYAH BYARS
MORRIS COPELAND
MARY DONWORTH
REV. RICHARD DUNN II

1 BOARD MEMBER APPEARANCES, Cont.:

2 GILDA FERRADAZ

3 HON. NORMAN GERSTEIN

4 LOURDES GIMENEZ

5 VALROSE GRAHAM

6 MINDY GRIMES-FESTGE

7 MARISSA LEICHTER

8 ANNIE NEASMAN

9 MARIA NORTON

10 DR. CLARA LORA OSPINA

11 HON. ORLANDO PRESCOTT

12 JAVIER REYES

13 HON. ISAAC SALVER

14

15 STAFF MEMBER APPEARANCES:

16 AMANDA GORSKI

17 AUNDRAY ADAMS

18 BEVONE RITCHIE

19 BLAKE BROWN

20 CAROL BROGAN

21 DANIELLE BARRERAS

22 FELIX BECERRA

23 GARNET ESTERS

24 GISELLE ESPINALES

25 GRETTEL SUAREZ

1	STAFF MEMBER APPEARANCES, Cont.:
2	IMRAN ALI
3	JACQUES BENTOLILA
4	JAMES HAJ
5	JENNIFER MORENO
6	JUANA LEON
7	JULIETTE FABIEN
8	LEILAH COLLAZO
9	LINDSAY FRANCOIS
10	LISANNE GAGE
11	GARNET ESTERS
12	GISELLE ESPINALES
13	GRETTEL SUAREZ
14	IMRAN ALI
15	JACQUES BENTOLILA
16	JAMES HAJ
17	JENNIFER MORENO
18	JUANA LEON
19	JULIETTE FABIEN
20	LEILAH COLLAZO
21	LINDSAY FRANCOIS
22	LISANNE GAGE
23	LISETE YERO
24	LORI HANSON
25	NATALIA ZEA

1 STAFF MEMBER APPEARANCES, Cont.:

2 PATRICIA LEAL

3 RACHEL SPECTOR

4 WILLIAM KIRTLAND

5 XIMENA NUÑEZ

6 YULIET ALFONSO

7 SUSAN MARIAN

8 TATIANA CANELAS

9 WENDY DUNCOMBE

10

11 GUEST APPEARANCES:

12 BRYTTANY STRINGER, CBC Alliance

13 AUDREY ARADANAS, Miami Homes For All

14 SHELLEY JACOBY, All In One Direct Marketing
15 Solutions

16 GINNY EHRLICH, U.S. Soccer Foundation

17 ANNIE LORD, Miami Homes For All

18 ALEXSA LETO, CBC Alliance for Miami-Dade/Monroe

19 FELIX JIMENEZ, Miami-Dade County Inspector
20 General21 JOSE ARROJO, Miami-Dade Commission on Ethics and
22 Public Trust

23

24

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

2 (Thereupon, the following proceedings commenced
3 at 4:00 p.m.)

4 MR. HOFFMAN: We have a quorum. First of
5 all, we had a scheduled Executive Committee
6 meeting to take place today just in case we
7 didn't get a quorum because last week we're --
8 last month was a little bit touch and go. So,
9 we'll cancel that Executive Committee meeting
10 and hold the regular Board of Directors meeting.

11 I want to remind everybody to make sure and
12 turn on your microphones when you speak, and to
13 turn them off when you're not speaking. In
14 addition, if you need to recuse yourself from a
15 resolution, please make sure to state your name
16 and agency, and the reason for recusal.

17 A couple of announcements. As most of you
18 know, I think -- in fact, I think many of the
19 people, many of our directors were there, The
20 Champion for Children's luncheon took place on
21 April 27. There were nearly 1,200 people in
22 attendance, which is a record for the event.

23 We inaugurated the Excellence in Youth
24 Leadership Award, which was given to W.P.
25 (phonetic), a remarkable 11th grade student who

1 founded the Page by Page Book Drive when she was
2 in second grade, and has helped distribute more
3 than half a million books across the world.

4 She was also, for those of you there --
5 would -- would -- I think would agree, was a
6 very inspirational speaker for a -- for a young
7 person, and even for an older person as well.

8 The event's signature award, the David Lawrence
9 Junior Champion for Children, went to trust
10 longtime friend and partner, Evelio Torres,
11 President and CEO of the Earl -- Early Learning
12 Coalition of Miami-Dade and Monroe Counties.

13 The other honorees were Regina Davis
14 (phonetic), a longtime community and parental
15 involvement activist, who received the
16 Excellence in Advocacy Award. Abigail Peskin
17 from University of Miami Parent-Child
18 Interactive Therapy Services, who received the
19 Excellence in Direct Service award. And three
20 programs were honored with Program of the Year
21 Awards, Breakthrough Miami, Summer Institute
22 Early Learning Coalitions, Thrive By Five
23 Childcare Scholarship Initiative, and Jesse
24 Trice Community Health System School Health
25 Services. So, congratulations to all the

1 winners. I don't know if anybody wants to make
2 any comment on that event, but it was, again, a
3 terrific event for the Children's Trust.

4 Anybody? Okay.

5 MS. NEASMAN: Mr. Chair --

6 MR. HOFFMAN: Oh, I'm sorry.

7 MS. NEASMAN: I would just like to say
8 thank you to the board members. Thank you to
9 the staff for the award for the Jesse Trice
10 Community Health System. Our employees and the
11 organization was very excited about that. We
12 love our children, and certainly it was
13 wonderful to have you recognize that. So, on
14 behalf of Jesse Trice, thanks to all of you.

15 MR. HOFFMAN: And -- and Annie knows this,
16 because I already told it to here as your -- you
17 all deserved it so -- we also -- the -- the
18 Children's Trust received a congressional
19 recognition read by one of the staff members of
20 Representative Carlos Sinenez (phonetic), and
21 that was very nice for -- for all of us.

22 Saturday, with Young Talent Big Dreams, the
23 13th year of the Young Talent Big Dreams
24 competition finals. This is the biggest
25 countywide free talent competition for kids

1 between eight and seventeen. Auditions had been
2 held in the prior weeks at four different
3 locations throughout the county, and the
4 semifinals and finals were held at the Actors
5 Playhouse in Coral Gables.

6 There were six individual categories and
7 three group categories, including individual and
8 group vocals and dance, musical instruments,
9 original spoken word, and original vocal and
10 instrumental competition -- composition, sorry.
11 The overall grand prize champions were also the
12 group vocal winners.

13 And it was a couple of young ladies. N.B.
14 (phonetic), a 14 year old who attends the Miami
15 Art Studio 6-12 at Zelda Glazer, and E.V.
16 (phonetic), a 13-year-old who attends
17 International Study Charter School. I was in
18 attendance. It was -- it was really a -- quite
19 a -- quite an interesting event, and it's
20 amazing the talent that are -- that's around our
21 county.

22 Lourdes Diaz, one of our board members in
23 the event, several of our staff members were
24 there as well. And I just want to thank all of
25 you for, you know, approving of sponsorship of

1 it. It really is a fantastic event for -- for
2 the community.

3 April 18, the Children's Trust held a press
4 conference. This was right after our -- our
5 last board meeting to announce the youth
6 development contract awards by the board the day
7 before. The press conference was held at the
8 Belafonte Tacolcy Center, which some of you may
9 remember from a recent field -- field trip where
10 we visited the FabLab and toward the Center.
11 The Center is located in the heart of Liberty
12 City, one of the highest needs areas in our
13 county. And it hosts so many important programs
14 and services for the community, including
15 several of them funded by the Trust. And it is
16 truly a model for providing neighborhood support
17 for children and families. It was a great press
18 conference, wel -- well attended. The kids did
19 some sports activities, and it was ve -- very
20 nice for the Trust and for the Center to get the
21 attention.

22 The Trust kiff -- kicked off the
23 orientation and onboarding for the new youth
24 development providers on May 3rd at the
25 University of Miami, Gusman Hall. That was the

1 first post-pandemic, in-person meeting of
2 providers where I understand a total of 302
3 attendees actually checked in using a special QR
4 code. So, that was -- was well attended. Many
5 familiar faces, including 22 new providers that
6 have been funded for this cycle. And I think
7 that's it for the announcements. That's it.

8 Are there any public comments? No?

9 MS. LEON: No.

10 MS. HOLLINGSWORTH: No public comments,
11 Mr. Chair.

12 MR. HOFFMAN: Then we'll move on to the
13 approval of the minutes of the April 17th
14 meeting.

15 MS. WELLER: Thank you, Mr. Chair. Good
16 afternoon, everyone. The board of directors met
17 on April 17th of 2023. The minute mee --
18 meeting's minutes are in your packet. You can
19 find them on Page 5. May I have a motion,
20 please, for acceptance? Thank you. May I have
21 a second? Any discussion on the minutes?
22 Hearing none. All those in favor, oppose. The
23 motion carries. I turn it back over to you, Mr.
24 Chair.

25 MR. HOFFMAN: I'm sorry. Did Felix Jimenez

1 arrive?

2 MR. HOFFMAN: No, not yet. Okay. So,
3 we'll skip over the Inspector General training
4 for the time being and turn it over to Jose
5 Arrojo (phonetic) for the code of ethics
6 training that we do annually for the board.

7 MR. ARROJO: Good evening. Hi, I'm
8 Jose Arrojo, and I'm the Director over at the
9 Ethics Commission, and this is my annual visit
10 with your board, which I'm sure is highly
11 anticipated. And I'm looking around the room,
12 and I know that I've given the same presentation
13 to at least 95 percent of you in one form and --
14 or another, including elected officials who get
15 to hear from me also when they are re-elected
16 under the county ethics ordinance.

17 So, I'll -- recognizing that most of you
18 have already been through the training, I'll try
19 not to -- I'll try not to linger too long.
20 There are a couple of new things that I want to
21 emphasize, but -- but I'll go through it so that
22 I can satisfy my obligations under the
23 ordinance, and you can all say that you've
24 received your annual training as board members.

25 So, let's see if I can do this. Okay. So,

1 very quickly. So, where's my friend from the
2 County Attorney's office? There she is over
3 there. Okay. So, very quickly, you -- you have
4 counsel provided to you by the -- by the county
5 attorney's office, and -- and that's fine.

6 The only thing that I always tell folks is
7 if you have a question regarding the application
8 of the Ethics Code to any transaction that
9 you're going to be involved in as a board -- as
10 a director, I'm happy to speak to you. You can
11 call me individually, you can call me through
12 staff. I speak to some of your staff members on
13 a regular basis. I speak to Mr. Ali quite a
14 bit.

15 You can contact me through the County
16 Attorney's office, it makes absolutely no
17 difference. Or you can consult with the County
18 Attorney's office, and then they can talk to me.
19 It doesn't make a difference to me, whatever
20 your preferences. I speak to my colleagues at
21 the County Attorney's office probably, you know,
22 once a day, at least one of them. So, it makes
23 no difference. But just to, you know, reach
24 out. There's no obligation that you reach out,
25 but I encourage you to reach out whenever --

1 whenever you can, all right? All right.

2 So, let's see. All right. And let's see.

3 Am I doing this correctly? I'm having some

4 technical issues. To the rescue. Oh, okay.

5 All right. Next slide. I'm sorry. I'm going

6 to keep saying that throughout. All right. So,

7 -- okay.

8 So, the -- the reason that I'm here, by the

9 way, is because the board of county

10 commissioners decided in their wisdom, in the --

11 enabling ordinance for this board, to -- to make

12 you subject to the code of county -- to the

13 County Ethics Code. And a couple of years ago,

14 there was some question as to whether all

15 portions or some portions of the County Ethics

16 Code applied.

17 And together with the county attorney's

18 office, we collectively decided and opined that

19 the entire Ethics Code applies to the directors

20 and also to staff here at the -- at the -- at

21 the -- at the Children's Trust. Thank you.

22 Okay. And the

23 -- and the -- okay. And that's a formal opinion

24 that we provided. If you're curious, I'll send

25 it to you.

1 We treat the board members in -- in some
2 different -- in some different manners. In some
3 instances, we treat the members of this board as
4 members of an autonomous -- as members of an
5 autonomous county board that -- in some other
6 instances, we treat you as if you were members
7 of the board of county commissioners.

8 When you vote, you have your own enhanced
9 ethics provisions here at the Children's Trust.
10 So, it really, kind of, depends. Usually, when
11 you're voting, we'll treat you as if you were a
12 member of the Board of Directors, which means
13 that we apply a more rigid voting conflict
14 provision to you.

15 In some other instances, we'll treat you as
16 you're a member of an autonomous personnel
17 board. And the staff we treat as -- as we'd
18 treat comparable staff members in County
19 Government. All right.

20 So, very quickly on gifts. All right. So,
21 just a general rule for gifts. So, many of you
22 are with other public agencies, or you're
23 elected officials, or you're current or former
24 judges. That was ni -- it was good to see Judge
25 Gerstein this morning, who I haven't seen since

1 I was skinny and I had no gray hair. And so --
2 and so just -- just the basic rule. At any time
3 -- at any time that you're -- that you are on
4 one side of a gift transaction, just the basic
5 rule.

6 And the reason that you're on one side of
7 that gift transaction is because of your public
8 position. It should give you an opportunity to
9 just pause and ask, right? So, if someone is --
10 if you're asking for a gift, or someone is
11 giving you a gift, or offering you a gift, and
12 the reason that they're doing it is not because
13 you're a nice guy, it's your neighbor, it's your
14 brother-in-law or something like that.

15 The reason that they're -- that you're --
16 that they're offering you the gift or you're
17 accepting the gift, is because you're a member
18 of this board, you should pause. And that's
19 really the same rule for all of us that work in
20 -- in -- in government, right?

21 You should just pause and seek guidance,
22 either from the County Attorney's office or from
23 -- or from me, or there's some combination of
24 us, as to whether that's an appropriate gift
25 transaction, or -- or perhaps not, because

1 there's a causal relationship between your
2 membership on this board and the gift
3 transaction.

4 So, if you don't remember anything else
5 about gifts, that's the basic rule, and
6 everything else falls from that, okay? All
7 right. So, three -- three basic rules, don't
8 ask for a gift if there's a nexus to your public
9 position. Don't accept it if there's a nexus to
10 your public position. And then under the State
11 statute, there are some parties that you can
12 never accept a gift from, right? And those are
13 -- and those are on the -- in one of our next
14 slides. Thank you. All right.

15 Gift is anything that has an economic
16 value. It can be something tangible that you
17 can hold in your hand, obviously. It can be
18 something intangible, right? It can take the
19 form of, you know, services, loans, you know,
20 you know, reduced -- reduced market value, you
21 know, stays at a hotel. Anyth -- anything -- it
22 could be anything that you can affix a market
23 value to can constitute a gift, right? And then
24 the major -- major exceptions are those below.
25 Thank you.

1 All right, I -- I usually put this in
2 there. So, obviously -- obviously, quid-pro-quo
3 transactions are -- are at the center of the
4 gift prohibitions, right? So, you certainly --
5 everyone in this room knows that you can't
6 solicit or accept a gift if it's being offered
7 or received for you to do something or not do
8 something in your official capacity. And all of
9 us that are in pub -- in -- in -- in public
10 sector or in government recognize that. Next
11 slide. Yeah.

12 I put this in there because this is South
13 Florida. And for some reason, tipping is big
14 here in South Florida. And if you go through
15 any government office, those of you that work in
16 pu -- in -- in government, you'll notice that
17 during the holidays, the front counters at a lot
18 of county departments and city departments are
19 overflowing with gifts.

20 I'd like to have some scotch every now and
21 again. And so if people use, you know, or
22 sometimes, you know, try to, you know, try to
23 gift me, and it doesn't mean that they're trying
24 to get me to do anything that I wouldn't
25 otherwise do. It doesn't mean that they're

1 trying to get you to do something that you
2 otherwise wouldn't do. But nefarious intent is
3 -- is irrelevant, right? The prohibition is
4 upon that nexus between the tr -- the gift
5 transaction and your official position. So,
6 even if it's a tip, right, if it's a -- if -- it
7 -- it doesn't matter that there's no nefarious
8 intent in the gift being offered. If there's
9 that connection to your public role, then you
10 should pause and ask for guidance before you
11 accept it. Thank you.

12 All right. These are the prohibited
13 parties, right? So, this is under the State --
14 under the State Statute, under 112.31.48, right?
15 And -- right, and you can't accept -- you can't
16 accept gifts from lobbyists or persons that are
17 doing business with your agency, right? So, if
18 you're a reporting individual for financial --
19 for financial disclosures, and all of you are
20 reporting individuals, there are certain parties
21 that you can't accept gifts from under any
22 circumstances. And those are delineated there.
23 And it's going to be, you know, a vendor that's
24 doing business with the Children's Trust or a
25 lobbyist who lobbies on behalf of a principal

1 doing business with the Trust. Thank you.

2 All right. These are the big exceptions,
3 right? You can lobby to your heart's extent if
4 you are doing so on behalf of this agency for
5 charitable purposes. I see my colleague
6 Phelix Gimenez just came in and noticed that I
7 took his spot.

8 So, -- so -- right. So -- so -- obviously
9 the -- the -- the big exception is that you can
10 solicit for charitable purposes. Which is, you
11 can go out and ask the universe to, you know, to
12 -- so -- to give you stuff, to give you money,
13 to make donations as long as it is for a
14 charitable purpose. And that's the big
15 exception.

16 Next one. Okay. Last year, the Board of
17 County Commissioners amended the -- the gift
18 ordinance, and so -- such that if the -- if the
19 solicitations are -- are made on behalf of this
20 entity, right, it's permissible. But there has
21 to be some type of -- for -- for the county, it
22 has to be authorized by commissioners, the
23 County Mayor, or the County Mayor's chiefs or
24 deputies.

25 And the reason that that's the case is

1 because we found out primarily through the
2 airport, right, that there were some rank-and-
3 file county employees that were out there
4 soliciting stuff for them to use in their -- in
5 their official capacity for the discharge of
6 their -- of their jobs. And nobody really knew
7 that they were doing that. And the suggestion
8 was made that they were leaning on county
9 vendors to get stuff. And we thought that that
10 was inappropriate, and the Board of County
11 Commissioners thought that that was
12 inappropriate, also, and so it was amended.

13 So, if you're going to replicate the --
14 this
15 -- this limitation here in, you know, in your --
16 in your agency, if you're going to have rank-
17 and-file staff members that are going to be
18 engaged out there, you know, soliciting gifts or
19 -- or items for use by the Children's Trust, I
20 would just suggest that there would be some type
21 of, you know, some type of resolution or
22 directive that's of record. So, the staff can
23 point and say, no, this is a resolution of the
24 board. I'm authorized to do that, or I got
25 direction from the executive director, or from

1 the chief operating officer. This is a policy
2 decision, and that's why I'm out there as a
3 rank-and-file employee soliciting, you know,
4 items for use -- for use here by the Children's
5 Trust.

6 This is not charitable contributions, but
7 just stuff for -- for them to do their jobs, all
8 right? I'm a recovering prosecutor, so there's
9 the Bribery and Unlawful Compensation Statute.
10 Next slide. Yeah. Uh-huh.

11 So, just remember they're -- if they are
12 gifts that you are receiving, right? You're a
13 reporting entity, you're reporting individuals,
14 so it's not a quid pro quo transaction, it's not
15 being offered as a result of your membership on
16 this board, but it's just a gift and you have to
17 report it, just remember the gift -- the -- the
18 plus one, if it's to an event, the gift
19 disclosure is to you. Right. So, you disclose
20 the plus one. Thank you. All right. Next
21 slide. Okay.

22 Lobbying, there's a lobbying ordinance in
23 Miami-Dade County, right? And since you're
24 covered by the -- by the county code, that
25 applies to you. And so essentially what that

1 means as members of the board is that you should
2 not allow yourself to be lobbied by someone
3 that's not otherwise registered as a lobbyist,
4 right?

5 And -- and so that means that the general
6 public should be able to look on a publicly
7 accessible database and see, okay, Jose Arrojo
8 is lobbying, you know, the Children's Trust on
9 behalf of, you know, the carpet salesperson, or
10 wants to sell carpet to the Children's Trust.
11 Just so that the public knows who it is that is
12 lobbying you to spend, you know, public dollars
13 on some -- on some item, right? So there's a
14 requirement. The requirement on you is to make
15 sure that you're not being lobbied by someone
16 that is unregistered. Okay. And that's a
17 provision in your own -- in your own policy that
18 mimics the -- the county policy. Okay. And
19 again, you're not a lobbyist, why should you
20 care? And the reason that you should care is
21 because you're not allowed to -- you should not
22 allow yourself to be lobbied by someone that's
23 not registered. Thank you.

24 For those of you that are members of the
25 board, we suggest -- so the same suggestion that

1 we make to elected officials, that you see
2 Commissioner Salver or Mayor Salver. I'm not
3 sure what -- where he is today, but -- right --
4 so what we always suggest is to let your staff
5 discharge that obligation for you, right? So,
6 before someone gets FaceTime with you, you know
7 that they're going to lobby you on a procurement
8 matter, on -- on a policy matter, on a
9 legislative matter, before they get that
10 FaceTime with you, have your staff ask them, you
11 know, who are -- you know, why do you want to
12 meet with the -- with the chairperson? What are
13 you meeting on? You know, are you, you know,
14 and -- and who do you represent if you do -- if
15 you're representing a third party and what the
16 item is, and discharge that obligation.

17 So, that way by the time that they get to
18 you and they're advocating on -- on a policy or
19 procurement matter, someone on your staff has
20 already checked. And that's why if you visit
21 elected officials throughout Dade County, a lot
22 of times you'll see right at the countertop,
23 there's a, you know, they need to sign in who
24 they are, who they represent, what they're here
25 on. And that way, you know, and staff can

1 always catch them and say, well, it doesn't
2 appear that you're -- it doesn't appear that
3 you're registered, please register before you
4 speak to the elected official. Next slide.

5 Right. There's a two-year rule that we
6 don't need to spend a lot of time on. But just
7 remember that once you leave this board or if
8 you leave employment, you can't come back and
9 lobby this board or lobby the Children's Trust
10 for two years. There's a two-year separation.
11 There's a greater limitation placed on elected
12 officials that is currently being litigated in a
13 -- in the Southern District here, on a First
14 Amendment grounds, but that does not apply to
15 you all.

16 There's a reverse rule also, if you hire
17 someone from the private sector to come and work
18 for you, that's great, but when you bring them
19 on board, you can't assign them to supervise or
20 monitor their former employer. So, if you hire
21 someone that worked for American Airlines,
22 that's great, but you can't assign them to -- to
23 supervise any transactions with American
24 Airlines for two years. Next slide.

25 Right. If you don't remember anything else

1 from what I say this afternoon, please remember
2 that you can't use your position, this is what
3 we all should have learned in kindergarten,
4 right? Or at least when we started in -- in
5 public service, you can't use your position to
6 secure a special benefit for yourself or a third
7 party.

8 Mr. Dunn, good -- good afternoon, sir.

9 All right. So, you can't do that. And
10 that means a special benefit, right? So if
11 you're a staff here, you can certainly negotiate
12 terms and conditions of your employment, right?
13 If you're on this board, you're going to decide
14 on spe -- on benefits flowing to vendors and
15 service providers all day long, but that's what
16 you do in your official capacity. So, this is a
17 special benefit. So, something that otherwise
18 would not be allowed under ordinance rule or
19 would be out of the ordinary. So, if it's
20 something out of the ordinary, then -- then it
21 may violate that provision. Next slide.

22 Some examples. All right. Financial
23 conflicts of interest. If -- if you look at the
24 financial conflict of interest provisions in the
25 county ethics code, you will be able to see that

1 they are the product of a legislative process
2 that goes back about, you know, 25 years or 30
3 years, and that has been repeatedly amended, and
4 they are byzantine or psychedelic, or whichever
5 adje -- adjective you want to use. There's
6 just, there's
7 -- there's -- I don't know, probably a dozen
8 different provisions spread out throughout the
9 ethics code that -- that speak to financial
10 conflicts of interest.

11 All right. So, I think the easiest way to
12 remember it, right, you, in your individual
13 capacity, right, or you as someone that owns a
14 piece of a business, if you find yourself on one
15 side of a transaction, and the Children's Trust
16 is on the other side of the transaction, or an
17 immediate family member in their individual
18 capacity, or a company that the immediate family
19 member has a piece of is on the other side of a
20 transaction from the -- from the Children's
21 Trust, pause, raise your hand, speak to the
22 county attorneys and reach out, right? And that
23 -- that should be, kind of, a broad, broad
24 statement.

25 If you find yourself in one of those

1 situations where you're on one side of the
2 transaction, a family member is on one side of
3 the transaction, or a business that you own a
4 piece of or that a family member owns a piece of
5 is on the other side of the transaction, just
6 pause and ask for guidance. Okay. There's a
7 series of prohibitions on transacting with a
8 government entity. Next slide.

9 There's a -- there's a supermajority waiver
10 provision in the ordinance also. Next slide.

11 All right. There's a conflicting -- I'm
12 just going through the financial -- financial
13 conflicts. There's a conflicting -- conflicting
14 employment one. Careful with volunteer
15 positions on nonprofits. This is really -- this
16 is kind of a -- kind of the topic de jure in --
17 in county government right now. And that is
18 where you have board members or senior
19 government executives that also hold positions
20 in nonprofits, and the nonprofit is receiving
21 funds from their government. So, you're a
22 county department director, and you're a member
23 of a nonprofit, that nonprofit is a -- solicits
24 donations, receives money from the county. So,
25 what we've done in the ethics commission is we

1 treat those engagements as if it were a private
2 engagement.

3 So, it may be a nonprofit, but if you're
4 involved in managing the nonprofit, you're a
5 senior government official, or you're a board
6 member that has the discretion to allocate
7 public funds, we're going to treat it as if it
8 was -- as if it was a private entity that you're
9 engaged in. So, if you're a mayor or chief,
10 your, your name is
11 Mr. Copeland, and you're also on the board of
12 directors for --

13 MR. COPELAND: Building --

14 MR. ARROJO: There you go. Right. All
15 right. And so we're -- we're going to treat Mr.
16 Copeland's engagement with that nonprofit entity
17 as if he were getting paid and he was employed
18 with a private company because he has
19 significant discretionary authority at the
20 county, he has significant procurement authority
21 at the county. And so, as a general rule, we're
22 going to try to put in some, you know, some
23 guardrails, so that we can separate him from his
24 official county rule, what he does for the mayor
25 and what he does with the county, and what he's

1 doing for that nonprofit on -- on the outside,
2 right? So it -- it kind of makes sense. I hope
3 so. Next slide. Next slide.

4 All right. This is your own conflict of
5 interest policy, right? Which is more stringent
6 than the county ordinance. You can go back to
7 that for a second. Right. Your own policy is
8 more stringent than the county ordinance, which
9 is not unusual, I suppose, for an agency like
10 this. The

11 -- the Public Health Trust over at Jackson
12 Health system also has a more restrictive
13 conflict of interest policy than what is
14 contained in the county ordinance. All right.
15 Next slide. Next slide. One more.

16 Okay. I just wanted to touch on this one
17 very quickly because in your role, you procure a
18 lot of services. You contract with a lot of,
19 you know, you contract with a lot of -- of
20 vendors to provide services to your -- to your
21 clients, right? And so there's a prohibition on
22 -- on using your official position to recommend
23 -- to recommend services by a lawyer or a law
24 firm, an architect, an architectural firm, or
25 any other professional agency, right? But the

1 exception to that is what you do in this room,
2 right? What you do in this room as -- as a
3 matter of the record, right?

4 You're going to perhaps hire outside
5 counsel. You may hire an outside auditor. You
6 may hire an outside law firm. You may hire all
7 sorts of folks and entities to do professional
8 work for this organization, as long as you do it
9 here as part of your official duty, as a matter
10 of record, it's okay, right? What you can't do
11 is unofficially, you know, speak to the board
12 chair, speak to the executive director and say,
13 you know what, I was a judge for a long time,
14 there's this lawyer out there, or, you know, I -
15 - I know this, you know, my -- the accountant
16 that does work for my private business is great.
17 I think it would be really, really good if she
18 did work for this agency.

19 So, that's the prohibition. The
20 prohibition is doing something in that capacity,
21 not doing something in this room, in your
22 official capacity, which you're allowed to do
23 obviously. Next slide. All right.

24 Financial disclosure. Right. So, all of
25 you have a financial disclosure requirement,

1 right? If you need questions about -- about how
2 to fill out the form, I'm sure that you have
3 folks here that can do it. If not, y'all have
4 someone in my office who's an absolute savant in
5 -- in this area and can take you through the
6 process. Depending on what your position is,
7 you're going to be -- have to file one or two
8 different forms.

9 Many of you already -- if you have
10 government positions in other -- in other dep --
11 in other agencies where you're already required
12 to file a report. You're a judge, or you -- you
13 have procurement authority at the State of
14 Florida or something like that, and you have to
15 file a form, that will satisfy the county's
16 requirement. All right. If you're required to
17 file under different -- under a different form.

18 This is probably the -- the most violated
19 provision in the county ethics code. And that
20 is, if you have an employee, a family member,
21 who doesn't own a business, but works with a
22 company as an employee of a company that
23 transacts with the county all the time, you're
24 supposed to raise your hand and say, you know,
25 my daughter works for FPNL and she deals with

1 the county all the time. Or my, you know, my
2 spouse is an architect, and -- and works for a
3 development company, and she deals with the City
4 of Miami all the time.

5 And this is really so that the general
6 public knows that you have an immediate family
7 member, and they're going to see them around
8 county hall, or they're going to see them around
9 city hall, or they're going to see them here in
10 the lobby of the Children's Trust dealing with
11 your procurement staff. And it's a public
12 disclosure requirement. You just file it so
13 that everyone knows about it. Okay.

14 Voting conflicts is about 95 percent of
15 what we do here at the Ethics Commission for
16 this board. Thanks to your staff, we -- I think
17 we have it down to kind of a well-oiled machine.
18 Someone on your staff, I don't know who that is.
19 I don't know if it's the county attorney's
20 office, but someone here looks at your agenda
21 before every executive board meeting, identifies
22 those board provisions where a member of this
23 board may vote on funding for an entity that --
24 that employs them. They send that over to my
25 shop. One of my staff attorneys looks

1 -- looks at it, and then we provide an ethics
2 opinion right back to you.

3 Right. And that -- that works. It's -- in
4 my opinion, it's pretty seamless, right? This
5 is the voting conflict provision. We apply the
6 same voting conflict provision to you all that
7 we apply to members of the board of county
8 commissioners, and that we apply to every other
9 elected board, municipal board, or otherwise
10 here in Miami-Dade County. Our -- our local
11 standard is more strict than the state standard,
12 right?

13 And in addition to that -- so this -- this
14 is kind of what they look like, right? Just in
15 case you're curious. Right. So, this would be
16 a request for a -- for an ethics opinion on --
17 on a voting conflict from your agency, right?
18 It'll have the names -- it'll have -- go back
19 one more to the prior one.

20 So, it'll have the names of the -- of the -
21 - of the board member. It'll have so, for
22 example, let me say Richard Dunn works for
23 Miami-Dade County Public Schools, Miami-Dade
24 Public Schools is not re -- is not receiving
25 funding through this resolution, but it is a

1 funding contributor. So, we'll go through the
2 analysis, right, with your staff, right? And
3 your staff will identify all the various folks
4 that might be, that might be connected one way
5 or another to an item on your agenda. Next --
6 next slide.

7 And then we'll turn around and we'll
8 provide you with a voting conflict opinion. All
9 right. And because a lot of you work in
10 government, right, so let's say that there's
11 someone here that works with FIU, right, and
12 there's funding that's going to flow to FIU,
13 right, so we wouldn't necessarily find that
14 there's a conflict if you're employed as, you
15 know, a professor of psychology at FIU and money
16 is funding to the univer -- is flowing to the
17 university, unless you happen to be in that
18 individual department or shop within FIU that's
19 going to benefit from the funding. In which
20 case we might suggest that you have a conflict,
21 then you would announce a conflict. But if it's
22 going to the greater entity, we generally
23 wouldn't do that.

24 We had two members of the Board of County
25 Commissioners for many years that worked for

1 Miami-Dade Public Schools, and we did the same
2 analysis when they were going to vote on a
3 funding issue, something impacting Miami-Dade
4 County Public Schools, we look at whether it's
5 going to impact their own, their own entity as
6 opposed to the school board overall.

7 You know what to do when you have a voting
8 conflict. You have an assistant county attorney
9 here, and you have staff that will tell you what
10 to do. You raise your hand, you announce a
11 conflict. I heard the announcement before --
12 before we started today, and so you know what to
13 do. Next one.

14 Cone of silence, you have a procurement
15 Cone of Silence that your staff knows all about.
16 Next slide. And essentially, the Cone of
17 Silence prevents you as a board from interacting
18 with vendors, proposers, members of your
19 selection committee while -- while that
20 competitive bid process is going on. There is a
21 -- an amendment to the county Cone of Silence,
22 which is on the Board of County Commissioners
23 agenda for tomorrow for first reading, that
24 would amend the county Cone of Silence. If that
25 comes through, I'll come back and visit with

1 you, or I'll send something to you all, so you
2 know about it. That would allow members of the
3 Board of County Commissioners to have
4 communications with the mayor staff during the
5 Cone of Silence.

6 If you want to know what my opinion is of
7 that, or if you want to know what the
8 inspector's opinion is of that, you can talk to
9 us later, and
10 -- and we'll share what our opinion is of that
11 modification to the County Code. But anyway, so
12 just as a -- as a general rule, just know that
13 while your agency is engaged in the competitive
14 procurement, you really should have no
15 communications. Wait for your staff to come and
16 bring the recommendation to this board in the
17 public's -- in a public forum, and then you can
18 vote on it. Go through the next few slides.
19 Thank you. Yeah. All right. Next -- next
20 slide.

21 There's this thing in the -- in the county
22 charter, it's called the Citizens' Bill of
23 Rights. It's -- it's our county's own little,
24 you know, basic provisions. It applies to all -
25 - all county -- all county boards. And those

1 are the main provisions in it, right? Some of
2 them mimic State statute. The only thing that's
3 kind of a hot topic right now, maybe not for
4 this board, but in some of the cities, it may be
5 a hot topic, not -- not in North Bay Village,
6 excuse me, in Bay Harbor Islands, it's not a hot
7 topic because they have, they have an agenda
8 item in their city that allows folks to comment
9 on stuff that's not on the agenda, but that may
10 be within their jurisdiction.

11 But again, it allows a public citizen, as
12 you did in your public comment to come in and
13 say, hi, I'm Jose Arrojo. You know, I live at
14 12345 Southwest 12th Street here in Miami, and
15 I'd like to talk to you about something that is
16 within your jurisdiction, whether it's on your
17 agenda or not, right? And that's really the
18 only, the only provision that's getting a lot of
19 work right now because there's two jurisdictions
20 in Miami-Dade County that do not afford that
21 right, not -- not Bay Harbor Islands. Right.
22 All right. Next one.

23 All right. Government in Sunshine. You
24 have an assistant county attorney here, right?
25 That -- and you have staff that publishes all of

1 your meeting agendas. You allow the public to
2 come in, you prompt -- promptly post minutes of
3 your meetings. They do not have to be verbatim.
4 And the general rule, of course, is two or more
5 of you cannot discuss any business that may
6 foreseeably come before this board outside of
7 the Sunshine.

8 All right. The only comment that I would
9 have on that, and I don't know how many of you
10 are in public settings, right, so sometimes for
11 elected officials, two or more of them may be in
12 a -- in a public setting in front of a
13 homeowners association or somewhere else, and
14 someone may ask them questions about something
15 that's going to -- something that's going to
16 come before their board, and it turns into a
17 liaison communication, where elected official
18 number one is talking to a question that's posed
19 by the group, and then elected official number
20 two responds to them, and it turns into a
21 liaison communications.

22 You want to try to avoid that, and the best
23 way to avoid that is if two or more of you are
24 going to be in a -- in a public forum where you
25 think you may be discussing matters that are

1 going to come before this board, just Sunshine
2 it. Just publish it as a Sunshine meeting and
3 invite the public to be there, right? The only
4 other liaison issue is with staff, right? And
5 your staff, I'm sure, is well trained on that.

6 So, right, they wouldn't speak to
7 Reverend Dunn. And then -- and then Reverend --
8 and then Reverend Dunn would say, well, you
9 know, where's -- where's -- where's Cope -- Mr.
10 Copeland on this? Right. And then you have
11 your staff member talking about, you know, the
12 discussion that they had with individual, you
13 know, members about something that's coming
14 before the board. So, and I'm sure that your
15 staff is trained not to do that. Okay. Next
16 one. Okay.

17 All right. You can keep coming going. All
18 right. Go on. Go on. Okay. Go on. All
19 right. This is the opportunity to be heard
20 provision that we talked about earlier. They
21 got a lot of -- a lot of action in the cities
22 recently, but not here. Go on. If someone
23 wants to come in and record you, all of you look
24 very handsome when you're well dressed. And
25 they can do that if they want to.

1 If you do have -- if you do have an
2 inadvertent violation, the County Attorney's
3 Office can lead you through the process. You
4 just have to redo the entire process again. It
5 shouldn't be perfunctory, right? So,
6 theoretically, you need to have, you know,
7 reconsider the item, you know, have the public
8 discussion, so that if someone comes in, they're
9 aware of what your thought processes were when
10 they were previously not able to do it because
11 there was a Sunshine violation. Just do the
12 whole thing all over again, right? Including
13 all the discussion.

14 Next slide. Next slide. All right.
15 You're a public agency, right? So under the
16 public records law, those -- many of you, if not
17 all of you, obviously there are different rules
18 for -- for members of the judicial branch in
19 their judicial capacity. But for the rest of us
20 that work in government, including this agency,
21 right? Any -- any records that are related to
22 any transaction of this agency are going to be
23 public records.

24 The only -- the only thing that I would
25 suggest to you is an issue is if you're having

1 substantive discussions about matters relating
2 to this agency's business on your personal cell
3 phones, you're texting back and forth. Those
4 communications could be a public record, and so
5 they need to be archived so that someone can ask
6 for them.

7 Right. So, I would suggest to you that if
8 you're doing that, that you don't do anything
9 more than a transitory exchange. Yes, I'm
10 running late. Yes, I got the agenda. Yes, I'll
11 make sure to speak to the Assistant County
12 Attorney. Nothing -- nothing very detailed,
13 nothing very substantive because it constitutes
14 a public record and if it's on your phone, the
15 agency needs to archive it and you need to make
16 it available upon -- upon request.

17 And -- and we do get a number of requests
18 on a regular basis in our cities for text
19 exchanges and e-mail exchanges on private
20 devices between elected officials, between
21 elected officials and members of their staff.
22 And it is kind of a problem because a lot of
23 times you're using private handheld devices.
24 So, my best advice to you is don't do that,
25 right? Don't have any substantive

1 communications on your handheld devices relating
2 to this agency's business, right? Because if
3 someone asked for it, they're going to get it.

4 And if you are going to have it, just
5 remember, try to keep it -- try to keep it
6 business only. Colorful language, colorful
7 comments, you know, off-color jokes. Don't do
8 that because someone's going to have to go
9 through that and excise them out. And it puts
10 people in an embarrassing situation. And we've
11 had that happen a couple of times in our city,
12 and it was very unpleasant for the elected
13 officials that were involved.

14 Next slide. Okay. Next slide. All right.
15 I think the drafts are discoverable. I don't
16 know if the county attorneys, the Assistant
17 County Attorney is saying yes also, right? So
18 if -- if it's a draft, and you share it with
19 someone that draft's a matter of the public
20 record. So, you need to -- you need to maintain
21 the draft also. Next slide.

22 This is my comment on private
23 communications. All right. Next one. Okay.
24 Hopefully, you have some type of protocol here.
25 Exemptions to disclosure. There's a series of

1 exemptions that I'm happy to talk to you or the
2 County Attorney's office can talk to you about.
3 Next slide.

4 All right. There you see some significant
5 penalties. Next slide.

6 Just one comment. I don't know whether --
7 I don't know whether you get significant
8 requests for public records here. And if you
9 do, whether you have your staff compile the
10 records and provide them, or whether you
11 contract with a third-party agency.

12 So this has come up with some of our
13 smaller municipalities where they contract with
14 a third-party agency. You can contract with a
15 third-party agency, but you can only charge a
16 public records request for a reasonable fee.
17 And generally speaking, that reasonable fee is
18 going to be, you know, the amount of time that
19 your lowest-paid employee that was engaged in
20 that process makes per hour. So, if it's five
21 hours and you had \$12-an-hour clerk that did the
22 work for you, then you can charge \$60 plus --
23 plus a fee for copies right?

24 If you contract out with the third party,
25 and the third party charges you \$1,500, that's

1 great. The agency's on the hook from the
2 \$1,500, but you can't pass that amount off to
3 the requester. You can only charge the
4 requester what's reasonable. And what's
5 reasonable is going to be if you did it in-house
6 and you use some of your lower paid clerical
7 staff to compile them.

8 If you need to have your attorney go
9 through it to excise confidential or exempt
10 information, you can charge the attorney's rate
11 for that, right? But generally speaking, it's
12 going to be whatever the lowest amount is if you
13 did it in-house. And we've had that issue come
14 up in a few of the municipalities and that's it.
15 Next slide. No more.

16 So, all of you have gotten the training
17 before. Those of you that haven't, feel free to
18 give me a call if you have any questions, and we
19 are always available. And thank you very much.
20 And we'll sit here and listen to my colleague,

21 Mr. Jimenez now.

22 MR. HOFFMAN: Thank you, Jose. More than
23 once since I've been involved in the Trust, I've
24 heard our founding chair, Dave Lawrence, tell
25 both public audiences and private audience, how

1 proud he is that the Trust has had a spotless
2 record in its 20 years. And I think it's in
3 part due to the trainings that we get, but it's
4 also in part due to the fact that I think
5 everybody does pay attention to their
6 responsibilities. So, thank you. Thank you,
7 Jose.

8 Next up, we have the Inspector General
9 Phelix Gimenez, who's going to give us training
10 on Inspector General responsibilities and how it
11 interacts with the Trust. Thank you.

12 MR. JIMENEZ: Thank you. Good afternoon,
13 everyone. My apologies for being late. I just
14 came from the hospital with the birth of my
15 eighth grandchild. So, thank you. I know some
16 of you are saying no big deal. You've got me
17 beat. I did tell my kids, you know, eight is
18 enough. And they said, no, Abuelo, eight is not
19 enough. There's probably more on the way. So
20 God bless them. I love children and I love the
21 Children's Trust.

22 I want to tell you a little bit about the
23 Office of the Inspector General. I don't know
24 if Jose mentioned, but we recently both
25 celebrated our 25th anniversary. We were both

1 created under the Commission on Ethics and then
2 we separated and understood that we have
3 different functions. COE continued on their
4 path and then the Office of the Inspector
5 General on its path. Next slide.

6 So, our first Inspector General was
7 Chris Zella, followed by someone that you all
8 well know, Mary Kegel, and I am the third
9 Inspector General. We pride ourselves at being
10 an independent agency of the County and we'll
11 talk about what we call a holistic approach to
12 the way we investigate our cases and conduct our
13 business. Next slide.

14 So, we talk about independence and what's
15 the importance about being an independent
16 agency. Everything from the way that the
17 Inspector General is selected, it's an ad hoc
18 committee of prominent members of our community
19 that come together to interview candidates and
20 make a recommendation to the board.

21 We are empowered to investigate anyone, any
22 county employee, any elected official within
23 Dade County Government. Different than the
24 Commission on Ethics, we have no jurisdiction in
25 municipalities unless there's a nexus to the

1 county. They're receiving funds from the
2 county. That does give us a foothold. But for
3 the most part, we only have jurisdiction within
4 Miami-Dade County.

5 Again, part of our independence is our
6 funding. A quarter of 1 percent of most
7 contracting goes towards our budget. So, I
8 could shout all I want, I'm independent, I'm
9 independent, but if you control my purse
10 strings, you control me. So, this is another
11 way that provides our independence.

12 And then finally, in the general election
13 of 2020, we were voted overwhelmingly into the
14 county charter. So, now the office cannot be
15 eliminated. Only through a voter referendum
16 could it be eliminated. Next slide.

17 And again, this is based on our legislative
18 authority. It gives us the sufficient power and
19 independence to conduct our investigations
20 without external or internal influence. Next
21 slide.

22 We -- People ask, so who do you report to?
23 I don't report to the mayor, I don't report to
24 the board. I report to the public. So, people
25 say, well, who inspects the Inspector General?

1 So I say it's the Association of Inspector
2 General and the Law Enforcement Commission on
3 Accreditation. So, they come in, we are peer
4 reviewed every three years. We also have the
5 associ -- law enforcement Accreditation Agency
6 come in every three years and they do a top-to-
7 bottom review to make sure that we are meeting
8 or exceeding the standards that are expected of
9 Offices of Inspectors General. Next slide.

10 Currently, this is our makeup of our
11 office. The largest part of our office is the
12 investigations unit, but we have audit contract
13 oversight and legal unit. Next slide.

14 We have satellite offices. We have a full-
15 time office of investigators assigned to the
16 airport, the economic engine of the county, and
17 then we can -- also at water and sewer. We have
18 dedicated staff there. They're undergoing a \$15
19 billion capital improvement project. So, that's
20 a lot of money, and we have a lot of cases that
21 stem from there as well, both audits and
22 investigations. And we can move that around to
23 different offices or different departments
24 within the county. We can set up shop and do
25 whatever we need to do. Next slide.

1 We are a complaint-driven agency and this
2 tells you how we receive our complaints. The
3 majority of them are through our website. Next
4 slide.

5 And we are also contracted to provide
6 Inspector General services to Miami-Dade County
7 Public Schools. Again, the majority of the
8 complaints we received at the public schools is
9 through our website. It's good to see
10 Dr. Mindingall present here, who we report too
11 often in our business at the school board. What
12 we call a holistic approach is trying to get --
13 we don't work in silos. So investigators work
14 with auditors, work with attorneys, work with
15 contract oversight. We all try to work together
16 whenever we can to move our cases forward. Next
17 slide.

18 And as you can see from our budget, we are,
19 I think, 1/1000th of a percent of the overall
20 Dade County budget. Yet we report a lot of our
21 recoveries, a lot of money put to better use,
22 and we, generally, each year pay for ourselves
23 in the

24 -- in the work that we do. Next slide.

25 And similar to the public schools as well,

1 as you can see, the percentage of employees in
2 the public school system compared to our staff
3 at the schools is very similar to the county.
4 There's almost 30,000 county employees. We only
5 have 40 at the main office of the County Office
6 of Inspector General.

7 And people ask, how do you do your work?
8 Well, we depend on our employees to help us to
9 be our eyes and ears. And again, we are very
10 complaint driven. So, they come forward with
11 information. And I'll talk about that in a
12 minute as it pertains to the Children's Trust.

13 So we get referrals from the Children's
14 Trust, and oftentimes we will look at those,
15 we'll do a preliminary inquiry, we'll do an
16 investigation, and work with the Trust.
17 Oftentimes, it's what I call an honest mistake.
18 It's something that -- that they've done that is
19 just not right. Maybe it's a lack of
20 experience, lack of resources, and that
21 information is provided to the Children's Trust.

22 They work with that provider. They work
23 with that agency trying to get them back in
24 place so that they can be providing the services
25 that they were contracted to provide. And

1 that's always a great success, and it's a
2 positive thing.

3 Other times there is criminal conduct. We
4 are a criminal justice agency. We're not a law
5 enforcement agency. So, criminal cases, we work
6 jointly with law enforcement agencies, the State
7 Attorney's Office, the US Attorney's Office, the
8 police department, different law enforcement
9 agencies. And we work with those cases.

10 Oftentimes, those criminal cases do result
11 in prosecutions. Most recently, there was one
12 where the complaint came to the Trust. The
13 Trust contacted us. Unfortunately, this
14 provider, for years, had been falsifying records
15 that would not have been found if we had not
16 conducted a very lengthy multi-year
17 investigation requiring subpoenas, analysis of
18 bank records, and this person just falsified a
19 bunch of records that were provided.

20 They did a great job of doing it because
21 nobody caught it. It was almost impossible to
22 catch unless we were able to go in there and
23 reconcile all those records. And eventually
24 that person was prosecuted. That agency was
25 debarred from doing business, and they were made

1 to pay restitution as well. Not only cost of
2 the investigation, but also restitution to the
3 Trust.

4 So that's what we're there for. We're
5 there to help in any way we can, via through our
6 audit, through our investigations, whatever we
7 can do to make the agency better. We're not a
8 "got you" agency. We want to work jointly with
9 them to make them better. That's both County
10 Departments as well as the Trust. Next slide.

11 And this is the best way to contact us. By
12 all means, I'm available at any time like Jose.
13 Feel free to call me if you have any questions,
14 or if we may be of any service. Thank you very
15 much.

16 MR. HOFFMAN: Thank you. Okay. With that,
17 we'll turn it over to Matt Arsenault to fill in
18 for Mark Trowbridge to give the Finance and
19 Operations Committee report. Matt.

20 MR. ARSENAULT: Thank you. The Finance
21 Operations Committee met on May 4th, and we're
22 bringing forward one resolution, Resolution
23 2023-41, which is authorization to negotiate and
24 execute a contract with the Center for Social
25 Change, Inc., for match funding for the

1 Community Based Care Alliance of Miami-Dade
2 County, and the total amount not to exceed
3 \$64,000 for a term of 12 months, commencing
4 October 1, 2023, and ending September 30, 2024.
5 Is there a motion to consider this resolution?

6 MR. BAGNER: So moved, Daniel.

7 MR. ARSENAULT: Second?

8 MR. DUNN: Second.

9 MR. ARSENAULT: Any recusals?

10 MS. FERRADAZ: Recusal, Ferradaz, with the
11 Department of Children and Families. I serve on
12 the CBC Alliance Board.

13 MR. ARSENAULT: Okay. With that, we'll
14 take a vote. All in favor of the resolution,
15 say aye. All opposed? Thank you. No other
16 matters from the committee.

17 MR. HOFFMAN: Thank you, Matt. And with
18 that, I'll turn it over to Pamela Hollingsworth,
19 the Committee Chair for the Program Services and
20 Childhood Health Committee goodwill report.

21 MS. HOLLINGSWORTH: Thank you, Mr. Chair,
22 the Program Services and Childhood Health
23 Committee met on Thursday, May 4th to consider
24 the resolutions we are bringing before you
25 today. We move to resolutions. I'm going to

1 punt to Jim for a special presentation.

2 MS. ZEA: Thank you, Jim, and I will be
3 brief since this is the third presentation.
4 We'll move quickly. Go ahead to the next slide,
5 Ana.

6 So, you know, this quote is just really to
7 make the point that together we can do a whole
8 lot more. The Trust is really a convener and a
9 collaborator. We work with various funders and
10 other partners who really come together. And
11 they utilize us also as a sounding board for
12 projects in the community, for investments, to
13 learn from our programs and processes, and to
14 actively explore ways to collectively make a
15 positive impact. That matters much to us. Next
16 slide.

17 So, why does the Trust engage in funder
18 collaboration? A few different reasons.
19 Together with fellow funders and partners, we're
20 able to bring forward impactful initiatives that
21 couldn't be accomplished by one entity alone.
22 And funder collaboration also drives innovation
23 projects that are out of the box that may not
24 fit within traditional funding mechanisms. And
25 also, funder collaborations allow us to work on

1 time-sensitive opportunities that benefit kids
2 and families.

3 And through these efforts, the Trust has
4 been able to expand our capacity to address
5 large-scale community challenges and better
6 contribute to positive change. And also from
7 this slide, you can tell it makes economic
8 sense. Together in the 21/22 fiscal year, \$9.4
9 million of Trust-match funding and funder
10 collaboration investment leveraged \$50.7 million
11 of other funds. So for every Trust dollar
12 invested, the average return on investment is
13 \$5.39. Next slide.

14 Funder collaborations require 2:1 return on
15 investment for the Trust. So, for every dollar
16 we invest in, other funders must cover at least
17 \$2. And these are just -- some of the -- these
18 are some of the nine different funder
19 collaborations that the community engagement
20 team currently manages.

21 One is set to Sunset in September, and a
22 new one is before you in your packet today for
23 consideration. And these contracts and
24 collaborations run the gamut from tutoring
25 services and hands-on technology access for kids

1 and teens to college savings accounts for
2 kindergartners. This is ringing a bell because
3 you've seen these resos coming before you, and
4 also free Internet and digital literacy supports
5 for families, which you'll see in your packet.

6 And as the board knows and has long
7 supported, the Trust is a founding funder of the
8 Summer Youth Internship Program, which started -
9 - we helped to start that program in 2015. And
10 together, the partners in this collaborative
11 have facilitated more than 16,000 paid high
12 school summer internships since this program
13 began. That's what happens when you work
14 together.

15 Our own summer and school year intern,
16 Amaya Borroto, shared her experience in the
17 program through this op-ed that was published in
18 the Miami Herald, told through her voice. And
19 with a new recent million dollar contribution to
20 this collaboration by Ken Griffin, the founder
21 of Citadel, we're now on track for more than
22 3,100 students engaging in internships this
23 summer.

24 It's also important to note charter school
25 students will now be included in this program

1 for the first time. And we're also working on
2 an exciting project in partnership with the
3 collaborative; you see their logos there on the
4 bottom. This summer, the collaborative is
5 working directly with the county's juvenile
6 services department to create a unique and
7 direct pipeline for justice-involved youth to
8 receive additional supports to enter the
9 program. Next slide.

10 Sometimes long-standing partnerships
11 through funder collaborations can lead to
12 exciting expansions. You guys voted -- and we
13 really appreciate the board's support on these
14 items -- you voted to expand the Fab Lab to
15 South Dade. This was something that began as a
16 really successful project in Liberty City, and
17 we saw that it -- the model was working so well,
18 why not bring other funders to the table and
19 talk about an expansion in South Dade. And so
20 now, thanks to your support, the South Dade Fab
21 Lab will focus on agricultural technology and
22 will be -- and is slated to open in the fall.

23 Also, we connected with various funders who
24 had an interest in South Dade, and that gives us
25 an opportunity to look at what else we can do

1 together. Each of these projects enables more
2 innovation and more future collaboration. Next
3 slide.

4 Thanks to the board's support, the Trust
5 has also partnered with the U.S. Soccer
6 Foundation through a funder collaboration since
7 2017, facilitating the inclusion of Soccer for
8 Success into various partners and provider
9 programs, with support of additional funders,
10 including Adidas.

11 When Miami was selected as a host site for
12 the 2026 World Cup, the Trust was the U.S.
13 Soccer Foundation's first local partner that
14 they called, based on all of our previous
15 collaboration with them, to collaborate on
16 additional exciting projects leading up to the
17 World Cup. The first of those projects is up
18 for your consideration today in your packet, and
19 it is an expansion of the long-standing
20 collaboration that we've had.

21 Also, thanks to a generous donation from
22 Ken Griffin of Citadel, again, there is a new
23 expansion, and we received a lot of news
24 coverage for this exciting project. So, I want
25 to -- if you can play this little -- very short

1 clip.

2 (Video playing.)

3 MR. HAJ: One of the first mini-pitches
4 will be installed right here where we're
5 gathered today.

6 UNIDENTIFIED FEMALE 2: And the Villas Del
7 Lago public housing community in Miami Gardens
8 has been chosen to receive the first mini-pitch,
9 which, by the way, is a scaled-down soccer field
10 with a harder surface.

11 UNIDENTIFIED MALE 4: My colleagues who
12 play team sports are accustomed to
13 collaborating, to performing under pressure, and
14 to getting things done.

15 UNIDENTIFIED FEMALE 2: It's all being
16 kick-started by a \$5,000,000 gift from Citadel
17 founder, Ken Griffin, which was needed to launch
18 the Miami-Dade County Soccer Initiative.

19 MR. GRIFFIN: So, what we are doing is
20 putting these in at-need communities, so they
21 have access
22 -- not only access to the sites, but access to
23 the programming as well.

24 UNIDENTIFIED FEMALE 2: The Miami-Dade
25 Children's Trust is still working with community

1 members to decide 49 other locations by 2026.
2 It will also work to start the Just Ball League
3 with partners and continue its Soccer for
4 Success after-school program, which it estimates
5 helps 86 percent of participants stay away from
6 antisocial behavior and 83 percent have improved
7 health outcomes.

8 UNIDENTIFIED FEMALE 3: It's like a second
9 home, if you ask me, walking on to the field.
10 The adrenaline and just everything is great.

11 (Video concludes.)

12 MS. ZEA: And so, young people like that is
13 exactly why we engage in these different
14 innovative partnerships that -- that can make a
15 difference for others. We would like to thank
16 the board again for your guidance and for your
17 support on these projects. Some of them are
18 outside of the box, that's the point, and we
19 appreciate the support on that. You've got a
20 few that are in -- in your packet for
21 consideration today. There will also be more
22 coming your way in the fall. And the community
23 engagement team is working on some additional
24 new projects for your future consideration, even
25 outside of that. So, I'm really privileged to

1 lead these efforts. Thank you.

2 MS. HOLLINGSWORTH: Thank you, Natalia.

3 And moving on to resolutions.

4 Authorization to waive the formal competitive
5 procurement process -- this is Resolution 2023-
6 42. Authorization to waive the formal
7 competitive procurement process and negotiate
8 and execute contracts with Be Strong
9 International, Inc. --

10 MS. HOLLINGSWORTH: -- with Be Strong
11 International, Inc., Florida International
12 University (FIU), and the University of Miami
13 (UM), to deliver brief parenting workshops and
14 educational or public health events as part of
15 the Children's Trust Parent Club, in a total
16 amount not to exceed \$1,500,000, for a one-time
17 contract extension term of 12 months, commencing
18 October 1, 2023, and ending September 30, 2024.

19 May I have a motion, please?

20 MS. GIMENEZ: (No verbal response.)

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

23 MR. DUNN: (No verbal response.)

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

1 MR. BAGNER: Recusal, Bagner, employed by
2 FIU.

3 MS. HOLLINGSWORTH: Thank you. Other
4 recusals?

5 Moving into discussion. The Parent Club
6 was launched in September 2020 -- 2019,
7 consisting of brief evidence-based parenting
8 workshops. They're delivered in English,
9 Spanish, and Haitian Creole for diverse groups
10 of primary caregivers across Miami-Dade County.
11 The point is to enhance awareness and knowledge
12 for parents with children birth to age 18. Last
13 fiscal year, the Parent Club held a total of
14 2,052 workshop sessions, with a total of 9,910
15 attendees. 98 percent indicated that they
16 gained skills they intend to put into practice.

17 Feedback, discussion from the board.
18 Hearing none. All those in favor? Are there
19 any opposed? The resolution carries.

20 Punting to Karen Weller for 43.

21 MS. WELLER: Thank you.

22 Resolution 2023-43. Authorization to
23 negotiate and execute renewal contracts with the
24 Miami-Dade Family Learning Partnership,
25 Incorporated, and All In One Mail Shop,

1 Incorporated, doing business as All In One
2 Direct Marketing Solutions, for the support and
3 maintenance of a birth to five book club, in a
4 total amount not to exceed \$2,602,239, for a
5 term of 12 months commencing October 1st of 2023
6 and ending September 30th, 2024, with one
7 remaining 12 -- 12-month renewal subject to
8 annual funding appropriations.

9 May I have a motion, please?

10 MR. PRESCOTT: --

11 MS. WELLER: Thank you.

12 MS. NEASMAN: Neasman, second.

13 MS. WELLER: Thank you. Any recusals?

14 MR. BAGNER: Recusal, Bagner, employed by
15 FIU, which is part of this, and I'm also
16 contributing in kind to the book club.

17 MS. WELLER: Thank you, Dr. Bagner.

18 Thank you. Any other recusals?

19 Okay, then moving into discussion. The
20 Children's Trust Book Club provides free monthly
21 age-appropriate books and supporting materials
22 for Miami-Dade County families for -- for
23 children from birth to their fifth birthday. So
24 far, the book club has reached its target goal
25 of 40,000 active members and plans to retain

1 that number taking into account natural monthly
2 attrition due to aging out throughout the
3 following year.

4 Any other questions or further discussions?
5 In that case, all those in favor? Opposed? The
6 motion carries.

7 MS. HOLLINGSWORTH: Thank you. Resolution
8 2023-44. Authorization to waive the formal
9 competitive procurement process and negotiate
10 and execute a contract with Miami-Dade College
11 for the Children's Trust Books for Free program,
12 in a total amount not to exceed \$450,000, for a
13 term of 12 months, commencing October 1, 2023,
14 and ending September 20 -- September 30, 2024.

15 May I have a motion, please?

16 MS. DONWORTH: (No verbal response.)

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

19 MR. PRESCOTT: (No verbal response.)

20 MS. HOLLINGSWORTH: Thank you. Are there
21 any recusals? Hearing none.

22 Moving into discussion, the Books for Free
23 program ensures that young children through age
24 eight have access to books to take home and keep
25 at no cost from bookshelves placed in public

1 spaces throughout Miami-Dade County. The
2 Children's Trust assessed the program's progress
3 and determined the provider is performing
4 satisfactorily in meeting or exceeding all
5 contractual benchmarks.

6 During the contract year '21/'22, the
7 program operated 77 bookshelf -- bookshelf sites
8 that received regular deliveries, collected
9 76,116 books, and distributed more than 106,000
10 books and provided more than the 50 percent in
11 kind match to the program, leveraging an
12 additional \$362,486 in value through the
13 program.

14 Feedback, discussion from the board? Okay.
15 Yes?

16 MR. DUNN: --

17 MS. HOLLINGSWORTH: Thank you, Pastor.

18 Further comments from the board? Hearing
19 none. All those in favor? Are there any
20 opposed? The resolution carries.

21 Resolution 2023-45. Authorization to renew
22 a funder collaboration contract with the Miami
23 Foundation as the fiscal agent for Miami
24 Connected, in a total amount not to exceed
25 \$150,000, for a term of 12 months, commencing on

1 October 1, 2023, and ending September 30, 2024.

2 May I have a motion, please?

3 MR. BAGNER: (No verbal response.)

4 MS. HOLLINGSWORTH: And a second?

5 MS. GIMENEZ: (No verbal response.)

6 MS. HOLLINGSWORTH: Are there any recusals?

7 And let's move into discussion. You'll
8 recall that Natalia mentioned this initiative in
9 her presentation. Feedback, comments from the
10 board?

11 MS. GIMENEZ: Sort of a comment/question.
12 I think this is a great initiative. This is
13 basically getting, you know, Internet access to
14 those who can't pay for it themselves. I have
15 noticed in our work, in our research, we've
16 encountered some families who had no idea about
17 this. And when we told them about it -- it was
18 a great opportunity for them. So, I'm just
19 wondering, from the staff or others involved,
20 how do we get the word out more that this is
21 available to families? Because I think it's a
22 great resource.

23 MS. WILLIAMS: Hello, Nikisha Williams,
24 managing director of collective impact at the
25 Miami Foundation. So, it's a great question.

1 We are working very hard to get the word out to
2 as many people as possible. And so I will say,
3 as you probably know, we are not only pushing
4 our offering, but we're also pushing the federal
5 offering. And so I would say it could be
6 possible that perhaps sometimes folks are
7 confusing the two. We are making sure that we
8 are getting people free Internet, and so
9 whichever option works best for them, we're
10 helping to do that.

11 But then outside of that, as you all
12 probably know, the Miami Foundation works with
13 lots of nonprofits, and so we are working with
14 our 1000-plus network of nonprofits to make sure
15 that we are sharing this information, so that
16 they can in turn share it with their clients, so
17 -- we're also -- we've hired a PR firm, in
18 addition to that, to help us leverage media
19 opportunities. We are using social media. We
20 actually just implemented a new strategy where
21 we're working with media influencers to post
22 about it. So, we are trying very hard to make
23 sure that we are driving reach into the
24 community, so everyone knows about this
25 opportunity.

1 MS. HOLLINGSWORTH: Thank you, Nikisha.

2 Further questions? Yes,

3 Dr. Bendross-Mindingall?

4 MS. BENDROSS-MINDINGALL: Nice to meet you.

5 Now, the question probably to all of us, we get
6 this information out --

7 MS. WILLIAMS: So, that's a really good --
8 good question that we -- I don't know that we
9 are

10 -- we've had a lot of discussion about that,
11 particularly when you -- so the way the program
12 works, in order to access the Internet, usually
13 it is grounded, you know, based on where you
14 live.

15 And so while this program might not be
16 appropriate for them, I think there are lots of
17 other programs that could be, but I think it's
18 something that is worth us exploring a little
19 bit further, to figure out how we can make sure
20 that they also have access to Internet.

21 MS. BENDROSS-MINDINGALL: Madam Chair?

22 MS. HOLLINGSWORTH: Yes.

23 MS. BENDROSS-MINDINGALL: I would --
24 probably the poorest in the state. I'm
25 interested in knowing, each time I travel to the

1 office, it stays on my mind because I really do
2 know that they are in need -- the greatest of
3 need. So, since we have each other's contact
4 information, I would be interested in talking
5 more.

6 MS. WILLIAMS: I welcome that and would
7 love to.

8 MS. HOLLINGSWORTH: Thanks to you both.

9 All those in favor? Are there any opposed?
10 The resolution carries.

11 Resolution 2023-46. Authorization to
12 execute a funder collaboration contract renewal
13 with the U.S. Soccer Foundation to support the
14 continuation of the Soccer for Success program
15 and the implementation of a -- of a new Just
16 Ball program, in a total amount not to exceed
17 \$250,000, for a term of 12 months, commencing
18 August 1, 2023, and ending July 31, 2024. And
19 note, this is an increase of \$120,000 --
20 \$125,000.

21 May I have a motion, please?

22 MR. DUNN: (No verbal response.)

23 MS. HOLLINGSWORTH: Thank you. And a
24 second?

25 MS. WELLER: (No verbal response.)

1 MS. HOLLINGSWORTH: Thank you. Are there
2 any recusals?

3 And as we move into discussion, I'll remind
4 you that this project is also mentioned in
5 Natalia's presentation. Before we begin
6 presenting resolutions, the floor is open for
7 questions, comments from the board.

8 Pastor?

9 MR. DUNN: -- Furthermore, it's a big deal
10 that we are able to get this in 2026 -- and it
11 really serves our diverse communities and --

12 Did I say that right?

13 MS. HOLLINGSWORTH: Yes, you did. Thank
14 you, Pastor.

15 Further feedback from the board?

16 Hearing none, all those in favor?

17 BOARD MEMBERS: Aye.

18 MS. HOLLINGSWORTH: Are there any opposed?
19 The resolution carries.

20 Resolution 2023-47. Authorization to
21 negotiate and execute a funded collaboration
22 contract with Miami Homes for All, Inc., to
23 support partnerships to end youth homelessness
24 in Miami-Dade County through service linkage,
25 advocacy, and engagement in an amount not to

1 exceed \$234,000, for a term of 12 months,
2 commencing October 1, 2023, and ending September
3 30, 2024.

4 Further, authorization to negotiate and
5 execute an IT contract with Miami Homes For All
6 and the Homeless Trust, in an amount not to
7 exceed 90

8 -- \$91,000, for a term of 16 months, commencing
9 June 1, 2023, and ending September 30, 2024, for
10 a pilot program in which Miami Homes For All
11 will consult on the research, design,
12 procurement, and population of a housing
13 inventory software database for the Homeless
14 Trust. And, if necessary, authorization to
15 negotiate and execute a related collaborate -- a
16 related collaborative data-sharing agreement.
17 Further, delegation of authority to adjust
18 funding between the initiatives.

19 May I have a motion, please? And a second?

20 Motion - Ms. Grimes-Festge, Second by Mr.
21 Prescott

22 MS. HOLLINGSWORTH: Thank you. Are there
23 any recusals?

24 MS. FERRADAZ: Recusal, Ferradaz. I'm on
25 the board of the Homeless Trust.

1 MS. HOLLINGSWORTH: Okay, Gilda.

2 Other recusals? Okay.

3 And this is -- this is the new project that
4 Natalia talked about in her presentation. So,
5 to give you a little more information, this
6 funded collaboration project builds upon the
7 foundations of the HOMY Collective and adds a
8 direct service component for homeless youth.
9 And additionally, this item authorizes the
10 establishment of a pilot initiative for MHFA to
11 research and assist the Homeless Trust in
12 developing and populating a live housing
13 inventory database.

14 Specifically, this collaboration aims to
15 improve outreach, identification, and assessment
16 of the needs of homeless youth and families to
17 ensure disconnected and vulnerable youth develop
18 healthy, permanent relationships. To support
19 the social, emotional, and physical well-being
20 of youth and to expand homelessness prevention
21 efforts, and improve collaboration across
22 systems.

23 Feedback questions from the board?

24 Yes, Pastor.

25 MR. DUNN: --

1 MS. HOLLINGSWORTH: Uh-huh.

2 MR. DUNN: -- place to lay my head --

3 MS. HOLLINGSWORTH: Thank you, Pastor.

4 MS. GRIMES-FESTGE: Madam Chair?

5 MS. HOLLINGSWORTH: Yes?

6 MS. GRIMES-FESTGE: I -- I just want to say
7 how I agree 100 percent with you. As an
8 educator, as someone who is in our schools often
9 enough, we see so many families going through
10 very difficult times. And, you know, you -- we
11 always say that children are very resilient.
12 However, they know exactly what's happening in
13 their families.

14 And I think with everything happening with
15 property insurance increases, I think we're
16 going to be seeing more of this. So, I think
17 this is very -- very timely to make sure that
18 we, you know, find ways to do as much as we can
19 to help the children and families in this
20 community.

21 MS. HOLLINGSWORTH: Thank you, Mindy.

22 Further feedback from the board?

23 MR. HAJ: --

24 MS. HOLLINGSWORTH: Thank you, Jim.

25 All those in favor?

1 BOARD MEMBERS: Aye.

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

4 Resolution 2023-48. Authorization to waive
5 the formal competitive procurement process and
6 enter into a contract with Lutheran Services
7 Florida, Inc., as a result of a change in agency
8 and ownership from Miami Bridge Youth and Family
9 Services, Inc., to ensure the continuous
10 delivery of evidence-based parenting services.

11 May I have a motion, please?

12 MR. PRESCOTT: Certainly.

13 MS. HOLLINGSWORTH: Thank you. And a
14 second?

15 MR. NEASMAN: Yes, ma'am.

16 MS. HOLLINGSWORTH: Thank you. Are there
17 any recusals? Hearing none, moving into
18 discussion.

19 Miami Bridge Youth and Family Services,
20 Inc., Miami Bridge, has notified the Trust of
21 its pending merger with Lutheran Services
22 Florida, Inc. Through this change, Miami Bridge
23 is absorbed as part of Lutheran Ser -- Lutheran
24 Services and will be a new entity with a new
25 EIN.

1 This requested action will ensure there is
2 no interruption to the parenting services
3 provided to the families currently served by
4 Miami Bridge. Services will continue to be
5 implemented seamlessly as direct and management
6 staff will remain the same after the merger.

7 The floor is open for discussion from the
8 board.

9 Hearing none, all those in favor?
10 Yes?

11 MR. PRESCOTT: Just by way of trying to let
12 you know how important it is, just today, I have
13 a family that is in such need that I contacted
14 the Miami Bridge --

15 MS. HOLLINGSWORTH: Uh-huh.

16 MR. PRESCOTT: -- on this very issue. And
17 I will have the opportunity to speak to the
18 clinician, but the child was not there, and the
19 clinician says from what they've seen, they have
20 the services that they can put in place.

21 MS. HOLLINGSWORTH: Uh-huh.

22 MR. PRESCOTT: There are not many locations
23 in the State of Florida that have a Miami
24 Bridge. And when the Miami Bridge was on the
25 verge of shutting down, I almost had a meltdown

1 --

2 MS. HOLLINGSWORTH: Uh-huh.

3 MR. PRESCOTT: -- because there are so many
4 families that come before us and we need to have
5 some place for them to go. Services that
6 they're
7 -- they're setting forth -- they're giving forth
8 are meeting those -- if they are meeting those
9 needs. So, I'll ask you to support this because
10 I see it working every day.

11 MS. HOLLINGSWORTH: Uh-huh. Thank you,
12 Judge Prescott.

13 All those in favor?

14 BOARD MEMBERS: Aye.

15 BOARD MEMBERS: Aye.

16 BOARD MEMBERS: Aye.

17 MS. HOLLINGSWORTH: Are there any opposed?
18 This resolution also carries.

19 Sending it back to you, Mr. Chair.

20 MR. HOFFMAN: Thank you, Pamela.

21 We'll move on to the next item, which is
22 the approval of the reappointment of Matthew
23 Arsenault as an at-large board member. Each of
24 our at-large board members serves two-year terms
25 with an opportunity to serve up to three

1 consecutive terms. Matt was first appointed in
2 August 2019, and his second term expires in
3 August 2023.

4 According to our by-laws, if an at-large
5 board member's term is expiring and he or she is
6 eligible for and interested in reappointment,
7 the president and CEO will include on the board
8 agenda the reappointment of the at-large member.
9 Matt has expressed as -- his desire to continue
10 to serve on the board, and he served us well on
11 the board -- I -- I believe he served us well on
12 the board and as a member of our Finance and
13 Operations committee, and I strongly recommend
14 that we reappoint him for a third and final
15 term.

16 MR. SALVER: I'll move it -- Salver.

17 MR. HOFFMAN: So I'll entertain a motion.

18 MR. SALVER: You -- you -- you had-- you
19 had me at hello.

20 MR. HOFFMAN: Thank you, Isaac.

21 MR. HOFFMAN: Second. Did we vote already?

22 MR. SALVER: Not yet.

23 MR. HOFFMAN: Okay. I don't think there's
24 a recusal here, so all those in favor?

25 BOARD MEMBERS: Aye.

1 BOARD MEMBERS: Aye.

2 MR. HOFFMAN: Any opposed? Okay. The
3 motion carries.

4 The next item on the agenda -- I think it's
5 actually the last item -- is a -- except for the
6 CEO report -- is a refresh of our strategic
7 framework. As you know from earlier in the
8 year, we had our -- our board retreat, gave
9 staff some direction. We said we would bring
10 things back to the board and -- that we did in a
11 couple of meetings so far. But I think that --
12 again, we're refreshing the framework and -- and
13 we'll continue to, you know, bring this before
14 the board over the course of the year as it
15 relates to resolutions and -- and initiatives.

16 So, I'll turn it over to Jim to --
17 actually, is it Lori? But -- I will turn it
18 over to Lori to give us a little update on where
19 we are with our strategic framework.

20 MS. HANSON: Thanks, Ken, and thanks
21 everybody for hanging in there through a
22 presentation-heavy meeting today. We talked at
23 the board retreat about what we currently have
24 posted on our website that's labeled a strategic
25 plan is really more of a strategic framework.

1 It has sort of guardrails and guiding
2 principles. So, we want to rebrand it. We need
3 to bring it up to date. It has our old logo on
4 it. It's -- it's kind of, you know, it just
5 needs a refresh to come to current state.

6 It -- probably not a lot of significant
7 substantive revisions are needed, but we wanted
8 to bring back to you the update. Ignore
9 formatting at this point. Just look at content
10 because we'll get the formatting experts to help
11 us with design and layout once we now have the
12 substance approved by you-all. The first page
13 that you have in your packet just kind of shows
14 our mission and vision, which we didn't think
15 needed any significant revision.

16 In the old strategic plan, the -- there was
17 a Values page that was a little bit more
18 detailed and formatted in a different way. Some
19 of you who've been through our board orientation
20 sessions in recent years have seen it in this
21 way. So, we think this is a nicer way to lay it
22 out. It's a little more simple and
23 straightforward, but also, maybe needs a little
24 explanation.

25 So, in the second page -- if you can scroll

1 down -- we thought we could just give some key -
2 - scroll back up just a little bit -- key terms
3 and definitions so that in that graphic earlier,
4 this just goes into explaining, you know, what
5 we mean by, investing significantly in early
6 childhood is critical, but also continuing
7 across the developmental lifespan. You can see
8 some of the other terms about continuous
9 learning, community engagement, and so forth,
10 that are described in this content here.

11 Our prior version was pretty narrative-
12 heavy, hence -- and so I think we've tried to
13 simplify here -- more sort of bolding some terms
14 and being brief without losing the content that
15 was there before.

16 So, go ahead to the next page. So, this is
17 just our priority investment areas mostly being
18 brought up to current lingo that we use. So, we
19 didn't -- in the last version of this, we didn't
20 have Thrive by Five created yet. So, we're
21 putting -- you know, we use Thrive by Five now
22 when we talk about our early childhood
23 development investments. We didn't have the
24 summer youth internship program called out in
25 the prior version because it was so long ago

1 that it was done.

2 So -- so some of the terminology here
3 that's listed with the initiatives under each
4 investment area has just been brought to current
5 terminology. Otherwise, it's really the same
6 budgeting areas that we have had in our budget
7 over the years.

8 Go ahead to the next page. And this last
9 page just gives some -- some explanation about
10 how we see the importance of tracking community
11 results in a collective manner. Not that any
12 one entity can move the needle for such a large
13 community, but how we work together with others.
14 As you heard in many of our funder
15 collaborations and so many other ways that we
16 work across the community to make the impact
17 that we make in the -- the basic areas sort of
18 in the two columns, Family and Community
19 Supports, that lead to child and youth well-
20 being indicators in the areas that you see
21 there.

22 So, this is really just sort of simplifying
23 our content, but would -- we would welcome your
24 input, questions, edits, suggestions that --
25 anything that you think is missing or needs

1 further clarification. We would love to hear
2 from you on that, either direct to me or to your
3 -- your executive point of contact or Jim. And
4 then we would like to put this together in a
5 nice framework format that we can put more
6 current on the web for everybody to see.

7 I'll take any questions that you have.
8 Thank you.

9 MR. HOFFMAN: Terrific. Thank you.

10 And now I'll turn it over to our CEO, Jim
11 Haj, for his report.

12 MR. HAJ: --

13 MR. HOFFMAN: Great. Thank you, everybody,
14 for attending. And with that, we're adjourned.
15 (Thereupon, the proceedings concluded at 5:27
16 p.m.)

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1 CERTIFICATE OF TRANSCRIPTION

2
3 The above and foregoing transcript is a true and
4 correct typed copy of the contents of the file, which
5 was digitally recorded in the proceeding identified
6 at the beginning of the transcript, to the best of my
7 ability, knowledge and belief.

8 *Cecil Clark*
9 _____

10 Cecil Clark, Transcriber

11 May 31, 2023
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