

THE CHILDREN'S TRUST
NOMINATING COMMITTEE MEETING

The Children's Trust Nominating Committee Meeting was held on Tuesday, July 24, 2018, commencing at 2:32 p.m., at The Children's Trust, 3150 S.W. 3rd Avenue, Conference Room A, Miami, Florida 33129. The meeting was called to order by Rodester Brandon, Committee Chair.

Committee Members

Rodester Brandon, At-Large Board Member
Dr. Daniel Bagner, Florida International University
Laurie W. Nuell, Chair, At-Large Member
Lileana de Moya, Gubernatorial Appointee
Dr. Susan Neimand, Miami-Dade College

STAFF:

James Haj, President/Chief Executive Officer
Imran Ali
Muriel Jeanty, Clerk of the Board
Vivianne Bohorques
Juana Leon

GUESTS:

Ken Hoffman

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PROCEEDINGS

(Recording of the meeting began at 2:32 p.m.)

MR. BRANDON: So I just want to welcome everybody to our Nominating Committee meeting to consider a new chairman for the Board. I want to take a minute to introduce Jim to -- do you have things you want to say as we get started?

MR. HAJ: I just would like to, you know, as this committee instructed me, we sent out the letter of interest to all the Board members, anybody who would be interested to please submit their name.

One individual submitted that he would be interested and that is Ken Hoffman. And then we had six other Board members recommend Ken Hoffman. And Mr. Hoffman will be here shortly. The Nominating Committee wanted to bring him in to talk to him.

MR. BRANDON: Well, I thought it was a good idea to have him come in. Otherwise, it will look like we're just rubber-stamping somebody else's choice.

He answered the questions that we sent out, #1 and #2. We had two questions, so you can see his answers right there. I'd imagine he's going to come in and want to -- we should ask him some questions or perhaps let him just kind of speak.

1 What do you think? If we're going to ask
2 him some questions, we need to come up with others
3 besides the #1 and #2. He's an attorney so he's
4 probably good at speaking.

5 DR. BAGNER: I'm trying to remember what we
6 did last time for the treasurer. Did we actually ask
7 questions? We had two candidates, so it was a little
8 bit different scenario.

9 MR. BRANDON: And then I don't know if they
10 wrote out their -- like he did, wrote out the answers
11 like he did.

12 DR. NEIMAND: Well, Ken is not unknown to
13 us.

14 MR. BRANDON: Right, that's a good thing.

15 DR. NEIMAND: I mean, he's been running the
16 Finance Committee. He's very vocal.

17 MR. BRANDON: And really excellent at it.

18 DR. NEIMAND: Excellent, yes, absolutely.

19 MR. HAJ: We also have -- I'm not sure if
20 you have it, his attendance. Somebody wanted to see
21 that. It should be in there. And just another
22 consideration for everyone -- another consideration is
23 terms. That was something we discussed in the by-laws
24 about the terms.

25 So you need to be aware that Ken is -- this

1 is -- he's going to his -- he's in -- his last term just
2 started, so he has about a year and 10 months to go. So
3 when he takes the seat, it will be a year and eight
4 months.

5 DR. BAGNER: So we'll have to do this all
6 over again.

7 MR. HAJ: You would have to do it all over
8 again. As far as the by-laws, I think some of the
9 recommendations was, you don't have to wait until April.
10 You can do it, you know, a year in advance and start the
11 succession management planning at a time when hopefully
12 you will have -- the BCC is considering the candidates
13 for the gubernatorial today.

14 They'll actually hear it this afternoon, so
15 that will be up to the governor soon. So hopefully,
16 we'll have six new Board members joining the Board.
17 That will increase the pool of potential candidates in a
18 year and eight months if Ken is selected.

19 DR. NEIMAND: Well, there were no other
20 nominees and there were no others that were interested.

21 MS. NUELL: And, I mean, I'll say that as
22 the Board chair, you know, like, for the last two years,
23 I've been thinking about the next Board chair, although
24 we didn't think it was going to be so quick.

25 But, I mean, I think that Ken would be --

1 his leadership style, I think, having no connection to
2 any funders is a good thing also. And I think he's just
3 very easy, you know, he's been really easy to work with
4 and his -- I just think he'd be a really good candidate.

5 And I've been, you know, paying attention
6 for a while, and I was one of the people who nominated
7 him. So, he definitely has my full support. And Jim
8 and I did talk about it because now that -- this has
9 never come up before, you know, with the problem with
10 the terms.

11 And I hadn't had a chance to talk about it.
12 And I don't know if this is the right -- this probably
13 isn't the right time or place. But I think it's a flaw
14 and it's not addressed anywhere because it had never
15 come up before.

16 So if you're in a six-year term, you really
17 are kind of at a disadvantage in terms of being an
18 officer. And it's not addressed in the statute. Terms
19 are addressed but not the term of an officer, so you get
20 cut short.

21 But I still think that he will provide the
22 stability that we need, so even though at this moment in
23 time, unless it changes in the next 18 months, you know,
24 we'll have to reconsider again.

25 DR. NEIMAND: Was he aware of the fact that

1 it would only be a very short term?

2 MR. HAJ: Correct.

3 DR. BAGNER: I don't mean to detract too
4 much from the discussion, but is that something that we
5 can revisit? So, for example, because you think about
6 someone joining the Board, getting used to being on the
7 Board, it takes a couple of years.

8 MR. BRANDON: It takes a while.

9 DR. BAGNER: And then -- so now you've got
10 three or four years left, and then if you want to
11 consider being in a leadership position, half the term
12 is gone.

13 So, is that something we can reconsider in
14 terms of our by-laws, that maybe folks' terms on the
15 Board can be extended if they choose to be in a
16 leadership position?

17 MR. HAJ: Yeah, this is a statute issue.
18 We'll have to address it through -- during session and
19 try to -- and have committee discussion. There's
20 always -- you can only do it -- there's always -- no one
21 really likes to open up the statute because every time
22 you open up the statute, people are going to start
23 poking at the statute.

24 So, no matter -- any time we open up the CSC
25 statute, all the other CSC's start flipping out because,

1 you know, they just don't like it. In session, people
2 start looking at different things.

3 But we have done it. We have done it. We
4 did it two years ago. It's not something that can't be
5 done but it needs to be the Board's marching orders.

6 MR. BRANDON: Is that statute -- are you
7 talking about the Florida statute?

8 MR. HAJ: The Florida statute.

9 MR. BRANDON: And who is that done through?

10 MR. HAJ: Our legislative process.

11 MR. BRANDON: All the way -- so we have to
12 go there for this to be considered, for something we
13 want to change?

14 MR. HAJ: Yeah. Well, we're in a
15 predicament with Laurie's chairmanship. It says, the
16 terms shall be three two-year terms. That one sentence,
17 and that supersedes the ordinance in our by-laws.

18 DR. BAGNER: You mean leadership terms?

19 MR. HAJ: No.

20 MS. NUELL: Well, both. And they both --
21 and then -- so, what happens is, which you guys probably
22 talked about a little bit, I guess. I don't know. But
23 also, the terms are October and then the officers are in
24 April. So it just was an oversight.

25 I think that -- I have really looked at the

1 by-laws and the ordinance and the statute over the last
2 three and-a-half years. I mean, I pretty much have it
3 memorized.

4 And it just was, like, we just didn't think
5 about it. So it was always, like, oh, it's going to be
6 April. And then I actually, according to the by-laws
7 and the statute, an officer can have three two-year
8 terms also.

9 But the first chair was Dave Lawrence and
10 the second chair was Maria Alonso, who was a
11 gubernatorial appointment, so she had six years on the
12 Board and then six years as chair.

13 So, this was the first time that this --
14 that this came up. So all of a sudden, it just became,
15 you know, all of a sudden, it was just, oh, whoa, you
16 know.

17 And then we have from October to April. So,
18 you know, for the Board and for the organization, you
19 know, I don't want that kind of instability. It won't
20 make a difference for me but going forward, I think
21 we've worked really hard at, you know, the stability
22 and --

23 MR. BRANDON: And then Ken, you know, in all
24 fairness to him, he'll get in and really kind of learn
25 the lay of the land and then his time is up.

1 MS. NUELLE: Yes.

2 MR. BRANDON: Now, would he be able to be
3 considered for the next time around?

4 (THEREUPON, Lily De Moya entered the meeting
5 room.)

6 MS. DE MOYA: I know I'm late, but can you
7 just fill me in real quick what you're talking about?

8 MS. NUELLE: In general.

9 MR. BRANDON: Well, we were talking in
10 general about the term limits and how they adversely
11 affect how we --

12 DR. BAGNER: Ken is the only person who is
13 interested --

14 MS. DE MOYA: And term limits --

15 DR. BAGNER: -- and his term is up in a year
16 and 10 months.

17 MR. HAJ: Well, Ken's interested and six
18 other people put Ken's name in to support him.

19 MS. NUELLE: And I think it's worth it to
20 have him for that amount of time.

21 MR. BRANDON: So, at this point, we're just
22 trying to -- he's going to come in to talk and we have
23 questions. He's already answered questions. We're just
24 trying to figure out how to handle him when he comes in.

25 MS. DE MOYA: So I have a question. Since I

1 know that, like, six people, you know, put his name in,
2 when we met last time, we kind of talked about if we
3 didn't get a lot of candidates or if we didn't get any
4 candidates, having kind of a Plan B.

5 Since he's the only candidate, did you
6 approach -- did we go there at all, like, what we talked
7 about the possibility of you approaching, like,
8 committee chairs to see if they were interested or
9 anything like that?

10 MR. HAJ: No, I didn't, because he put in
11 but then six other people nominated him, so there seemed
12 to be great support around Ken. And other people didn't
13 officially say it but they had a lot of confidence in
14 Ken. I got six official e-mails.

15 MS. DE MOYA: Well, I didn't write an
16 e-mail, but are you counting me in the six?

17 MR. HAJ: I created a cheat-sheet.

18 MS. DE MOYA: I just didn't know his term
19 limit was up.

20 MR. HAJ: Well, we had talked about, too,
21 that the Commission is now, today, voting on the 18 to
22 send up to the governor. So hopefully, we will have six
23 new people down the road to increase the pool, because
24 we've had so many vacancies, all the governor seats that
25 were open. If we change the by-laws, nothing precludes

1 us from -- we don't have to wait until the last minute.

2 MR. BRANDON: So the point remains, we have
3 to figure out how we're going to question him at this
4 point. I like the idea of having him talk, you know,
5 because everybody has confidence in him. We know what
6 he's going to -- how he operates.

7 Perhaps to just have him -- just leave him
8 open to just kind of chat a little bit about his
9 experiences and how they have been here. It just kind
10 of underscores some of the things he's actually written.

11 DR. NEIMAND: Well, I think he wrote a
12 paragraph. But because of that, it's very succinct and
13 he put it on paper. But I think if he could elaborate
14 and really, you know, talk to the issues of, you know,
15 how does he see the implementation of another five-year
16 cycle, you know, how we prioritized our work, and the
17 fact that the community has been so positive in terms of
18 how they view the change of helping small
19 community-based organizations and being more diverse in
20 what we've been funding. I think I would like to hear
21 him talk about that.

22 DR. BAGNER: I mean, we could bring up those
23 issues, I mean, get his thoughts on that.

24 MS. DE MOYA: That's exactly what I was
25 thinking. I would like to ask him, like, what his goals

1 would be.

2 MR. BRANDON: Okay. So, I'll just open it
3 up, just give him an open-ended question, just kind of
4 an open-ended response and have him start talking.

5 MS. DE MOYA: And you didn't invite anyone
6 else, right?

7 MR. HAJ: No.

8 (THEREUPON, Ken Hoffman entered the meeting
9 room at 2:45 p.m.)

10 MR. BRANDON: Welcome. So, thank you for
11 being here. And we were all excited to see that you're
12 interested in being our chair. We hear that there's --
13 you volunteered and there are several people that
14 asked -- that nominated you to step up and be our new
15 chairman.

16 We're all in receipt of your written
17 responses. We'd like for you to talk to us and perhaps
18 elaborate a little bit on the things that you wrote.

19 MR. HOFFMAN: Sure.

20 MR. BRANDON: And we just want to hear from
21 you. We all have good experiences working with you and
22 we just want to hear from you today before we go ahead
23 and nominate you to the Board.

24 MR. HOFFMAN: Okay. Well, first of all, I
25 mean, it goes without saying, because we all are in this

1 endeavor together, that we do great things here.

2 And many of you -- most of you do parts of
3 this or touch this in your daily lives. I don't. My
4 daily life has been as an attorney in a law firm. I do
5 commercial work.

6 I've done a lot of volunteerism. But it's
7 been only partly touching the children's services, the
8 family services area.

9 I do come here. I think -- I was just
10 looking last night, actually. I asked Donovan who the
11 30-something people were that applied for the governor's
12 position -- governor-appointed position.

13 So, I looked at the names, just a couple of
14 the resumes, and I kind of feel like I cheated getting
15 here because I came here through an organizational
16 appointment from MCCJ, where we do have programs
17 specifically dedicated to helping the community, helping
18 children with anti-bigotry and anti-bias type of focus
19 and, you know, getting people to communicate and
20 sponsoring high school programs.

21 But, again, it's not my sort of daily life
22 dealing with a social services system or care. I am a
23 father of four boys, so I kind of feel like I've had a
24 lot of personal experiences with my kids but with
25 their -- you know, with friends and dealing with issues

1 and seeing how the school system works. But again, I'm
2 not an expert in the school system.

3 Having come here, though, and I did raise my
4 hand when this position became available at MCCJ, you
5 know, I know we all bring different sort of skill sets
6 and perspectives, just like Dr. Bagner brings sort of an
7 academic perspective and that's partly because of his
8 affiliation, and other people bring, you know, different
9 perspectives.

10 I bring one, too. It's more of an
11 organizational type of perspective. I've dealt my
12 entire life with big corporations and small
13 corporations.

14 So, you know, I'm much more adept than not
15 everybody but some in dealing with the sort of people
16 elements of getting -- keeping things moving forward.
17 And, you know, again, we've gone through a lot of
18 different issues here.

19 I kind of feel like, A) that's always been
20 one of my strengths, but also it's played out well here
21 because again, the way the committees operate, the
22 way -- I can't say it's not frustrating, but the way the
23 whole process has to operate to actually get something
24 done, it's very process-bound, so a lot of my mental
25 energy in dealing with the committees and the like has

1 been trying to figure out how to cut through the
2 processes or make it -- actually, make it easier for
3 myself to digest and to make decisions but also at the
4 same time, everybody else.

5 And that goes from, you know, what types of
6 presentations we get to what type of questions we're
7 asked. People who sit on the Finance & Operations
8 Committee know that half the time, the question I ask
9 is, why are we seeing this, why isn't this done some
10 other way.

11 So, I think that, you know, from that
12 perspective, I feel like I've been able to contribute.
13 And I wouldn't say there weren't a few people who said,
14 I ought to do this. I don't know if it's the same
15 people who nominated me.

16 But in thinking about whether I wanted to do
17 it, you know, I'm very comforted by the fact that in the
18 last year or two years, under Laurie's leadership, we've
19 really done -- I think I've been on the Board now almost
20 four years.

21 We've really done a much better job of
22 understanding what everybody wants the vision of the
23 Trust to be. I think the last strategic planning was
24 good evidence of it.

25 We're much more focused on, first of all,

1 having a team of people, including directors, who
2 understood what we were doing, which when I first came,
3 there was so much turnover. It was amazing. I mean,
4 just to think that I can't get up to speed on everything
5 that we do, but just seeing people coming in, you know,
6 one meeting and then being gone four or five meetings
7 later and somebody else in their place in a similar
8 position, to think that we'd get anything done.

9 So, again, I'm comforted with where we are
10 in terms of not just the vision but the execution is
11 really starting to roll out. And maybe there's less of
12 a need to focus on that.

13 But I still think there's a ways to go and a
14 ways to go in helping the staff get through and
15 streamline the processes. I mean, one of the things,
16 again, people who sit on my committee know that I didn't
17 tolerate very well the way that we would get resolutions
18 that I didn't know until right before the meetings what
19 was coming up.

20 So we sort of changed that process for my
21 committee. And staff doesn't know this yet, but they're
22 going to change that process for every committee.
23 Because again, if we're not participating in the
24 process, then we all -- it's sort of a staff versus us.

25 And to see that at Board meetings, when

1 people haven't sometimes taken the time to really brief
2 themselves but also are asking questions that are
3 adversarial with the staff, because this was given to me
4 and I have a choice of approving it or not. It's a very
5 public setting, even the Finance Committee & Operations
6 Committee meetings, and it's hard to make choices.

7 And I don't suggest a return to model where
8 we were making all the choices. I think we've got a
9 great staff. But those are the things, again, where I
10 think I can help contribute to continue to sort of move
11 it forward.

12 And I think, again, that we're on a much
13 more solid footing. What I'm struggling for is getting
14 other directors to participate in things, like those
15 committees and other activities.

16 And again, I think that Jim and Laurie have
17 done a good job of bringing directors into the fold and
18 some of the sub-committees that you sat on that sort of
19 focus on the innovation programs and other things.

20 So, again, I see my role a little different
21 than somebody who's going to be able to tell you where
22 the money should go than how we can get to the right
23 process.

24 I also think, again, my biggest focus this
25 year was one or two things that Bill on the finance side

1 still has to work on, that's been figuring out how we
2 get the most money out there, particularly as we start
3 this five-year cycle.

4 And part of that was solving the problem
5 with the fund balance and not just, you know, me looking
6 at numbers with Bill and solving it but figuring out how
7 to get everybody to buy into a process. And the other
8 part, which I think there's still more work to be done,
9 is figure out how to get actually the Children's Trust
10 to spend the money.

11 So, again, I think that we really do great
12 work here, you know, maybe later in life getting really
13 actively involved. I've been in other organizations.
14 But here I am. So, you know, I can do it. I would, you
15 know, spend the time and the effort and I think it's
16 worth it to do it.

17 MR. BRANDON: Any questions from anyone?

18 MS. DE MOYA: Do you want to go ahead?

19 DR. BAGNER: Sure. Yeah, I mean, we're
20 extremely excited that you volunteered to do this and I
21 think we're all really supportive. One of the things
22 that we talked about, I think this brings it into
23 perspective, of a bigger Board issue, is the timeline of
24 terms.

25 And one of the challenges with your term is

1 that we were discussing that your term ends in a year
2 and 10 months, so that would really only allow you to be
3 Board chair for that period of time, such a short period
4 of time, which takes time to transition.

5 So, we were just wondering your thoughts on
6 that, just more generally speaking about the
7 organization.

8 MR. HOFFMAN: Such is life, right? I mean,
9 again, I certainly look to be able to participate and do
10 what I can while I can serve here. I mean, I don't have
11 a guarantee that MCCJ wants to keep -- I have to stop
12 telling them that we have the position. I don't have a
13 guarantee from anybody that I'll be re-nominated,
14 although I will, I think, certainly with the positions
15 I've held, not because I'm representing the organization
16 on the Board but because I think it's been the people
17 that are in charge and the Board's been happy that we've
18 had somebody who's been able to have a say-so in the
19 community. We're not funded by a Children's Trust
20 program any more.

21 But this is where we are. This is the way I
22 would put it. It's not ideal. On the other hand, if I
23 don't work out, then it's probably too long. But, you
24 know, again, it is what it is.

25 I guess I never really focused as much on

1 term limits until we started doing the by-laws, and it's
2 certainly not something we're going to change or need to
3 change. That doesn't mean I would have had any interest
4 earlier on or tried to do this earlier on.

5 But I think we're also in a situation where
6 maybe, you know, disappointed is not the word, maybe,
7 you know, somebody else could have stepped up, too, and
8 said, I'll do it.

9 But again, we're in sort of a -- not a
10 crisis but we need to do something, so I'm happy to do
11 it now. And if it only lasts a short period of time,
12 then life is short.

13 MS. DE MOYA: I have two questions. Do you
14 have goals for the next year and 10 months if you were
15 to be elected? And two, when you said about --

16 MR. HOFFMAN: Yes, by the way.

17 MS. DE MOYA: MCCJ, you said something about
18 being re-appointed. Is that something that could happen
19 before the year and 10 months, that they would
20 re-appoint you?

21 MR. HOFFMAN: I mean, I didn't say it
22 because I think it's -- every organization, even that we
23 saw -- I was just looking at the list last night of
24 people who wanted the governor, and Judge Fein is one of
25 them. And, you know, he was appointed, the right person

1 at the right time but then got, I would say,
2 disappointed and taken off the Board by circumstances.
3 So, anything is possible.

4 MS. DE MOYA: Well, I guess, more directly,
5 my question is, is that an appointment that has a term
6 limit?

7 MR. HOFFMAN: It never has within our
8 organization.

9 MS. NUELLE: But I think it does now with the
10 change. Before it was an MCCJ -- it was --

11 MR. HOFFMAN: Well, let me answer your
12 question. In our organization, no. The last person who
13 served, Don Bierman, served, I think, almost the maximum
14 time he could serve under the Children's Trust by-laws.

15 But again, nobody's focused on who we have a
16 seat -- it's a volunteer position as well. We need to
17 make sure we're filling the seat.

18 MS. DE MOYA: But doesn't -- I'm confused,
19 because -- so we have gubernatorial appointments and we
20 have at-large Board members. They all have certain term
21 limits. And then the people who represent, like,
22 Miami-Dade College, Miami-Dade College is the one who
23 determines how long you're going to be on the Board,
24 right?

25 MR. HOFFMAN: Yes, I was trying to answer

1 the question. On the organization point of view, I
2 think that would still appointed in perpetuity. Our
3 by-laws don't permit that. Our by-laws will term me out
4 of the position --

5 MR. BRANDON: The Children's Trust by-laws.

6 MR. HOFFMAN: -- no matter who MCCJ wants
7 to --

8 DR. BAGNER: Yeah, it's the same for all.
9 For FIU, too, it's the same thing.

10 MS. DE MOYA: So, MCCJ falls under --

11 MR. HOFFMAN: That's my expiration -- I have
12 an expiration date for this Board. But, you know,
13 again, that's not something -- I'm not concerned about
14 it.

15 I'm still very actively involved in it,
16 except we relish the fact that even though it can change
17 in the future, and with the new by-laws, I think it's
18 after my term expires, when my term expires, the whole
19 Board can look at the realm of similar organizations and
20 decide whether MCCJ continues to fill that position.

21 Under the proposed by-laws that I see,
22 that's not -- that's not a fact today. That's something
23 that can happen when I term out, which is, again, in
24 almost two years.

25 DR. BAGNER: We were also discussing, not

1 that we're concerned about -- part of it was, you know,
2 thinking that your term is only a year and 10 months,
3 but the other piece was, could we actually change the
4 statute? Is that something we want to consider?

5 Because that was something else that we were
6 curious, because we could hypothetically say to the
7 Florida legislature, we need people to serve longer
8 because of these positions where people become elected.

9 MR. HOFFMAN: I mean, again, maybe -- you
10 could say that about any type of organization or Board.
11 It's always -- it's hard if we have a six-year period --
12 don't do it for me because I wouldn't -- that's not what
13 I would want. I think it's always good to have
14 turnover.

15 But it is awkward, you know, you can't get
16 somebody to do what Laurie's done or what I would do
17 after one year of service. You can't necessarily get
18 them after two years of service.

19 It takes -- the way our Board operates right
20 now, it takes time to get integrated, not just with the
21 people but with the processes. And, you know, maybe six
22 years for these types of positions is enough. Maybe
23 it's not.

24 But just like Laurie's found the
25 circumstances where the Trust or the Council saying, you

1 can't continue on the Board no matter what, we can
2 always find, you know, another rule that we'll need an
3 exception to.

4 So, I'm not sure, again, I don't know that
5 changing that from six to eight or seven or whatever
6 would make a difference. It might for the next person
7 down the road. It might now.

8 The next person might go five years before
9 really working their up through committees or being
10 interested in doing something. And again, I'm not sure
11 how long I'm going to do this, I guess would be my
12 answer. Just like, you know, anything that we do in
13 life, I'm not sure.

14 By the way, for anybody who doesn't know,
15 I've been working at Greenberg, Traurig for 34 years.
16 This week is my last week. So, I could tell my -- and I
17 have farewell cocktails tonight where I have to say
18 something, sort of a self-reflective, you know, I did
19 find something last night that was very self-reflective
20 about, you know, what people have done for me, etc.

21 But I think that -- I don't -- you know, we
22 don't know. But I think the rules seems to work. They
23 just aren't working exactly right in this circumstance.
24 And maybe it because somebody who's been here for three
25 years didn't also raise their hand and say, yeah, I

1 would do that.

2 So, I don't know what the right time would
3 be. I really think -- obviously, I enjoy working with
4 all of you and the Board members who have been engaged
5 in both the committees and at the Board. But that might
6 not be the case in, you know, a year and however many
7 months we're talking about. We don't know.

8 MS. DE MOYA: I asked you --

9 MR. HOFFMAN: You had another question?

10 MS. DE MOYA: No, I had already asked you.

11 MR. HOFFMAN: Did I answer?

12 MS. DE MOYA: No, about what goals -- what
13 your goals were for the next couple of years.

14 MR. HOFFMAN: Well, as I said, I don't -- I
15 really look at the questions -- or I don't think of the
16 question right now as changing the organization so much
17 as helping it work more efficiently, more efficiently
18 for me and us as Board members and also more efficiently
19 for the staff.

20 I feel -- and this is, again, something I
21 think we need to revisit every so often, maybe in the
22 coming year, I feel that we're on the right track or
23 that the Board has the consensus that we're on the right
24 track in terms of what we're doing.

25 So, maybe if I had -- and I haven't sat and

1 reflected a long time on what I would do, whether it's
2 differently or where I would want the Trust to go, there
3 are a couple of things that I think we can improve on.

4 I'm not sure how to do it, but it's intended
5 to start engaging staff and others. One is, I'm still
6 baffled, as a citizen of Miami, how we're so, you know,
7 deep into the community, yet as a public presence or top
8 of mind presence, that we're under the radar in a lot
9 of -- maybe not in the school system and maybe not,
10 again, in your particular areas, but I don't see as
11 much -- I don't see as much partnerships, for example,
12 with the business community.

13 I don't know, you know, how far I can get in
14 thinking about it or helping staff do it. But it's one
15 of the areas that's sort of, why do some of my friends,
16 who are intelligent people, that might be a doctor, that
17 might not be in pediatrics, why don't they know who the
18 Children's Trust is, oh, by the way, I'm on the Board of
19 the Children's Trust, why didn't they know before they
20 talked to me?

21 And that's, you know, that might be a PR
22 issue or it might be what we do and how we partner with
23 other parts of the community.

24 I do think one of my focuses, which is what
25 I wrote, is trying to figure out how to maximize the

1 money that we're spending. And I kind of see that,
2 again, as a way of helping implement the way forward
3 that we're already on the path of.

4 And I think a lot of that is internal,
5 again, a lot of discussions with staff about budgeting.
6 We have this budget mentality where we've always said
7 we're going to spend \$100.00 but we're actually spending
8 \$80.00.

9 And so I'm trying to move staff towards the
10 budget mentality where we're going to budget for eighty
11 for that and we're going to spend eighty or as close as
12 we can, and we're going to take that twenty and we're
13 going to actually spend it somewhere else. So, that's,
14 again, a different type of focus.

15 And I also -- and I haven't done anything
16 about it. But one of the things that's been in the back
17 of my mind and I've just done a little background
18 research on it to try to figure out what else we can do
19 as the Trust to help service providers, again, our
20 money.

21 And that doesn't mean the processes, which I
22 think have been very successful in rolling out a process
23 that sounds like the providers are giving us straight
24 "A's" in terms of execution.

25 But it means, you know, potentially looking

1 at what's done in other communities or what else is
2 available to support small business providers who can't
3 afford to get on our reimbursement cycle, who happen to
4 be banks or other community sponsors to either guarantee
5 their loans to those, you know, some way of making sure
6 we can see people a little differently than we have to
7 make sure that we can get the right providers in our mix
8 and whether that's the right provider, people who are,
9 you know, not able to serve a particular community or
10 can't afford to be a Trust provider and they should be.

11 So, those are some ideas. And again, I
12 didn't necessarily come to this as a foregone conclusion
13 that this is what I want to do. And I think that we, as
14 a group, are doing a pretty good job of getting that
15 overall guidance and the strategic planning.

16 So, I'm not sure I can bring in any huge
17 innovations to that, because that, I think I said, we're
18 on the right track, but making sure that we're
19 continuing to move forward on that track is really what
20 my focus would be.

21 MS. DE MOYA: Okay.

22 MR. BRANDON: Are there any other questions
23 from anyone else?

24 (NO VERBAL RESPONSE.)

25 MR. BRANDON: Well, sir, thank you for

1 coming in. Excellent presentation.

2 MR. HAJ: Thanks, Ken.

3 MR. HOFFMAN: And again, obviously, none of
4 us, I think, undertake what we're doing, even if it's
5 just serving on the Board, like I have and we all have,
6 you know, that lightly that you could, obviously, taking
7 this position, take it as seriously as I can to help all
8 of us do the right thing, to keep these guys -- keep
9 these guys straight and keep them moving forward. Thank
10 you.

11 MR. BRANDON: Thank you.

12 (THEREUPON, Ken Hoffman exited the meeting
13 room.)

14 MR. BRANDON: All right. Discussion?

15 MS. DE MOYA: I mean, it seems like it's a
16 good time for him, time commitment, because he's
17 retiring, I guess, retiring. So, I think that's a big
18 plus.

19 I don't like the fact that we only have one
20 person to choose from. That's always been an issue with
21 me, you know, with this whole nomination of officers.
22 That's always bothered me that, you know, we don't have,
23 like, people to choose from. It sounds like, okay,
24 here's one person and that's it. It's, like, we really
25 don't have a choice.

1 But, I mean, thankfully, it's a good -- I
2 think, you --

3 MR. BRANDON: It's a huge responsibility.
4 And I'd imagine folks thought about it and, you know,
5 excluded themselves from it because of the time
6 commitment.

7 MS. DE MOYA: And I was very happy that to
8 hear that, because in my mind, I was thinking about the
9 time commitment. I was thinking, he's an attorney, how
10 does he have time for all this, you know. I didn't know
11 that he was retiring, so that kind of gave me a little
12 bit of a sense of relief that he would have the time to
13 do it.

14 DR. NEIMAND: So he talked about the
15 streamlining that he did with the Finance & Operations
16 Committee.

17 MS. DE MOYA: I was going to ask about that.

18 DR. NEIMAND: Can you tell us what that was?
19 Not from him but from your perspective.

20 MS. DE MOYA: Yeah, what is he talking
21 about?

22 MR. HAJ: Well, we've had an issue over the
23 last, like, eight, nine years that the fund balance is
24 going the wrong way, going up. There's many different
25 reasons for that.

1 One is that, you know, it takes us a long
2 time to get the money out the door. If we increase ten
3 million in revenue, we can't spend it that year. By the
4 time we go through the solicitation process and come
5 back to the Board, it's eight months later, so that ten
6 million dollars goes in the fund balance.

7 So, we had a plan for this five-year cycle,
8 and that's part of our rollback rate that's coming in
9 front of you at TRIM. There's a five-year plan to draw
10 down the fund balance.

11 That's why we put out 28 more million
12 dollars in funds at the last cycle to start drawing it
13 down and also look at utilization -- for providers to
14 use their total grant as well as how we monitor that.

15 And, you know, we started doing better this
16 year. Instead of doing new solicitation, we put
17 additional money to our high-performing providers. So
18 when we had additional money, it went out the door right
19 away.

20 So, to find different ways to get the money
21 out the door and to also have a strategy of a five-year
22 cycle. So, we have a graph of a five-year cycle of
23 where it should be in five years, and also to make sure
24 that in five years, when we go through the next
25 solicitation, it doesn't go off the cliff and we have no

1 money.

2 So we also have to sustain -- it's great
3 going into a solicitation with extra money. Then you're
4 not dropping people out of your portfolio. So, there's
5 been a lot of work the last five, six months regarding
6 fund balance and our millage rate and what we're going
7 to do.

8 You know, we vote year after year. But we
9 kind of have a projection of what it's going to look
10 like year-2, 3, 4, 5.

11 MS. DE MOYA: What was he talking about, the
12 process at committee meetings, that he was going to
13 change the process of resolutions?

14 MR. HAJ: Well, part of that, while we send
15 it to the attorneys, you know, we go through the
16 attorney review, he wants it at the same time or before
17 to look at it, not to go to the attorneys and then go to
18 him. He wants to see it earlier, much earlier, the
19 resolutions.

20 MS. DE MOYA: And that gives people more
21 time to --

22 MR. HAJ: Yes.

23 MS. NUELLE: Well, also, him. So I think
24 that was one thing, when he became the treasurer and the
25 chair, that I asked for, so that, you know, if they're,

1 like, the committee chair, they each should have a very
2 clear idea of what is happening in -- especially, you
3 know, in their committee but also in finance, and that
4 wasn't necessarily the case.

5 And as a Board, we have a fiduciary
6 responsibility. So, you know, having staff come -- and
7 we all sit on the various committees -- but having staff
8 come with just the resolutions and we vet it and all of
9 that, but I said, you know, I need to know that the
10 treasurer really understands exactly what's happening.

11 So, that's where a lot of the discussion
12 came, with looking at the resolutions beforehand and
13 working with -- especially with Bill and, you know,
14 understanding what was coming and being prepared and
15 know what's coming forward and working with attorneys --

16 MS. DE MOYA: The whole Finance Committee
17 gets it ahead of time or just him?

18 MS. NUELLE: No, just him. And it's not
19 necessarily even giving it ahead of time. I think he's
20 been working towards working together as to what is
21 coming.

22 Because it is our responsibility, or even,
23 you know, getting financial reports and, you know, just
24 developing that, and also understanding, like, it's a
25 relationship.

1 It's, like, we're not here to, you know, to
2 be difficult. So, that's also what he is, you know,
3 referring to and trying to streamline -- not streamline
4 it but just to know and understand as opposed to just
5 getting stuff.

6 DR. BAGNER: I think what you're alluding
7 to, which we all, being on the Programs Committee, our
8 ears perked up, because that would be nice, I think, for
9 us, at least for the leadership of the committee, to be
10 involved earlier on.

11 Because I think, probably, at least from my
12 perspective, we see resolutions and it's like the
13 meeting's next week, and I can provide some feedback and
14 I have discussions with my contacts on the Trust, but at
15 the end of the day, it's hard to read all that material
16 and soak it all in within a week, so I liked hearing
17 that.

18 MS. DE MOYA: Right. It's usually less than
19 that. You know, we usually get it, like, what, on
20 Thursday and --

21 MS. NUELLE: But also, same thing, like, you
22 know, especially those two committees, really, you know,
23 the chair should be working with the Programs people in
24 advance, not just at the end when the resolutions are
25 already done.

1 So, it's, like, at least, then you know or I
2 know, let's say, as the chair, and I'm sure he'll feel
3 the same way, that whoever is in their various chair --
4 committee chair positions is taking care of that
5 business, you know, and that's their role.

6 So, that was, like, I think, you know, it
7 was just, you know, a sort of a growth thing. And I
8 think he's made a lot of progress in that area and
9 working on what the resolutions, you know, how they're
10 written and what, you know, that process, because it's
11 very labor-intensive and complicated, the resolution
12 process, right, Imran?

13 MR. ALI: We spend a lot of time on it.
14 Like Jim says, it goes to him. Then it goes to the
15 attorneys. And if he has any input, sometimes he'll
16 discuss it with me and the attorneys and he gives an
17 input and it goes back and forth. So by the time it's
18 finished, he has a good understanding as to what we're
19 asking for and he's given an input.

20 MR. BRANDON: He seems to be really steeped
21 in process in all areas, so it benefits the financial --
22 Finance Committee mostly. But I'd imagine he would, you
23 know, benefit the entire organization, like a good
24 leader does.

25 DR. BAGNER: Yeah. I want to echo that. I

1 think one of the really neat things that he pointed out
2 is that most of us on the Board, I think, have an
3 expertise in children's services. He doesn't, but his
4 expertise is something that probably a lot of us lack,
5 which is the organizational structure and running --
6 helping to run an organization, which I think would be
7 really helpful.

8 DR. NEIMAND: Well, I also like that he
9 said, you know, reaching out more to the business
10 community, because we really do -- they're the backbone,
11 and if we can bring them in some way, I think that would
12 be an enhancement for the work we do.

13 MS. DE MOYA: It would be, absolutely.

14 DR. BAGNER: Partnerships for PR, I mean,
15 getting the word out.

16 MR. BRANDON: Well, I think we're --

17 MS. DE MOYA: He made me laugh when he said
18 about that, you know, a lot of people that he knows -- I
19 didn't laugh but I thought it was funny -- that, you
20 know, people don't know what the Children's Trust -- I
21 was going to tell him, my mother asks me every month, I
22 tell her where I'm going, where are you going again?
23 What is it? What do you do there? What do you go there
24 so much?

25 MR. BRANDON: Well, it looks like we're

1 ready to vote. Can I have a motion to approve Ken
2 Hoffman as our new chair of the Children's Trust Board?

3 DR. BAGNER: So moved, Bagner.

4 DR. NEIMAND: Second, Neimand.

5 MR. BRANDON: Okay. Voted and second. All
6 in favor?

7 (WHEREUPON, the Board members all responded
8 with "aye".)

9 MR. BRANDON: All opposed?

10 (NO VERBAL RESPONSE.)

11 MR. BRANDON: All right. So it looks like
12 we have a new chair. Seeing our former chair being a
13 part of that process is refreshing.

14 MS. NUELLE: No, I'm thrilled with that
15 transition. I think, you know, it's a great next step.
16 And every year, we're moving in the right direction.

17 DR. NEIMAND: And, of course, you'll get
18 with him over the couple of weeks before he takes over.

19 MS. NUELLE: Or after, you know, during or
20 after.

21 MS. DE MOYA: Well, you won't be able to
22 during. He's still a Board member. She can't speak to
23 him.

24 MS. NUELLE: I'm not dead yet.

25 MR. BRANDON: So now that we have that down,

1 we have one more item of business to take care of. We
2 have to offer -- to direct the CEO to solicit a new
3 Finance chair, chairperson to be approved, not for
4 September but for later, so that's coming up.

5 MR. HAJ: But my recommendation is, if you
6 can give me the approval, as soon as the Board approves
7 Ken, to send out the letter who's interested in the
8 treasurer position.

9 MR. BRANDON: Okay, sounds reasonable.

10 DR. BAGNER: And remind me, so is it a slate
11 change now, too, that the Board chair or everyone stays
12 in position for the next year and 10 months?

13 MR. HAJ: Well, if Ken goes there, then the
14 treasurer is going to open up. It will go until April.
15 In April, we're going to have to vote for the new slate.

16 DR. BAGNER: Oh, April is the new slate?

17 MR. HAJ: Yes.

18 MS. DE MOYA: Yeah, I mean, in April, if
19 somebody else decides they want, you know, and we would
20 have to go through this process again.

21 MR. HAJ: For all four positions.

22 DR. BAGNER: It's not going to be a slate at
23 that point. It's just one position.

24 MS. DE MOYA: So, I mean, that's what kind
25 of, like, makes it difficult because really, if you

1 think about it, like, we just voted him as the chair,
2 and he becomes chair in October. And in April, we have
3 to put out that there's a new slate and two other people
4 decide that they want to volunteer for chair, and then
5 we would have to interview them because we have to, and
6 then --

7 MS. NUELLE: I guess we have to look at the
8 by-laws. The by-laws say with a vacancy, you finish
9 that vacancy and then you start term-2. So in this
10 case, term-1 is only going to be from October to April.

11 But I'm just trying to think, like, I can
12 only speak for myself, like, when we went to my second
13 term, I guess we had a slate. But it just was, like,
14 the same four, you know, it just carried over, even
15 though maybe it was the Nominating Committee had to
16 create a slate, but there was really no -- there was no
17 change. I guess it doesn't necessarily have to be that
18 way.

19 MR. ALI: Well, I mean, when Jim had it,
20 when you interviewed, you still had to consider -- Jim
21 had to do the same thing as with people who addressed
22 it, and at that point --

23 MS. DE MOYA: Yeah, and everyone was, like,
24 "no, thanks."

25 MS. NUELLE: Yeah, so you still have to go

1 through the process.

2 MS. DE MOYA: Because you said you wanted to
3 continue and that was it. Nobody talked about it. But,
4 like, I could have said, "No, wait, I want to be chair
5 now." We would have had to --

6 MS. NUELLE: Yeah.

7 MS. DE MOYA: And you don't know, with new
8 people coming in, somebody could be interested. There
9 should be a better way.

10 MS. NUELLE: What -- I think, what we
11 realized is -- and I think if there was ever any change
12 legislatively, it would just -- would the officers'
13 terms supersede the term? So, if you were in place, and
14 the lawyers said, "no."

15 And that's where -- and it's for the
16 officers. And, you know, overall, I think it's probably
17 in the best interests of the organization going
18 forward -- it doesn't mean that you have to do that.

19 But then all of a sudden, it's, like, a lot
20 of staggering, and we've worked really hard to have the
21 stability and, you know, I think the Board is in such a
22 great place, so all of a sudden, you know, we don't want
23 to start seeing that.

24 I mean, I wouldn't want that for the future
25 because I think we're just working so much better

1 because people have been here a long time and we've
2 gotten to know each other, you know. So that's
3 something for other people to consider.

4 MR. BRANDON: All right. So I need a motion
5 to direct the CEO to do a search for the Finance
6 Committee chair.

7 MR. HAJ: Treasurer position. The treasurer
8 position and the Finance Committee.

9 MR. BRANDON: Okay. Sorry, I stand
10 corrected.

11 DR. BAGNER: So moved, Bagner.

12 MS. DE MOYA: That would be when?

13 MR. HAJ: As soon as the Board approves Ken.

14 MS. DE MOYA: Which would be when?

15 MR. HAJ: So as soon as the Board -- whether
16 we could make it for the retreat or in September, no
17 later than September 4th.

18 DR. BAGNER: We could do it at the retreat.

19 MR. HAJ: Yeah, and then bring -- if we do
20 that, then we could bring back the treasurer position to
21 the September 4th. Then you have your slate.

22 MR. ALI: And that allows for the other
23 transition, too.

24 MR. HAJ: Yes, and the at-large has been
25 advertised as we had discussed, so we'll reconvene that

1 in September as discussed also.

2 MR. BRANDON: All right. Do we have a
3 second?

4 DR. NEIMAND: I'll second it.

5 MR. BRANDON: Okay. So it's been approved,
6 and we'll seek a new treasurer. All right. All in
7 favor?

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

10 MR. BRANDON: Anyone not?

11 (NO VERBAL RESPONSE.)

12 MR. BRANDON: Okay. Passed. Anything else?

13 (NO VERBAL RESPONSE.)

14 MR. BRANDON: It looks like we're adjourned.

15 (Whereupon, at 3:27 p.m., the meeting was
16 adjourned.)

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REPORTER'S CERTIFICATE

STATE OF FLORIDA:

COUNTY OF MIAMI-DADE:

I, Fernando Subirats, Court Reporter and Notary Public in and for the State of Florida at Large, do hereby certify that I was authorized to and did report the proceedings in the above-styled cause; that the foregoing pages, numbered from 1 to 43, inclusive, constitute a true and complete record of my notes.

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

Dated this 10th day of August, 2018.

Fernando Subirats
Court Reporter

	32:10	adversarial 17:3	19:2	anybody 19:13 24:14
\$			alluding 34:6	anyone 12:5 18:17 28:23
\$100.00 27:7	A	affiliation 14:8	almost 15:19 21:13 22:24	anything 16:8 21:3 24:12 27:15
\$80.00 27:8	A's 27:24	afford 28:3,10	already 25:10 27:3 34:25	applied 13:11
1	able 15:12 17:21 19:9,18 28:9 37:21	after 22:18 23:17,18 32:8 37:19,20	also 14:20 15:3 17:2,24 20:5 22:25 24:25 25:18 27:15 31:13,21,23 32:2,23 33:3, 24 34:2,21 36:8	appointments 21:19
10 19:2 20:14,19 23:2	about 15:16 18:22 19:6 20:15,17 22:13 23:1,10 24:20 25:7,12 26:14 27:5,16 30:4,8,14,17, 21 32:11 36:18	again 13:21 14:1,17, 21 16:9,16,23 17:9,12,16,20, 24 18:11 19:9, 24 20:9 21:15 22:13,23 23:9 24:4,10 25:20 26:10 27:2,5, 14,19 28:11 29:3 36:22	although 19:14	appointed 20:25 22:2
2		ahead 12:22 18:18 33:17,19	always 14:19 23:11,13 24:2 27:6 29:20,22	appointment 13:16 21:5
28 31:11	absolutely 36:13	ALI 35:13	amazing 16:3	approve 37:1
2:45 12:9	academic 14:7	all 12:11,16,21, 24,25 14:5 15:25 16:24 17:8 18:21 21:20 22:8 25:4 29:5,7,14 30:10 33:7,8 34:7,15,16 35:21 37:5,7,9, 11	another 24:2 25:9	approving 17:4
3	actively 18:13 22:15	allow	answer 21:11,25 24:12 25:11	area 13:8 35:8
3 32:10	activities 17:15		anti-bias 13:18	areas 26:10,15 35:21
30-something 13:11	actually 13:10 14:23 15:2 18:9 23:3 27:7,13		anti-bigotry 13:18	ask 15:8 30:17
34 24:15	additional 31:17,18			asked 12:14 13:10 15:7 25:8,10 32:25
4	adept 14:14			asking 17:2 35:19
4 32:10	advance 34:24			asks 36:21
5				
5				

at-large 21:20	31:6,10 32:6	17:25 18:6 33:13	brings 14:6 18:22	32:25 33:1 34:23 35:2,3,4 37:2,12
attorney 13:4 30:9 32:16	banks 28:4	bit 12:18 30:12	budget 27:6,10	chairman 12:15
attorneys 32:15,17 33:15 35:15,16	became 14:4 32:24	Board 12:23 15:19 16:25 18:23 19:3,16 21:2, 20,23 22:12,19 23:10,19 24:1 25:4,5,18,23 26:18 29:5 31:5 33:5 36:2 37:2,7,22	budgeting 27:5	challenges 18:25
available 14:4 28:2	become 23:8	Board's 19:17	business 26:12 28:2 35:5 36:9	change 16:22 20:2,3 21:10 22:16 23:3 32:13
away 31:19	before 12:22 16:18 20:19 21:10 24:8 26:19 32:16 37:18	both 25:5	buy 18:7	changed 16:20
awkward 23:15	beforehand 33:12	bothered 29:22	by-laws 20:1 21:14 22:3,5,17,21	changing 24:5 25:16
aye 37:8	being 12:11,12 16:6 20:18 24:9 33:14 34:7 37:12	boys 13:23	C	charge 19:17
B	benefit 35:23	BRANDON 12:2,10,20 18:17 22:5 28:22,25 29:11,14 30:3 35:20 36:16,25 37:5,9,11,25	came 13:15 16:2 33:12	cheated 13:14
back 27:16 31:5 35:17	benefits 35:21	brief 17:1	can't 14:22 16:4 23:15,17 24:1 28:2,10 31:3 37:22	children 13:18
backbone 36:10	better 15:21 31:15	bring 14:5,8,10 28:16 36:11	care 13:22 35:4	children's 13:7 18:9 19:19 21:14 22:5 26:18,19 36:3,20 37:2
background 27:17	Bierman 21:13	bringing 17:17	case 25:6 33:4	choice 17:4 29:25
baffled 26:6	big 14:12 29:17		certain 21:20	choices 17:6,8
Bagner 14:6 18:19 22:8,25 34:6 35:25 36:14 37:3	bigger 18:23		certainly 19:9,14 20:2	choose 29:20,23
balance 18:5 30:23	biggest 17:24		chair 12:12 19:3	circumstance 24:23
	Bill			

circumstances 21:2 23:25	14:21,25 17:15 24:9 25:5 33:7 34:22	14:12,13	dead 37:24	21:4
citizen 26:6	communicate 13:19	Council 23:25	dealing 13:22,25 14:15,25	directors 16:1 17:14,17
clear 33:2	communities 28:1	couple 13:13 25:13 26:3 37:18	dealt 14:11	disappointed 20:6 21:2
cliff 31:25	community 13:17 19:19 26:7,12,23 28:4,9 36:10	course 37:17	decide 22:20	discuss 35:16
close 27:11	complicated 35:11	crisis 20:10	decisions 15:3	discussing 19:1 22:25
cocktails 24:17	concerned 22:13 23:1	curious 23:6	dedicated 13:17	discussion 29:14 33:11
College 21:22	conclusion 28:12	cut 15:1	deep 26:7	discussions 27:5 34:14
come 13:9 14:3 28:12 31:4 33:6,8	confused 21:18	cycle 18:3 28:3 31:7, 12,22	determines 21:23	doctor 26:16
comforted 15:17 16:9	consensus 25:23	<hr/> D <hr/>	developing 33:24	dollars 31:6,12
coming 16:5,19 25:22 29:1 31:8 33:14,15,21	consider 23:4	daily 13:3,4,21	difference 24:6	Don 21:13
commercial 13:5	contacts 34:14	date 22:12	different 14:5,8,18 17:20 27:14 30:24 31:20	done 13:6 14:24 15:9,19,21 16:8 17:17 18:8 23:16 24:20 27:15,17 28:1 34:25
commitment 29:16 30:6,9	continue 17:10 24:1	day 34:15	differently 26:2 28:6	Donovan 13:10
committee 15:8 16:16,21, 22 17:5,6 30:16 32:12 33:1,3,16 34:7, 9 35:4,22	continues 22:20	DE 12:5 18:18 20:13,17 21:4, 18 22:10 25:8, 10,12 28:21 29:15 30:7,17, 20 32:11,20 33:16 34:18 36:13,17 37:21	difficult 34:2	door 31:2,18,21
committees	continuing 28:19		digest 15:3	down 24:7 31:10,13 37:25
	contribute 15:12 17:10		direction 37:16	draw
	corporations		directly	

31:9	elected	17:5 20:22	expert	15:12 25:20,22
drawing	20:15 23:8	22:16 29:4	14:2	35:2
31:12	elements	33:19,22	expertise	Fein
dropping	14:16	every	36:3,4	20:24
32:4	else	16:22 20:22	expiration	few
during	12:6 15:4 16:7	25:21 36:21	22:11,12	15:13
37:19,22	20:7 23:5	37:16	expires	fiduciary
	27:13,18 28:1,	everybody	22:18	33:5
<hr/>	23	14:15 15:4,22	extra	figure
E	end	18:7	32:3	15:1 18:9
	34:15,24	everything	extremely	26:25 27:18
each	endeavor	16:4	18:20	figuring
33:1	13:1	evidence		18:1,6
earlier	ends	15:24	<hr/>	fill
20:4 32:18	19:1	exactly	F	22:20
34:10	energy	24:23 33:10	fact	filling
ears	14:25	example	15:17 22:16,22	21:17
34:8	engaged	26:11	29:19	finance
easier	25:4	Excellent	falls	15:7 17:5,25
15:2	engaging	29:1	22:10	30:15 33:3,16
echo	26:5	except	family	35:22
35:25	enhancement	22:16	13:8	financial
efficiently	36:12	exception	far	33:23 35:21
25:17,18	enjoy	24:3	26:13	find
effort	25:3	excited	farewell	24:2,19 31:20
18:15	enough	12:11 18:20	24:17	finished
eight	23:22	excluded	father	35:18
24:5 30:23	entered	30:5	13:23	firm
31:5	12:8	execution	favor	13:4
eighty	entire	16:10 27:24	37:6	first
27:10,11	14:12 35:23	exited	feedback	12:24 15:25
either	especially	29:12	34:13	16:2
28:4	33:2,13 34:22	experiences	feel	FIU
elaborate	even	12:21 13:24	13:14,23 14:19	22:9
12:18				

five 16:6 24:8 31:23,24 32:5	four 13:23 15:20 16:6	17:3 35:19	group 28:14	17:6 23:11 34:15
five-year 18:3 31:7,9,21, 22	friends 13:25 26:15	gives 32:20 35:16	growth 35:7	having 14:3 16:1 33:6, 7
Florida 23:7	front 31:9	giving 27:23 33:19	guarantee 19:11,13 28:4	he'll 35:2,15
focus 13:18 16:12 17:19,24 27:14 28:20	frustrating 14:22	goals 20:14 25:12,13	gubernatorial 21:19	hear 12:12,20,22 30:8
focused 15:25 19:25 21:15	fund 18:5 30:23 31:6,10 32:6	goes 12:25 15:5 31:6 35:14,17	guess 19:25 21:4 24:11 29:17	hearing 34:16
focuses 26:24	funded 19:19	gone 14:17 16:6	guidance 28:15	held 19:15
fold 17:17	funds 31:12	good 12:21 15:24 17:17 23:13 28:14 29:16 30:1 35:18,23	guys 29:8,9	help 17:10 27:19 29:7
folks 30:4	funny 36:19	governor 20:24	<hr/> H <hr/>	helpful 36:7
footing 17:13	future 22:17	governor's 13:11	HAI 12:7 29:2 30:22 32:14,22	helping 13:17 16:14 25:17 26:14 27:2 36:6
foregone 28:12	<hr/> G <hr/>	governor- appointed 13:12	half 15:8	here 12:11 13:1,9, 15 14:3,18,20 18:12,14 19:10 24:24 34:1
former 37:12	gave 30:11	grant 31:14	hand 14:4 19:22 24:25	here's 29:24
forth 35:17	generally 19:6	graph 31:22	happen 20:18 22:23 28:3	high 13:20
forward 14:16 17:11 27:2 28:19 29:9 33:15	getting 13:14,19 14:16 17:13 18:12 28:14 33:23 34:5 36:15	great 13:1 17:9 18:11 32:2 37:15	happening 33:2,10	high- performing 31:17
found 23:24	give 12:3	Greenberg 24:15	happy 19:17 20:10 30:7	
	given		hard	

Hoffman 12:8,19,24 19:8 20:16,21 21:7,11,25 22:6,11 23:9 25:9,11,14 29:3,12 37:2	17:19		13:10 15:18,23 20:23 21:12 24:16,19 30:23 31:12 32:5	29:6
however 25:6	innovations 28:17	J	lasts 20:11	like 12:17 13:14,23 14:6,19,25 15:12 17:14 21:21 23:24 24:12 27:23 29:5,15,19,23, 24 30:23 32:10 33:1,24 34:1, 12,19,21 35:1, 6,14,23 36:8, 25 37:11
huge 28:16 30:3	input 35:15,17,19	Jim 17:16 35:14	later 16:7 18:12 31:5	
hypothetically 23:6	Instead 31:16	job 15:21 17:17 28:14	laugh 36:17,19	
I	integrated 23:20	Judge 20:24	Laurie 17:16	liked 34:16
	intelligent 26:16	K	Laurie's 15:18 23:16,24	limit 21:6
	intended 26:4	keep 19:11 29:8,9	law 13:4	limits 20:1 21:21
	interest 20:3	keeping 14:16	leader 35:24	list 20:23
idea 33:2	interested 12:12 24:10	Ken 12:8 29:2,12 37:1	leadership 15:18 34:9	little 12:18 17:20 27:17 28:6 30:11
ideal 19:22	internal 27:4	kids 13:24	least 34:9,11 35:1	lives 13:3
ideas 28:11	into 17:17 18:7,22 26:7 32:3	kind 12:3 13:14,23 14:19 27:1 30:11 32:9	legislature 23:7	loans 28:5
imagine 30:4 35:22	invite 12:5	knows 36:18	let 21:11	long 19:23 21:23 24:11 26:1 31:1
implement 27:2	involved 18:13 22:15 34:10	L	life 13:4,21 14:12 18:12 19:8 20:12 24:13	longer 23:7
improve 26:3	issue 18:23 26:22 29:20 30:22	labor-intensive 35:11	lightly	
Imran 35:12	issues 13:25 14:18	lack 36:4		
including 16:1		last		
increase 31:2				
innovation				

looked 13:13	maybe 16:11 18:12 20:6 23:9,21, 22 24:24 25:21,25 26:9	Miami 26:6	25:17,18 31:11 32:20 36:9	13:13
looking 13:10 18:5 20:23 27:25 33:12	MCCJ 13:16 14:4 19:11 20:17 21:10 22:6,10, 20	Miami-dade 21:22	most 13:2 18:2 36:2	neat 36:1
looks 36:25 37:11		might 24:6,7,8 25:5 26:16,17,21,22	mostly 35:22	necessarily 23:17 28:12 33:4,19
lot 13:6,24 14:17, 24 26:8 27:4,5 32:5 33:11 35:8,13 36:4, 18	mean 12:25 16:3,15 18:19 19:8,10 20:3,21 23:9 27:21 29:15 30:1 36:14	millage 32:6	mother 36:21	need 16:12 20:2,10 21:16 23:7 24:2 25:21 33:9
<hr/> M <hr/>		million 31:3,6,11	motion 37:1	Neimand 30:14,18 36:8 37:4,17
made 35:8 36:17	means 27:25	mind 26:8 27:17 30:8	move 17:10 27:9 28:19	never 19:25 21:7
make 15:2,3 17:6 21:17 24:6 28:7 31:23	meeting 12:8 16:6 29:12	mix 28:7	moved 37:3	new 12:14 22:17 31:16 37:2,12
making 17:8 28:5,18	meeting's 34:13	model 17:7	moving 14:16 29:9 37:16	next 20:14 24:6,8 25:13 31:24 34:13 37:15
many 13:2 25:6 30:24	meetings 16:6,18,25 17:6 32:12	money 17:22 18:2,10 27:1,20 31:2, 17,18,20 32:1, 3	MOYA 12:5 18:18 20:13,17 21:4, 18 22:10 25:8, 10,12 28:21 29:15 30:7,17, 20 32:11,20 33:16 34:18 36:13,17 37:21	nice 34:8
material 34:15	member 37:22	monitor 31:14	much 14:14 15:21,25 16:3 17:12 19:25 25:16 26:11 32:18 36:24	night 13:10 20:23 24:19
matter 22:6 24:1	members 21:20 25:4,18 37:7	month 36:21		nine 30:23
maximize 26:25	mental 14:24	months 19:2 20:14,19 23:2 25:7 31:5 32:5	<hr/> N <hr/>	nobody's 21:15
maximum 21:13	mentality 27:6,10	more 14:10,14 15:25 17:13 18:8 19:6,20 21:4	names	nominate 12:23
				nominated

12:14 15:15	12:2	part	perhaps	29:18
nomination	open-ended	18:4,8 23:1	12:17	point
29:21	12:3,4	31:8 32:14	period	22:1
none	operate	37:13	19:3 20:11	pointed
29:3	14:21,23	participate	23:11	36:1
NUELL	operates	17:14 19:9	perked	portfolio
21:9 32:23	23:19	participating	34:8	32:4
33:18 34:21	Operations	16:23	permit	position
37:14,19,24	15:7 17:5	particular	22:3	13:12 14:4
numbers	30:15	26:10 28:9	perpetuity	16:8 19:12
18:6	opposed	particularly	22:2	21:16 22:4,20
<hr/>	34:4 37:9	18:2	person	29:7
O	organization	partly	20:25 21:12	positions
<hr/>	19:7,15 20:22	13:7 14:7	24:6,8 29:20,	19:14 23:8,22
obviously	21:8,12 22:1	partner	24	35:4
25:3 29:3,6	23:10 25:16	26:22	personal	possible
off	35:23 36:6	partnerships	13:24	21:3
21:2 31:25	organizational	26:11 36:14	perspective	potentially
officers	13:15 14:11	parts	14:7,11 15:12	27:25
29:21	36:5	13:2 26:23	18:23 30:19	PR
often	organizations	path	34:12	26:21 36:14
25:21	18:13 22:19	27:3	perspectives	prepared
one	others	pediatrics	14:6,9	33:14
14:10,20 16:6,	26:5	26:17	piece	presence
15 17:25	ought	people	23:3	26:7,8
18:21,25 20:24	15:14	12:13 13:11,19	place	presentation
21:22 23:17	over	14:8,15 15:7,	16:7	29:1
26:5,14,24	30:22 37:18	13,15 16:1,5,	plan	presentations
27:16 29:19,24	overall	16 17:1 19:16	31:7,9	15:6
31:1 32:24	28:15	20:24 21:21	planning	pretty
36:1	<hr/>	23:7,8,21	15:23 28:15	28:14
only	P	24:20 26:16	played	probably
13:7 19:2	<hr/>	28:6,8 29:23	14:20	19:23 34:11
20:11 23:2	p.m.	32:4,20 34:23	plus	36:4
29:19	12:9	36:18,20		
open				

problem 18:4	19:22 31:11,16	21 19:2,25 24:9 25:3,15 28:19 29:24 33:10 34:22 35:20 36:1,7, 10	research 27:18	16:11
process 14:23 16:20, 22,24 17:23 18:7 27:22 31:4 32:12,13 35:10,12,21 37:13	<hr/> Q <hr/>		resolution 35:11	rollback 31:8
process-bound 14:24	question 12:3 15:8 21:5, 12 22:1 25:9, 16	realm 22:19	resolutions 16:17 32:13,19 33:8,12 34:12, 24 35:9	rolling 27:22
processes 15:2 16:15 23:21 27:21	questions 15:6 17:2 18:17 20:13 25:15 28:22	reasons 30:25	responded 37:7	room 12:9 29:13
program 19:20	<hr/> R <hr/>	receipt 12:16	response 12:4 28:24 37:10	rule 24:2
programs 13:16,20 17:19 34:7,23	radar 26:8	referring 34:3	responses 12:17	rules 24:22
progress 35:8	raise 14:3 24:25	reflected 26:1	responsibility 30:3 33:6,22	run 36:6
projection 32:9	rate 31:8 32:6	refreshing 37:13	resumes 13:14	running 36:5
proposed 22:21	re-appoint 20:20	regarding 32:5	retiring 29:17 30:11	<hr/> S <hr/>
provide 34:13	re-appointed 20:18	reimbursement 28:3	return 17:7	said 15:13 20:8,15, 17 25:14 27:6 28:17 33:9 36:9,17
provider 28:8,10	re-nominated 19:13	relationship 33:25	revenue 31:3	same 15:4,14 22:8,9 32:16 34:21 35:3
providers 27:19,23 28:2, 7 31:13,17	reaching 36:9	relief 30:12	review 32:16	sat 17:18 25:25
public 17:5 26:7	read 34:15	relish 22:16	revisit 25:21	saw 20:23
put	ready 37:1	reports 33:23	road 24:7	say 14:22 15:13 20:21 21:1 23:6,10 24:17,
	really 15:19,21 16:11 17:1 18:11,12,	represent 21:21	role 17:20 35:5	
		representing 19:15	roll	

25 35:2	23:17,18 27:19	23:11	35:7	23:4
say-so 19:18	services 13:7,8,22 36:3	skill 14:5	sounds 27:23 29:23	steeped 35:20
saying 12:25 23:25	serving 29:5	small 14:12 28:2	speak 37:22	step 12:14 37:15
says 35:14	sets 14:5	soak 34:16	speaking 19:6	stepped 20:7
school 13:20 14:1,2 26:9	setting 17:5	social 13:22	specifically 13:17	still 16:13 18:1,8 22:2,15 26:5 37:22
seat 21:16,17	seven 24:5	solicitation 31:4,16,25 32:3	speed 16:4	stop 19:11
second 37:4,5	several 12:13	solid 17:13	spend 18:10,15 27:7, 11,13 31:3 35:13	straight 27:23 29:9
seeing 14:1 15:9 16:5 37:12	short 19:3 20:11,12	solving 18:4,6	spending 27:1,7	strategic 15:23 28:15
seems 24:22 29:15 35:20	should 17:22 28:10 31:23 33:1 34:23	somebody 16:7 17:21 19:18 20:7 23:16 24:24	sponsoring 13:20	strategy 31:21
self-reflective 24:18,19	side 17:25	something 14:23 20:2,10, 17,18 22:13,22 23:4,5 24:10, 18,19 25:20 36:4	sponsors 28:4	streamline 16:15 34:3
send 32:14	similar 16:7 22:19		staff 16:14,21,24 17:3,9 25:19 26:5,14 27:5,9 33:6,7	streamlining 30:15
sense 30:12	sir 28:25	sometimes 17:1 35:15	start 12:4 18:2 26:5 31:12	strengths 14:20
seriously 29:7	sit 15:7 16:16 33:7	somewhere 27:13	started 20:1 31:15	structure 36:5
serve 19:10 21:14 23:7 28:9	situation 20:5	sort 13:21 14:5,6, 15 16:20,24 17:10,18 20:9 24:18 26:15	starting 16:11	struggling 17:13
served 21:13	six 23:21 24:5 32:5		statute	stuff 34:5
service	six-year			sub- committees 17:18

successful 27:22	team 16:1	18:21 26:3 27:16 36:1	tolerate 16:17	try 27:18
such 19:3,8	telling 19:12	thinking 15:16 23:2 26:14 30:8,9	tonight 24:17	trying 15:1 21:25 26:25 27:9 34:3
suggest 17:7	ten 31:2,5	thought 30:4 36:19	top 26:7	turnover 16:3 23:14
support 28:2	term 18:25 19:1 20:1 21:5,20 22:3,18,23 23:2	thoughts 19:5	total 31:14	twenty 27:12
supportive 18:21	terms 16:10 18:24 25:24 27:24	three 24:24	touch 13:3	two 15:18 17:25 20:13,15 22:24 23:18 34:22
sustain 32:2	than 14:14 17:21,22 28:6 34:18	thrilled 37:14	touching 13:7	type 13:18 14:11 15:6 23:10 27:14
system 13:22 14:1,2 26:9	thankfully 30:1	through 13:15 14:17 15:1 16:14 24:9 31:4,24 32:15	towards 27:9 33:20	types 15:5 23:22
<hr/> T <hr/>	their 13:25 16:7 24:9,25 28:5 31:14 33:3 35:3,5	Thursday 34:20	transition 19:4 37:15	<hr/> U <hr/>
take 27:12 29:7	themselves 17:2 30:5	time 15:4,8 17:1 18:15 19:3,4 20:11 21:1,14 23:20 25:2 26:1 29:16 30:5,9,10,12 31:2,4 32:16, 21 33:17,19 35:13,17	Traurig 24:15	under 15:18 21:14 22:10,21 26:8
taken 17:1 21:2	THEREUPON 12:8 29:12	timeline 18:23	treasurer 32:24 33:10	understand 34:4
takes 19:4 23:19,20 31:1 37:18	thing 22:9 29:8 32:24 34:21 35:7	today 12:22 22:22	tried 20:4	understanding 15:22 33:14,24 35:18
taking 29:6 35:4	things 12:18 13:1 14:16 16:15 17:9,14,19,25	together 13:1 33:20	TRIM 31:9	understands 33:10
talk 12:17			Trust 15:23 18:9 19:19 21:14 22:5 23:25 26:2,18,19 27:19 28:10 34:14 36:20 37:2	understood 16:2
talked 18:22 26:20 30:14				
talking 12:4 25:7 30:20 32:11				

undertake 29:4	37:5	whether 15:16 22:20 26:1 28:8	12:16 35:10
until 16:18 20:1	<hr/> W <hr/>	while 19:10 32:14	wrong 30:24
use 31:14	want 12:20,22 18:18 23:4,13 26:2 28:13 35:25	whoever 35:3	wrote 12:18 26:25
usually 34:18,19	wanted 15:16 20:24	whole 14:23 22:18 29:21 33:16	<hr/> Y <hr/>
utilization 31:13	wants 15:22 19:11 22:6 32:16,18	will 19:14 22:3	year 15:18 17:25 19:1 20:14,19 23:2,17 25:6, 22 31:3,16 32:8 37:16
<hr/> V <hr/>	way 14:21,22 15:10 16:17 19:21 20:16 23:19 24:14 26:18 27:2 28:5 30:24 35:3 36:11	within 21:7 34:16	year-2 32:10
various 33:7 35:3	ways 16:13,14 31:20	without 12:25	years 15:18,20 22:24 23:18,22 24:8, 15,25 25:13 30:23 31:23,24
VERBAL 28:24 37:10	week 24:16 34:13,16	wondering 19:5	yet 16:21 26:7 37:24
versus 16:24	weeks 37:18	word 20:6 36:15	
vet 33:8	Welcome 12:10	work 13:5 18:1,8,12 19:23 24:22 25:17 32:5 36:12	
view 22:1	went 31:18	working 12:21 24:9,15, 23 25:3 33:13, 15,20 34:23 35:9	
vision 15:22 16:10	whatever 24:5	works 14:1	
volunteer 21:16	WHEREUPON 37:7	worth 18:16	
volunteered 12:13 18:20		written	
volunteerism 13:6			
vote 32:8 37:1			
Voted			