

1 THE CHILDREN'S TRUST EXECUTIVE COMMITTEE MEETING

2
3 The Children's Trust Executive Committee Meeting was
4 held on Monday, November 19, 2018, commencing at 3:00
5 p.m., at 3250 S.W. 3rd Avenue, The United Way,
6 Conference Room C, Miami, Florida 33129. The meeting
7 was called to order by Kenneth Hoffman, Committee Chair.

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9 Committee Members

10 Kenneth C. Hoffman, Miami Coalition of
Christians and Jews
11 Steve Hope, At-Large Board Member
Karen Weller, Miami-Dade County Health Department
12 Pam Hollingsworth, Early Learning Coalition
Gilda Ferradaz, Florida Dept. of Children & Families
13 Marissa Leichter, Gubernatorial Appointee
Mark Trowbridge, Coalition of the Chambers of Commerce
14 Shanika Graves, Assistant County Attorney
Leigh Kobrinski, Assistant County Attorney

15
16 STAFF:

17 James Haj, President/Chief Executive Officer
18 Imran Ali
19 Lori Hanson
20 Muriel Jeanty, Clerk of the Board
21 Vivianne Bohorques

1 PROCEEDINGS

2 (Recording of the meeting began at 3:00
3 p.m.)

4 MR. HOFFMAN: All right. So, let's go ahead
5 and get started. It's 3:00 p.m., and this is the
6 Executive Committee meeting, November 19th. First,
7 welcome. I'm really thrilled to be sitting, I guess, in
8 this seat. It's not what I had set out to do when I
9 joined the Board, but given the opportunity and what the
10 cutting short of Laurie's last term, I'm really happy to
11 help out and, you know, be here as your chair.

12 And really, I think, one of the things I
13 wanted to do, and I set the agenda here purposely to do
14 this, is to start getting really your ideas on what to
15 do with the Trust and your ideas of what's working and
16 what's not, and, in part, to let you know, those that
17 are committee chairs, to sort of disseminate and get
18 people more involved to the extent that we can and also
19 get the Trust and the Board and the committees
20 functioning the way we want them in a way we're
21 comfortable doing them.

22 Do we have any public comments?

23 MS. JEANTY: No.

24 MR. HOFFMAN: No public, okay, great. So,
25 we're already at 3:10, then. So, in terms of, you know,

1 when I joined the Board, I come from a slightly
2 different background than most of you. I'm not in the
3 children and family services arena.

4 So, my focus has been first learning what
5 the Trust does but also the things that come into sort
6 of my vision, which is how an organization works, how
7 people make decisions.

8 And I think we do a pretty good job. But
9 early on in my tenure on the Board, I struggled to
10 understand what the Trust did, because I didn't think we
11 were always -- the Trust was good at communicating to
12 the Board what actually went on behind the scenes.

13 And I think a lot of that has improved
14 tremendously over time, including, you know, as we
15 revamped the procurement process, I think everybody --
16 we got several briefings, those of us who have been here
17 a little while, and we know a lot more about how the
18 sausage is made at the Trust, and I think that's great.

19 I've always -- I've also been, I guess, one
20 of my hangups has been information. And we always went
21 to a lot of Board meetings where people were searching
22 for information.

23 And I know the Trust staff has been terrific
24 at following up with questions, but my goal, at least as
25 a committee chair on the Finance Committee, had been for

1 me to get educated before I start up with the committee
2 or before resolutions were passed on to the committee.

3 And so one of the things we'll talk about
4 here is sort of at least that methodology and having the
5 Trust staff engage all of you would have been more an
6 understanding what the resolution process is.

7 So, one of the things -- and again, I've put
8 together a small list. But one of the things that I
9 think has been a tremendous improvement over the last
10 few years is, and largely due to Laurie's efforts, is
11 getting the Board more engaged in the business of the
12 Trust.

13 And that means everything from knowing a
14 little bit more, as I said, about what we do, but also
15 some of the ideas, like creating issue-oriented
16 workshops or working groups, field trips that some of us
17 went on a few months ago and the like.

18 And again, I'm not coming here to tell you
19 that we should or are going to do anything. I really
20 wanted to just start a discussion, and I'll bring up
21 some of it at the Board meeting as well, but for you to
22 be thinking and maybe talking about here what's been
23 working in that regard for you to feel more engaged in
24 the work of the Trust and if we should repeat those
25 things or there are any other ideas that come to mind.

1 I, for one, I really enjoyed -- there were a
2 couple of us here that were on it that really enjoyed
3 the field trip. And I've found this in other
4 organizations I've been in, you know, you talk about
5 helping people or what you're devoting your resources or
6 your staff to, and then you -- in a not-for-profit, you
7 write a check and then you never really see what's going
8 on.

9 And I felt the same way here. Again, we do
10 a lot of handwringing about what we're doing and who we
11 should dedicate it to, but we're not really focused as
12 much, except for those of you who are out there in some
13 of these agencies, on what our money is doing.

14 So, I open it, again, up to sort of
15 questions or thoughts, including from the staff, on any
16 ideas or what works for you.

17 MS. LEICHTER: I liked the field trip. I
18 thought it was beneficial. If we can do more of those.
19 For me, it was a time issue because I'm missing work.
20 But maybe, like, smaller ones, instead of, like, a whole
21 chunk of a day. I don't know. But I really did like
22 going.

23 MR. HOFFMAN: Okay. And maybe, Jim, I don't
24 know, ours was coordinated as a, let's drag the
25 directors around for four or five hours. Maybe we can

1 do something also in conjunction with whatever you do
2 with your staff and do it on a more discreet visits,
3 either to have opportunities for particular agencies or
4 maybe one or two instead of the expedition that we went
5 on.

6 And for those of you who weren't there, Jim
7 was the driver. We all made it back, fortunately. I
8 don't know if the liability concerns -- any other
9 thoughts or ideas?

10 MS. HOLLINGSWORTH: I, unfortunately, missed
11 the site visit. I was on vacation. But I think doing
12 that on an ongoing basis would be -- I would welcome
13 that opportunity.

14 I did have the opportunity to serve as a
15 judge for one of the young entrepreneur projects that
16 the Trust funds. It was transformative to me. I really
17 enjoyed getting to know, really seeing and experiencing
18 the work firsthand really meant a lot to me, and I'd
19 like an opportunity to do more of that as well.

20 It would be great to do the Black History
21 Month tour again. I'd welcome an opportunity to kind
22 of, you know, coordinate that a little bit.

23 But I think -- I guess really what I'm
24 saying is being out in the community, touching the folks
25 that, you know, we're so privileged to fund and serve, I

1 think, and I think they enjoy seeing us as well.

2 I think the times that I've been able -- the
3 few times I've been able to touch the community as a
4 Trust Board member, seeing the great esteem that they
5 hold the Trust in and how welcome the funding is and
6 seeing how well it goes to use, I think I feel really
7 proud, you know, to be representing the Trust on those
8 kinds of occasions.

9 MR. HOFFMAN: Good. Any other thoughts or
10 ideas like this? Mark?

11 MR. TROWBRIDGE: Well, I did not participate
12 in the tour. But I know from having served on the
13 Finance Committee, you know, that we have a number of
14 our funding organizations or funded organizations that
15 probably could benefit from seeing a little more of us.

16 Maybe there are some that, first-time
17 fundees, maybe they've been challenged with the ability
18 to draw down some of those, maybe some of the
19 organizations that we've helped with the
20 capacity-building monies that we've invested.

21 So, maybe just from a vulnerability
22 standpoint, that maybe becomes an even better group for
23 us to visit. I think we tend to visit those that are
24 already high-functioning, high-achieving, because they
25 draw a lot of our attention and pride.

1 But maybe it's an opportunity, without
2 seeming heavy-handed, to go and visit some of those and
3 let them know that, you know, we're there for them and
4 we still believe in them.

5 MR. HOFFMAN: Good idea. I mean, we visited
6 Lotus House and --

7 MR. HAJ: Jessie Trice.

8 MR. HOFFMAN: -- Jessie Trice, both of which
9 are very mature organizations. They were thrilled to
10 see anybody coming out to visit them, somebody like us.
11 But that's a great idea, because in principle, those are
12 the people who really need to know we're behind them as
13 much as anyone else.

14 MR. TROWBRIDGE: Right, brand-new, I think,
15 funded groups. And maybe it's an occasion for them to
16 also engage their Boards so that when we come there, we
17 have an opportunity to see those folks, many of whom we
18 may know through other walks of life in the community.

19 I mean, I look at a lot of things obviously
20 through the Chamber lens or through the business lens.
21 And you mentioned one of the opportunities you had to be
22 a judge and things like that.

23 Maybe letting some of those groups know that
24 we fund that our Board, you know, within reason, would
25 be willing to participate as long as it didn't prove to

1 be a conflict in any way.

2 But I think that makes a lot of sense that
3 we would be engaged in that or helping out, like in our
4 community with, you know, the talent competition at
5 Actor's Playhouse.

6 MR. HOFFMAN: Do you want to emcee that one
7 as well?

8 MR. TROWBRIDGE: No, I don't want to emcee,
9 but I would serve -- love to help promote that and make
10 sure folks were aware of that, because you were
11 mentioning something -- I don't even know which
12 organization it was but --

13 MS. HOLLINGSWORTH: It's one of the NCTE, I
14 believe it is. It's a national organization that's
15 doing some work locally.

16 MR. TROWBRIDGE: That's what Alice Horn used
17 to do, right?

18 MS. HOLLINGSWORTH: Yes, I mean, like, 10
19 entrepreneurs pitch in --

20 MR. TROWBRIDGE: And they do it every year.
21 They do business plans. But that fits, you know, that's
22 another segment of our organization, that maybe people
23 don't realize we're also putting dollars into which, you
24 know, is for us, when you don't win a day, like, in
25 Amazon, we have to go back and be somewhat introspective

1 on the talent piece, and that's part of where that
2 talent comes from.

3 MS. HOLLINGSWORTH: That's a good point.
4 Plus, I'm so buried in early children, I really like
5 seeing somebody that's older than five.

6 MR. TROWBRIDGE: Right. It's a little
7 different phase in their life.

8 MS. HOLLINGSWORTH: Exactly.

9 MR. TROWBRIDGE: I agree. Some people could
10 do -- I mean, I think, unless you're, you know, in the
11 day to day of it, I don't know how many of our Board
12 members really could list every single type of
13 organization we fund and/or organization we fund because
14 we do so many and it's a constant moving target.

15 So now that we're doing five-year
16 investments, that's a much longer opportunity to
17 relationship-build.

18 MR. HOFFMAN: Right. In my experience, I
19 agree with you. None of us could really encompass in
20 one view the entirety of the organizations we fund. And
21 I don't think that even if we had the list in front of
22 us, we would know half of them. Most of us, no matter
23 what the field, wouldn't necessarily know half of them
24 from their daily lives.

25 MR. TROWBRIDGE: That also gets us into a

1 lot of our communities' neighborhoods that we may not
2 ever engage in.

3 MR. HOFFMAN: Right.

4 MR. TROWBRIDGE: And so it's important, I
5 think, for us from a visibility standpoint.

6 MR. HOFFMAN: And I'll say this again about
7 some of the other things that we talk about. And I
8 think I already said it, but this is really -- I really
9 would love for all of us to, you know, come to ideas.

10 Obviously, because for sunshine purposes,
11 you need to communicate with the staff or at another
12 meeting of this sort. But to the extent you have ideas,
13 whether along these lines or the like, I'd like
14 everybody to be bringing them to the staff.

15 Because for my life on the Board, it's
16 helped enrich me to have these types of experiences, and
17 I think it will help all of us and our future directors.
18 And as many of you know, we're bringing on a total of
19 five -- six new directors in the next -- at this meeting
20 and in January -- one in January.

21 So, it's a lot of turnover, and I think it's
22 a great opportunity again to get new people off to a
23 good start as well.

24 MS. LEICHTER: Just, also, so I remember the
25 beginning, so I've been -- I've done six TRIM hearings

1 so far, and I remember at the TRIM hearings, when I
2 first started, I felt like there was a lot more people
3 from the agencies coming in.

4 And I would leave those meetings, like, so
5 feel-good and, you know, I really felt a sense of --
6 kind of like the opposite of what you're saying, Mark,
7 like, it's great to go to the sites, too, but it's also,
8 like, you know, we can't always do that.

9 So, it's very nice when they come to us.
10 And I don't know if it was a staff thing where back
11 then, it was pushed more from the agencies. I don't
12 want to put pressure on them. I know they're really
13 busy, too, and it's tough to come to the meeting at
14 night.

15 But, you know, and not to be selfish at the
16 Board, but it was very nice for them to come to us and
17 to present to us. And there still has been some
18 agencies, but not like it used to be five, six years
19 ago. I felt like, you know, those meetings would last
20 longer but there were a lot more organizations that came
21 in to talk to us, to present to us, to have participants
22 from the programs come speak with us.

23 And I just -- I found the TRIM meetings or
24 the one that they spoke -- I think it's the first one
25 that they came to speak with us --

1 MR. HOFFMAN: Probably the first one, yes.

2 MS. LEICHTER: I found it to be a lot more
3 meaningful to hear from the agencies. So, I mean, I
4 know it's a long time off. We just had TRIM, kind of.
5 But for next year, maybe to -- like I said, I don't know
6 the internal way that you guys put it out to the
7 organizations to come, but I miss it, and it's kind of a
8 way for us, because we can't, you know, visit all of
9 their sites. And maybe they want to know that we want
10 to hear from them, that we want to hear their stories.

11 MR. HOFFMAN: No, that's a great idea. And
12 again, it's more of the nature of seeing the people
13 we're funding, not just when they're there to ask for
14 funding and usually sitting in the back of the room and,
15 you know, waiting for the decision to be made.

16 MR. TROWBRIDGE: That's the problem with "no
17 comment."

18 MR. HOFFMAN: Along the lines of that,
19 again, one of the things that we've done in recent years
20 is a few workshop type of groups. There was a working
21 group on early childhood matters.

22 Laurie had talked about, before she left,
23 one of the things she was thinking about was a health
24 group, a group dedicated to sort of health issues. I'm
25 certainly not, again, it's not my idea to just say,

1 let's do this. It's something that I think that if
2 there's enough interest about substantively and people
3 who want to focus on it, you get together in the same
4 way that the early childhood group has done.

5 I think that would be a great idea. And
6 things like, you know, health is a broad category but
7 it's also sort of a focused interest on what the Trust
8 is doing and how if we're dedicating a percentage of our
9 funds to health-related issues, whether it's the school
10 nurses or dental care and the like, that we're doing the
11 right thing in terms of allocation.

12 Also, at our last working group, or I guess
13 it was a strategic planning update -- I forget what we
14 called it -- you know, talked a lot about poverty and
15 related issues, sort of what issues that we should be
16 looking at as maybe a criteria for where we're focusing
17 our services.

18 So, again, if there's things in that nature,
19 you know, we can talk about them now or bring them up as
20 they come to you, it might be -- to me, it would be a
21 good idea to get those directors who both have an
22 interest and are willing to, you know, dedicate a few
23 hours to meeting with other directors and maybe some
24 community participants to see if we can make sure that,
25 again, health, for example, we're focusing on the

1 right -- putting the right dollars in the right place.

2 MS. WELLER: I think we did have a health
3 meeting. There was a couple. And speaking for health,
4 I thought it was very important. And we did have a
5 conversation around the poverty and we're looking at
6 health equity. And I think a lot of the work that the
7 Board does helps with that.

8 And so I think with what else we do in the
9 health field, I believe it would be good for there to be
10 a committee or whatever to look at that, because quite a
11 bit of the dollars does go into the health arena.

12 MR. HOFFMAN: Great. So, we'll look forward
13 to your participation in that committee.

14 MS. WELLER: I'm already on it.

15 MR. HOFFMAN: Oh, you're already on it,
16 okay. And again, I think part of this, again, it's not
17 a dialogue for me of what I think we should do. It's
18 more of helping people or making sure people are using
19 the opportunity to speak up and make our participation
20 more meaningful. Steve?

21 MR. HOPE: Yeah, so I think it was at the
22 Board retreat in which staff had presented some
23 information which they showed a map, certain highlighted
24 areas in which you had some of the key areas that had
25 some of the greatest needs.

1 And I think there's a correlation between
2 those needs and income. And I think, if I vaguely
3 remember, some of that discussion was maybe developing a
4 need analysis and looking at what those specific
5 geographic areas that were identified, and see whether
6 or not the funding allocations that we were funding were
7 at least concentration or focusing, you know, a little
8 more in these specific areas.

9 So, given the fact that these areas were
10 identified as critical geographic areas in need, I think
11 money should follow those particular areas after that
12 need analysis is done.

13 So, I don't believe staff has done any work
14 since that presentation to sort of look at needs versus
15 is the funding flowing in that particular direction.

16 MR. HAJ: We have been working on the maps,
17 working to get the contracts out and coming back to the
18 Board. There were a couple of assets at the retreat,
19 and one was the mapping of the investment areas which
20 we'll be bringing back to you.

21 MR. HOFFMAN: Okay. And, you know, the
22 benefits, we have a lot of benefits from having a
23 five-year funding cycle when the detriments will be less
24 flexibility, necessarily, and moving funds around.

25 But we do have unallocated funds every year

1 that we can try and better target towards need areas.
2 And I think that, you know, we'll have an opportunity,
3 maybe not during my tenure but maybe down the road to
4 do, you know, an update again for the strategic plan
5 which might be, we're doing all the right things but we
6 need to focus a little bit more on making sure we're
7 getting the money in the right places.

8 MR. HOPE: So, would it be possible, I
9 guess, maybe at sometime in the future, if a
10 presentation and looking at the map that was presented
11 at the last strategic plan that says, okay, these are
12 the areas that we've identified that have some of the
13 greatest needs, and these are the funding resources that
14 have been allocated, and look at kind of what are the
15 outcomes based on the investments that have been placed
16 in those particular areas.

17 MR. HOFFMAN: And that's kind of a good
18 segue into the next topic on the list, which was
19 learning opportunities. And again, part of that might
20 be agencies coming to the Board. I think at this
21 meeting, Jim, we're having a -- I know we have a
22 resolution but we have a presentation by Together For
23 Children.

24 And again, not to dictate what we do or
25 don't do, but if we have any ideas like that, Steve, to

1 bring them to Jim or Imran or other members of the staff
2 and see if we can get the meetings or those
3 presentations to be the things that we want to see, both
4 in terms of learning about maybe an agency or a field or
5 otherwise.

6 I think there have been other opportunities,
7 again, in the years that I've been around, where Board
8 presentations have focused on something like that. And
9 again, we don't need to go over specific ideas, but if
10 you all have ideas for what you would like to see come
11 in front of the Board meetings, Jim will be working or
12 staff will be working on sort of a calendar for next
13 year.

14 We don't have a meeting until -- from now
15 until January, so by the time January rolls around,
16 we'll probably have a good idea of what types of
17 presentations or things we're going to try and
18 accomplish during the coming year. So, again, that's
19 another area.

20 Committee assignments and chairs, I always
21 found that the committee assignments were a little
22 haphazard. And I don't mean that in the way that Laurie
23 did it.

24 But the fact that one day shortly after I
25 joined the Board, I got a letter in the mail that said,

1 You're on the Finance Committee. I thought, that's
2 great, because that's probably the committee I would
3 have chosen right now.

4 But I didn't really have any -- not that I
5 needed a say-so, but I really think it's a good idea --
6 I've kind of ask Jim to do this as he goes along, to ask
7 people what their interests are, also ask some of our
8 directors who might have either substantive expertise or
9 interests, whether they're interested in serving on more
10 than one of the committees. And, you know, committees
11 obviously are another time commitment.

12 But in part, I want to make sure that staff
13 at least is engaging with our Board members to make sure
14 that we're making the right appointments where people
15 would, you know, be best served for the committees to
16 bring information to the Board.

17 Similarly, committee chairs, again, it's not
18 that we -- we don't get to necessarily dictate, as a
19 group, who the committee chairs are. But I'd like
20 people to be hopefully raising their hand and say, you
21 know, that's something I'd like to do in the future,
22 whether it's a staff or otherwise, and just so that
23 we're keeping our tabs on, if you have an interest in
24 chairing a committee -- and I would say this to any
25 Board member -- we'd like to know about it as an

1 organization.

2 And I think that's helpful, and I think it's
3 helpful for, again, the next topic, which is succession
4 planning. Ultimately, I would hope not to be in a
5 situation where we were with Laurie having to leave the
6 Board on a shorter-than-expected notice.

7 Not that it wasn't -- it was clearly the
8 right -- her term had expired. But I don't think that
9 there was as much in place to -- and it can't be
10 communications between Laurie and an incoming chair, but
11 I'm not sure there was, for somebody who wasn't sitting
12 in the chair's role, that they even could really figure
13 out what the chair did outside of the meeting and what
14 types of responsibilities Laurie was undertaking,
15 whether it was representing the Trust at meetings or
16 even, again, simple things like how do committee chairs
17 get picked.

18 We could all pick up the by-laws but, you
19 know, the practical education, if you will, that our
20 staff can help give our directors and those who are
21 sitting on committees to encourage them to get involved
22 and maybe, you know, become or raise their hand and
23 volunteer to be a chair, I think, would be helpful to
24 all of us. And I think that -- yes?

25 MR. TROWBRIDGE: So I have two questions. I

1 think the first one is related to the second one. So,
2 in terms of the standing committees that we have, do you
3 see that changing? Do you have the purview, obviously,
4 as the chair to do that? Because that may give people
5 more of a universe then, because the second question is
6 on succession, not only just for the chair but at the
7 committee level as well.

8 And I assume, Jim, we're going to have a
9 number of new Board members because we're having a new
10 governor and there's some appointments related --

11 MR. HOFFMAN: They have been appointed.

12 MS. LEICHTER: We were just -- Tiombe --

13 MR. TROWBRIDGE: So Governor Scott did that
14 on his way --

15 MS. LEICHTER: Yes. Tiombe and I were just
16 reappointed and there's give new people.

17 MR. TROWBRIDGE: Okay. So five, that's
18 significant.

19 MR. HAJ: Javier and -- and then we have
20 Esther's replacement as well.

21 MR. TROWBRIDGE: So, that's a big turnover
22 for us.

23 MR. HOFFMAN: It's huge.

24 MR. TROWBRIDGE: So succession, I would say,
25 also plays a role in on-boarding. But maybe it's an

1 opportunity for us to roll out what some of those
2 committee -- I know I'm sitting here today, I know I
3 chair a committee and vice-chair another.

4 But I'm not sure I know every committee that
5 we have or could have. I know nominating kind of comes
6 and goes based on when we need it. And I'm sure it's
7 not all that different from other non-profits.

8 But I know you have the ability to create
9 some ad-hoc opportunities, whether it's the health or
10 things like that.

11 MS. FERRADAZ: Is there an orientation for
12 the new Board members?

13 MR. HAJ: Yes.

14 MS. FERRADAZ: Do you talk about the
15 different committees and maybe ask them about interests?

16 MR. HAJ: Now even more so with this many
17 Board members coming on.

18 MR. HOFFMAN: And, you know, early on --
19 some of you have been on the Board for a while, too.
20 Early on, when I was on the Board, we went through a
21 similar period. When Maria Alonso was chair, we went
22 through a similar period where it wasn't as radical.
23 There weren't, I think, five at one meeting. There were
24 three at one, one at the next and two or three at the
25 following.

1 And it is a significant concern. It goes
2 back to some of the earlier issues that people need to
3 really be able to feel and comprehend, I think, what the
4 Trust is doing before you sit in a meeting, which I kind
5 of equate to a School Board meeting.

6 You know, a resolution comes up, everybody
7 says "aye" sometimes, and it's hard for those who aren't
8 already in the know to understand what the process was
9 that went on before that meeting to get to a consensus
10 and where the Board's approving resolutions.

11 So, I think that is a big focus for Vivianne
12 and Imran and Jim in the coming months. I think that by
13 January, maybe we'll have everybody comfortable with
14 their roles -- new roles as director.

15 I'm not 100 percent sure, and I'll talk with
16 counsel after the meeting --

17 MR. TROWBRIDGE: I think she wants to talk
18 to you right now.

19 MS. GRAVES: I will say that, as a part of
20 all the new members, based on what Mark said about
21 expressing interest in either current committees or new
22 committees, that could be something to raise at a Board
23 meeting to, you know, let staff know if they're
24 interested in, you know, ad-hoc committees, doing it
25 that way and then everyone hears it at the same time.

1 MR. HOFFMAN: Right. And that's part of my
2 plan, is to, again, report on some of these ideas and
3 ask people to raise their hands either at the meeting or
4 to, you know, give their ideas to staff.

5 MR. TROWBRIDGE: We just did the by-laws and
6 studied the by-laws. They're much more, you know,
7 user-friendly in terms of the committees and what they
8 represent.

9 But I think it's also, again, back to the
10 expectation of Board engagement, that, you know,
11 everybody's on at least one committee and obviously
12 they're committed to serving, you know, whether they
13 meet on a monthly basis or ad-hoc or quarterly or
14 whatever, you know, time-directed at certain times of
15 the year.

16 But Finance meets every month, Programs and
17 Services every month, Nominating as needed. I don't
18 know what the plan may be with the Wellness.

19 MR. HOFFMAN: And what I was going to ask
20 counsel, because part of your question was, can we just
21 re-cast the committees. And I think it's typically been
22 done in an annual manner. I'm not sure it's required to
23 be done that way in terms of moving people from
24 committee to committee.

25 MS. GRAVES: I'm not sure how you all are

1 going to do it, but there is no right or wrong way.

2 MR. HOFFMAN: There is no right or wrong,
3 okay.

4 MR. TROWBRIDGE: As long as the chair wants
5 to add his informateur and mix this thing up. So, do
6 you want all of us to resign today?

7 MR. HOFFMAN: Not all of us. So, this,
8 again, maybe we'll get to the next topic. One of the
9 things that Imran knows very well and Bill knows very
10 well at the committee level is, I was not, for lack of a
11 better word, I'll say "tolerable" of getting information
12 at the last minute and being able to both process my
13 questions, whatever questions I had as a committee
14 chair, and then prepare for a meeting, which I don't
15 think takes much except for understanding what the
16 resolutions are.

17 And so one of the things, actually earlier
18 this year, I asked a question, I didn't know the answer
19 at the time is, don't you, as a staff, know what
20 resolutions are coming up and when? And you must know
21 well in advance of the meetings because these things
22 done just appear.

23 And the answer was, Oh, we have a calendar
24 for that, which, as a committee chair, I never saw. So,
25 I wanted Jim to give us a little background on what the

1 process is for resolutions, and I want to kind of talk
2 about what I try to do as a committee chair and that I
3 hope other committee chairs will do as well.

4 Because, again, it helped me participate in
5 the process, wasn't any additional work. It was just
6 work at a -- I'll call it a more timely basis when I
7 could have input or ask questions that might have been
8 meaningful. So, Jim?

9 MR. HAJ: Thank you. And also, if I may, at
10 the end, if we do have time for further discussion, if
11 you want to hear staff's ideas about learning
12 opportunities and engagement which we have sent out.

13 But in your -- I believe you all have a
14 packet. In your packet, you have two spreadsheets. You
15 have one that shows all the resos that will be coming
16 before you in the upcoming year broken down by month,
17 the action taken, whether it be a renewal, new,
18 recommendation, an increase in funding, etc., the
19 initiative, and what committee it will be put on.

20 So, you have this for the year. Things may
21 change. Sometimes we move things month to month at the
22 last minute for certain reasons. But this generally is
23 our entire universe of everything that will be coming in
24 front of you for the next year.

25 And then what Ken was speaking to as well is

1 that there is in my chart, I hope you didn't get the
2 small font. Okay, you got the larger font. You have a
3 calendar that we worked with our attorneys to go through
4 that talks about each month, the resolution submission
5 deadline.

6 This is from staff to get it to our
7 executive team. It gets sent to legal review for
8 submission. Legal returns it on the dates indicated
9 below. Sometimes there are things that we need to
10 tweak, change and send back to legal, and then you have
11 the committee and the Board meeting.

12 So, this is a timeline that we have shared
13 with Ken, and then Ken wanted to get involved much
14 earlier in the timeline. So I think that's where we
15 were talking about working with our committee chairs,
16 where do the committee chairs want to be embedded in
17 this process, so that we can get the information to the
18 chairs in advance.

19 MR. HOFFMAN: And as part of my exercise, as
20 I mentioned, there's a resource allocation, a meeting
21 allocating my resources to when it was better and maybe
22 more meaningful to actually read the proposed
23 resolutions, ask questions.

24 And I think this came up initially because
25 there were a few that were on the way out or had gone

1 out where they asked questions. I think there were
2 things that could have been explained better.

3 And as we all know, when we get to the Board
4 meetings, the better that the resolutions are explained,
5 at least by those people who have read them in advance,
6 the easier the meetings go for the Board as a whole but
7 also staff.

8 You can see from the calendar, you just pick
9 any particular month, that roughly, I would say, a month
10 and-a-half before the Board meeting, more significantly,
11 a month before the committee meetings is when the
12 resolutions are supposed to go out to -- or supposed to
13 be prepared and submitted internally by staff to, I
14 guess, the working group here and then subsequently go
15 out within the next -- they get reviewed internally and
16 they go out within the next 10 days to legal counsel.

17 My own preference was to get involved not
18 before they went to legal counsel but when it was going
19 out. Not that legal counsel had not seen the comments
20 that were made, significant comments and sometimes
21 completely changed the resolutions, but it was a good
22 time, I thought, again, to understand what was coming up
23 and as well, start asking questions that might be
24 instructive to the staff to build into the resolutions.

25 I also -- I think the first time I did it, I

1 waited until the first return from legal. And again,
2 really, the time is up to the committee chairs. I just
3 think that the process would be a lot better so that
4 three or four days or a week before a committee meeting,
5 you're not facing a resolution that's gone through a
6 complete review process, doesn't include your questions,
7 and you're the one that's going to sit up in front of a
8 committee and defend those resolutions or talk about the
9 resolutions.

10 So, there's certainly no guideline that I'm
11 going to put out there and say, you need to do this or
12 that. But I encourage you, and I've really asked Jim
13 and Imran to work with the committee chairs, whoever
14 they may be, and to try and integrate a little bit more
15 their planning and their questions into the process well
16 before the committee meetings.

17 You know, again, it could be the time it
18 goes to legal review, send me a copy of it and I'll take
19 a look and tell you if I have any questions. There's
20 still a few more turns of the document after that.

21 Any questions or thoughts about that? I
22 don't know, Steve, you had one resolution last time, I
23 understand. Did you know about it in advance, about the
24 budget?

25 MR. HOPE: Yeah, I had spoken to staff so,

1 you know, they were helpful. I guess, given that it was
2 the first Finance Committee meeting, it was a baptism of
3 fire so, you know, one resolution.

4 MR. HOFFMAN: I was actually not at that
5 meeting. Steve broke my record for the shortest Finance
6 Committee meeting. I was sitting outside the meeting on
7 a phone call. I was expecting to join. I thought I'd
8 be a few minutes late. And I stood to get up and there
9 was the members of the committee were streaming by and
10 leaving.

11 MR. HOPE: It means they were prepared in
12 advance.

13 MR. HOFFMAN: They were prepared. Let's
14 see. So, again, I think that that, to me, it's really
15 important that the committee members, in their own way
16 and in their own timeframe, have some engagement in the
17 process so that we're not confronted at the last minute
18 with the resolutions.

19 And as chair, I plan to not necessarily do
20 the committee chairs' work on all the resolutions but
21 still try and stay plugged into the calendar so that
22 when that's happening at the committee level, at least
23 know about and have my own questions answered early on.

24 MS. HOLLINGSWORTH: So, speaking on behalf
25 of the Programs Committee, my experience has been great

1 coordination in terms of getting the packet, you know,
2 in advance so you have turnaround time, you know. I
3 have a great opportunity to review.

4 I have a prep call prior to the meeting,
5 except for the times that I'm late, and I apologize for
6 that and so that's always helpful.

7 I think if I had one wish, it would be
8 that -- and we discussed this on the last call. I think
9 the conversations at the Programs Committee level are
10 becoming more and more robust and more questions are
11 coming from committee members.

12 And I think if we could be prepared -- staff
13 is 100 percent prepared at all times. I'd like to see
14 some more opportunity for community to be involved at
15 the Programs level.

16 And I do realize that the Programs
17 Committee, on many levels, is the dress rehearsal. And
18 really, the Board meeting is really where I think it
19 turns. I understand that 100 percent.

20 But if I had one wish, it would be to ensure
21 that we had folks available to speak at the committee
22 for resolutions at the Programs Committee. And again,
23 kudos to Jim and the executive team and the staff for
24 all of the pre-prep work. I sit on a couple of Boards
25 and, you know, literally the day of meetings, I'm still

1 getting information.

2 MR. HOFFMAN: And I think those are good
3 points. And in particular, because I think the Board,
4 as a whole, since many people may not have been on a
5 committee, take some guidance from the committee
6 members' understanding and certainly a committee chair
7 being able to articulate some things, so good point.

8 And then finally, I was actually surprised
9 once when I had a meeting -- potential meeting conflict
10 as a chair, and I think it was Muriel who said, Well,
11 you can change the meeting date.

12 And I didn't in that particular meeting
13 date, but I think that meeting dates and times, I, for
14 one, didn't particularly like the 9:30 time for the
15 Finance Committee.

16 It's a little late in the morning, not
17 because we shouldn't be working here and doing our job
18 here, but everybody has their work -- most of us have a
19 working life that involves being somewhere else.

20 So, I would invite our committee chairs to
21 look at their calendar and their preferable timing, work
22 with Imran, Vivianne and Jim and staff to come up with
23 the best time for them.

24 And the calendar has been sent out for the
25 next year, but you can change it. I know we changed

1 meetings. We actually changed Board meetings once or
2 twice. It may have been by Laurie's whim. It may have
3 been by necessity.

4 But in case you didn't know it, it's your
5 meeting. So, again, make them convenient to the
6 committees, and you can have Muriel or somebody do a
7 survey of your committee members and come up with an
8 ideal time if that works for you.

9 But don't assume, and I think the
10 Programming Committee is the same. Particularly for
11 somebody who might come to both, whether it be me or
12 staff or the like, it's a long day. And having a
13 meeting from 9:30 to 10:30, 11:00, and then a meeting
14 again at 3:00 or 3:30 to 5:30 is really a drain on the
15 staff as well to focus on that one day.

16 So, let's reset the calendars that work best
17 for your committees, and I think it will make everybody
18 happier.

19 MR. TROWBRIDGE: Thank you. Going back to
20 the flow between the committee meetings and the Board
21 meeting, when we get to the Board meeting, if there's a
22 resolution, do we ever put on the resolution how it came
23 out of the committee, or do we just assume because it is
24 on the Board agenda that it obviously passed?

25 You know, like, at a City Commission

1 meeting, if it comes out of planning and zoning, it will
2 say, "Adopted 5-3." I don't know if you've ever looked
3 at that, just because we do have some items that are not
4 unanimous.

5 MR. HOFFMAN: Actually, I think that's a
6 good point, because there have been a few times where
7 lacking unanimity. There's been, you know, a dialogue
8 at the Board level where it might have been helpful at
9 the outset if everybody knew that there wasn't
10 unanimity.

11 MR. TROWBRIDGE: Well, I thought of that
12 when Pamela said about sort of the engendering of more
13 robust conversation around certain topics. The Board
14 wouldn't necessarily be privy to that.

15 Typically, when you're presenting the
16 resolutions, there's little discussion unless somebody
17 had brought something up at the committee meeting and
18 chooses to also review it at the Board level. But not
19 every voice does that. I see it more in Program and
20 Services than I do on the Finance side.

21 So, you know, it's just an idea. I mean, we
22 obviously record that very carefully through the
23 minutes. So, even if it was just, you know, under the
24 resolution that it came out of --

25 MR. HOFFMAN: Unanimously passed.

1 MR. TROWBRIDGE: -- it's unanimous or 6-1 or
2 whatever it may be.

3 MR. HOFFMAN: I think that's a good idea.
4 Okay. And then we're at your time or staff's time as
5 well, if there's anything within or without those topics
6 that you'd like to talk about or suggestions for how
7 you'd like to see things run.

8 MS. HOLLINGSWORTH: I think I've provided my
9 input. And I want to emphasize that I think things are
10 running great. Great support from the executive team
11 and from staff.

12 The time works for me. I'm happy to bring
13 it to the committee to see if the committee would like
14 to review.

15 MR. HOFFMAN: Well, if it works for you,
16 right now, that's important. And again, because you
17 need to be able to engage in it. But, you know, if you
18 think about alternative times that work for you, just
19 giving them an opportunity to do it.

20 And staff will work around any schedule
21 that -- any reasonable schedule that we adopt. I mean,
22 my preference some days might be 7:00 in the morning,
23 but I don't think I'm going to drag everybody here at
24 7:00 in the morning.

25 Any other -- Jim, you said that you had some

1 staff ideas.

2 MR. HAJ: Yeah. Ken and I had talked the
3 last couple of weeks about ideas to bring to this group
4 as well to present for the next year of things coming
5 up.

6 So, there are certain themes that we have
7 heard the last year, so I want to bring it to the table
8 and see if this is something you want to look forward to
9 for further discussion on.

10 But one is, we went through the heavy lift
11 of putting everybody on a five-year cycle. So, it's
12 going to come back to you. Pretty soon, it will be the
13 renewals.

14 So, I think it would be good if we can,
15 especially since we have so many new Board members, and
16 it's a refresher about the metrics and the dashboard and
17 what goes into it and kind of do this before the
18 renewals come back to the Board.

19 The second piece I think we ought to do is
20 the overall initiative highlights. We talk about
21 health, early childhood, about certain providers. But
22 we'd like to see the impact of what is the entire
23 initiative doing.

24 And we can do that either at individual
25 Board meetings, bring the initiatives back, or it could

1 be the retreat that we talk about the initiatives. But
2 we'd like, at some point in time, to have a Board
3 conversation about how are these initiatives doing, not
4 one provider but on a macro level.

5 We pivoted on the early childhood shift, and
6 I think this is something we're exceptionally proud of.
7 And we're getting calls across the State, across the
8 nation.

9 So, I think we're leading on this. And I
10 think it would be good to have an early childhood work
11 group reconvene. We haven't met for about a year
12 and-a-half, two years, so maybe circle back at some
13 time.

14 The early childhood community research
15 demonstration project, we had great feedback from Board
16 members who were present, that the providers came and
17 gave -- presented on where they were.

18 I think we're at the point if we do it
19 several months from now, that they can -- they have
20 additional information to provide, and that may be a
21 good pivoting that we reconvene and invite any Board
22 member who wants to attend.

23 I think it would be a good idea to go
24 through policy updates as we get to the legislative
25 session. We're working with United Way, the ELC's,

1 everything else with the early childhood policy, so that
2 may be a good idea to come back, just to keep the Board
3 during session, inform them where we're at.

4 And something that we haven't talked about
5 for a while but I think we need to keep it on our radar
6 is students with disabilities and where are we with that
7 and how are we doing, and bringing in other stakeholders
8 who deal with students with disabilities, to keep that
9 in the forefront.

10 MS. LEICHTER: Channeling Lily.

11 MR. HAJ: And the field trips. I think the
12 field trips do work very well.

13 MR. HOFFMAN: All great ideas. And, you
14 know, again, I'm fully supportive of any initiatives
15 that staff wants to bring before us and our other Board
16 members to get us more engaged in what the work of the
17 Trust is, because I think that it certainly makes my day
18 to understand what I'm doing and not just show up at a
19 meeting and, you know, listen and then raise my hand.
20 And again, it's made my life as a Board member a lot
21 more engaging. Anybody else, Vivianne, Imran?

22 MR. HOPE: Just a quick question. The
23 United Way normally have these quarterly meetings in
24 which the CEO's from -- CEO's normally meet with the
25 United Way leadership for lunch, and it gives them an

1 opportunity to interact and talk about issues affecting
2 the agencies and services they want to pretty much
3 provide in the communities.

4 Have we done anything like that?

5 MR. HAJ: Not specifically with small CBO's,
6 but we have visited on our provider meetings. But our
7 provider meetings used to be that we'd get up there and
8 talk to the providers, and now we're breaking out to
9 have discussions with the providers and also having the
10 providers network with each other. But we haven't had
11 it that we invite the small CBO's in for, like, a coffee
12 or conversation or anything like that.

13 MR. HOPE: Okay. Do you see any benefit to
14 be derived from creating some type of forum, if it's at
15 least on a quarterly basis? And not necessarily small
16 CBO's but providers as a whole, in which bringing them
17 together, because a lot of providers, they only see each
18 other sometimes if they come to a Board meeting and they
19 have a presentation.

20 But I think it also can create a forum for
21 dialogue in which people may realize that, you know,
22 they have a lot in common and there might be the ability
23 to work with each other.

24 MR. HAJ: I'd like to share with you, not
25 here but let me get the information to share with you

1 how we're -- and show you some of the agendas of how
2 we're morphing our provider meetings to do that.

3 Regarding small CBO's, we just released a
4 small CBO, so that will be coming in front of the Board,
5 and those small CBO initiatives, we work with them very
6 closely.

7 But if you're talking about the large group
8 of small CBO's under our portfolio, we just do it
9 through provider meetings.

10 MR. HOFFMAN: Okay. Mark, you had a --

11 MR. TROWBRIDGE: Yeah, I wanted to ask you,
12 I mean, obviously, we now seemingly have finalized our
13 election in the State of Florida, certainly here in
14 South Florida.

15 Thoughts about engaging with some of our new
16 State reps? There's a significant number of them in
17 Miami-Dade alone. Just thoughts on that.

18 And secondly, did the CSC's around the State
19 all prevail in their elections? I know there was one in
20 Alachua County.

21 MR. HAJ: Yes. Well, we have the Dade
22 delegation's meeting in the next month or two, and we're
23 going to be speak in front of the Dade delegation. The
24 other thing that I think we have pretty good news, I
25 think it's between two people, one being Nick Duran, may

1 be the chair of the Dade delegation, which helps us,
2 obviously, to have one of our Board members chairing the
3 Dade delegation.

4 But we're also going to start meeting
5 individually with all the Dade delegation. We were
6 waiting for the election to take place. CSC Gainesville
7 did get it passed so they are a new CSC. We will be
8 working with them collectively to try to get them
9 up-to-speed. They have a year runway before they're
10 fully functioning, so they're looking for a lot of help.
11 And collectively, our CSC group that we are helping them
12 on-board and get their systems up and running.

13 MR. TROWBRIDGE: Be sure to send them an
14 invoice for dues.

15 MR. HAJ: And I think I did mention,
16 Tallahassee did vote and they approved it. It will go
17 until 2020, so they have a two-year. And Orlando
18 still -- well, Orlando, I think, will go to 2020.
19 They're going to look at whether it's a dependent or
20 independent CSC.

21 MR. HOFFMAN: And absent any ongoing
22 litigation, I think it's over. I mean, the count has
23 been completed.

24 MR. TROWBRIDGE: Well, it gets certified
25 tomorrow, so let's say there's a lot to happen in the

1 next 24 hours.

2 MR. HOFFMAN: Okay. Well, if there's no
3 further comments; otherwise, we can adjourn and head
4 towards the next meeting. Thank you.

5 (Whereupon, at 3:51 p.m., the meeting was
6 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 11th day of December, 2018.



Fernando Subirats
Court Reporter

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