



## **Board of Directors Meeting**

**June 19, 2017**

1 THE CHILDREN'S TRUST

2 BOARD OF DIRECTORS MEETING

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4 The Children's Trust Board of Directors Meeting was held  
5 on Monday, June 19th, 2017, commencing at 4:03 p.m., at  
6 3150 S.W. 3rd Avenue, 8th Floor, Training Room, Miami,  
7 Florida 33129. The meeting was called to order by  
8 Laurie Nuell, Chair.

9  
10 Officers/Executive Committee

11 Laurie W. Nuell, Chair, At-Large Member  
12 Lileana de Moya, Vice Chair, Gubernatorial Appointee

13 The Board of Directors

14 Dr. Daniel Bagner, Florida International University  
15 Dr. Miguel Balsera, Gubernatorial Appointee  
16 Rep. Nicholas Duran, Miami-Dade County Delegation  
17 Gilda Ferradaz, Florida Dept. Of Children & Families  
18 Alvin Gainey, PTA/PTSA  
19 Karla Hernandez, Mats, United Teachers of Dade  
20 Nelson Hincapie, Office of the Mayor, Dade County  
21 Pam Hollingsworth, Early Learning Coalition  
22 Esther Jacobo, State Attorney Representative, Miami-Dade  
23 Inson Kim, Office of the Mayor, Miami-Dade County  
24 Marissa Leichter, Gubernatorial Appointee  
25 Frank Manning, Florida Department of Juvenile Justice  
Dr. Susan Neimand, Miami-Dade College  
Marta Pérez, Miami-Dade County Public Schools  
Hon. Orlando Prescott, Juvenile Court Division  
Hon. Isaac Salver, League of Cities, Miami-Dade County  
Commissioner Xavier Suarez,  
Miami-Dade Board of County Commissioners  
Mark Trowbridge, Coalition of the  
Local Chamber of Commerce  
Karen Weller, Miami-Dade County Health Department

1           Shanika Graves, Assistant County Attorney  
2           Leigh Kobrinski, Assistant County Attorney

3  
4           STAFF:

5           James Haj, President/Chief Executive Officer

6           Imran Ali, CEO

7           Anna Dilernia

8           Bevone Ritchie

9           Dalia Garcia

10          Deborah Robinson

11          Donovan Lee-Sin

12          Lisa Pittman

13          Lori Katherine Hanson

14          Muriel Jeanty, Clerk of the Board

15          Rachel Spector

16          Stephanie Sylvestre, Chief Programs & CIO

17          Tameeka Grant

18          Vivianne Bohorques

19          William Kirtland

20          Zafreen Jaffery

21                   GUESTS:

22           Gepsie Metellus, Sant La Haitian Neighborhood

23   Center

24           Dr. Andrea Wanza, Empowering Youth

25           Michael Spring, Miami-Dade County Department of

1 Cultural Affairs  
2 Deborah Margol, Department of Cultural Affairs  
3 Francine Andersen, Department of Cultural Affairs  
4 Beatriz Herrmann, ArtSouth  
5 Nadege Vilsaint, Prosperity Social & Community  
6 Development Group  
7 Holly Zwerling, Fatherhood Task Force  
8 YAC participants

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1 PROCEEDINGS

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

4 MS. NUELL: Hello. Good morning. I  
5 would like to call the meeting to order, please.

6 Muriel, do we have any public comment?  
7 Oh, I'm sorry, Gepsie. I saw you walk in.

8 MS. METELLUS: Good afternoon, Madam  
9 Chair. Good afternoon, Board members. Gepsie Metellus.  
10 I serve as executive director of Sant La Haitian  
11 Neighborhood Center. I'm here before you this afternoon  
12 only because I couldn't sleep for over a month. I  
13 couldn't sleep given the embarrassing situation that I  
14 was placed under last month at this very Board meeting.

15 I think that, you know, when you have the  
16 kind of duty of care that you-all do, I think that it's  
17 absolutely essential that you exercise the greatest  
18 caution to not impugn anyone's integrity or to not make  
19 remarks or comments that may lead to misinterpretation  
20 that may lead to unfortunate circumstances.

21 And so I think that this is precisely  
22 what happened at the very last Board meeting when Sant  
23 La was accused of not -- I suppose, I guess to sum it  
24 up, would be not living up to contractual obligations or  
25 not fulfilling portions of contracts. I don't know

1 exactly. I don't remember anymore.

2 I sort of wrestled with the situation the  
3 entire month trying to figure out the best way to handle  
4 it, and I think, in fact, the very best way is to state  
5 unequivocally that I was offended, that anyone in my  
6 shoes would have been offended and embarrassed. And  
7 that, you know -- there were two scenarios that were  
8 playing in my head.

9 On the one hand, this one scenario was,  
10 well, there's an assumption that there are certain  
11 organizations who function in a certain way, who  
12 function the same way because maybe they all kind of  
13 look alike. And on the other, the scenario that kept  
14 running through my mind was if this had been an  
15 execution, I would have been dead already. You would  
16 have assassinated me.

17 I mean, I don't want to be overly  
18 dramatic, but I really do want you to understand, I  
19 think, the gravity with which I'm taking this, I'm  
20 taking these comments, and I think the harm that may be  
21 unfortunately unintentional, probably, but the harm that  
22 it caused, because when you sit in front of a number of  
23 colleagues and your agency is called out in this manner,  
24 comments made in this manner, without, I think, the  
25 appropriate level of care to be sure that you're

1 speaking precisely about something very factual, I think  
2 you do almost irreparable harm.

3           And so I wanted to put this on the record  
4 and I wanted to at least be sure that no other  
5 organization would suffer this kind of embarrassment or  
6 this kind of unfortunate situation. I call it to your  
7 attention in the spirit of collaboration, in the spirit  
8 of respect, in the spirit of doing the right thing, and  
9 the spirit also of holding you up to your duty of care,  
10 right? And that duty of care requires you to be  
11 careful. I'll just leave it at that. And so thank you  
12 for this time. Thank you, Madam Chair. I think I've  
13 said what I came to say. Thank you.

14           MS. NUELLE: Thank you. Claudia is not  
15 here. So can I -- can I just ask for the approval of  
16 the minutes?

17           COMMISSIONER SUAREZ: So moved.

18           MS. NUELLE: All right. Do I have a  
19 motion? You have to say your name when you make a  
20 motion.

21           MS. NUELLE: Commissioner Suarez moved.

22           MS. NUELLE: Thank you.

23           DR. PEREZ: Second.

24           MS. NUELLE: Are there any comments or  
25 changes?

1 (NO VERBAL RESPONSE.)

2 MS. NUELL: All in favor?

3 (WHEREUPON, the Board members all  
4 responded with "aye.")

5 MS. NUELL: Any opposed?

6 (NO VERBAL RESPONSE.)

7 MS. NUELL: And the motion carries.  
8 Thank you. Jim.

9 MR. HAJ: We have two appreciations for  
10 outstanding service to Children's Trust. Commissioner  
11 Cava is running a little bit late. But who I would like  
12 to thank is somebody who -- I've been in the job a  
13 little over a year and work very closely with Lily de  
14 Moya. And Lily is -- will be stepping down as program  
15 chair. She will still serve as vice president -- vice  
16 chair, but she will be stepping down. And I do want to  
17 thank her for her service, her leadership, our  
18 conversations, pushing me to be the best that I can be,  
19 our honest conversations.

20 And, Lily, you've been a friend and a  
21 colleague and I appreciate all the service you do for  
22 the Trust and everything else you do with children in  
23 this community. Thank you.

24 MS. DE MOYA: Thank you.

25 (Applause.)



1 MS. NUELLE: Okay.

2 MR. HAJ: We have a --

3 MS. DE MOYA: Oh, my. Thank you very  
4 much. I would just like to say thank you. It's been an  
5 honor and a privilege to serve as the chair of the  
6 committee. It's been over four, almost five years.

7 And I just wanted to let everybody know  
8 on the Board that the only reason I was stepping down is  
9 because I believe that you lead by example, and I think  
10 that it's time for someone else to have the opportunity  
11 that I've had. It's been a great experience to be able  
12 to work with Jim and my buddy over here, Imran, who I  
13 harass quite a bit. And as you can see, I don't get  
14 Diet Coke anymore. I didn't know that that's what it  
15 was going to cost me.

16 But I'm still here. You didn't get rid  
17 of me yet. I will still serve as vice chair, and I know  
18 that Pam is going to do a great job as chair and I  
19 welcome new eyes, you know, and I think that that's  
20 important in an organization, to bring in new ideas, new  
21 blood, new thoughts, and a change of leadership. And so  
22 that's really, you know, why I did it. So thank you--all  
23 very much.

24 (Applause.)

25 MR. HAJ: Madam Chair, I don't see

1 Commissioner Cava, so if we could wait until she  
2 arrives? We can move on.

3 MS. NUELLE: Thank you, Lily. You know,  
4 once again, you're -- you know, lead by example and I  
5 think, you know, we're all much better for it. Thank  
6 you.

7 Donovan? We have a recognition of the  
8 Youth Advisory Committee.

9 MR. LEE-SIN: Good afternoon, everyone.  
10 In the spirit of recognizing service and wanting to  
11 acknowledge our Youth Advisory Committee, many of those  
12 members are here today. This year we moved to expand  
13 the reach of our YAC. And in a second Felix is going to  
14 play for us a slideshow.

15 (Music playing.)

16 MR. LEE-SIN: Felix, if you could, lower  
17 it just a little bit, then I'll talk over the sound.  
18 But traditionally we -- since inception the Youth  
19 Advisory Committee -- we have one group of about 35 to  
20 40 kids that met here at the Trust once a month and they  
21 combined to have a interest in community leadership and  
22 to do a service project. And we took them to  
23 Tallahassee to understand and engage in Children's Week  
24 and understand the legislative process.

25 And this year we had three groups

1 actually: One that continued to meet here, one in the  
2 south end of the county, and one in the north end of the  
3 county.

4 As the screen moves here you'll see the  
5 names of the kids who participated in this year's Youth  
6 Advisory Committee. There were 60 kids in all who were  
7 brave, scared, excited, and committed all to service.  
8 And they're sitting over here to my left. If you-all  
9 would stand up, those of you who are attending today.

10 (Applause.)

11 MR. LEE-SIN: And, you know, I just  
12 wanted to take this time to recognize them. And, Felix,  
13 you can go ahead and pull up the volume and then at the  
14 very end of the slideshow -- I'm not going to take up  
15 much time. During this slideshow we're going to show  
16 you a little bit about their experience in Tallahassee  
17 and just wanted to recognize their leadership. Thank  
18 you.

19 (Slideshow presentation was played.)

20 MR. LEE-SIN: That's it. Thank you.

21 (Applause.)

22 MS. NUELL: I want to say I had the great  
23 fortune to be in Tallahassee the same time as the YAC  
24 trip for a day and a half. And it was really a pleasure  
25 to -- and a privilege to be there and meet the kids and

1 see them. And we went, you know, to certain offices in  
2 the capital and on the capitol steps. It was Dade Day  
3 and Kids' Week and it was very exciting and they handled  
4 themselves well. And we were at a big dinner the night  
5 before.

6 And we really -- you know, I think it was  
7 very enjoyable and, plus, having so many more students  
8 this year. They really, you know, I think melded well  
9 together and could learn from each other. Not to put  
10 you on the spot, but is there anyone who would like to  
11 say something about their experience? If you don't want  
12 to, it's okay. But if someone's, like, brave enough,  
13 since you didn't prepare. We would love to hear  
14 something from you.

15 (Speaking off mic.)

16 MS. NUELLE: You have to come up to the --  
17 sorry.

18 (Applause.)

19 T. WITCHEN: My name is Timiey Witchen  
20 (phonetic) with -- T-I-M-I-E-Y. But it was a very  
21 fun -- I had fun, like, very much fun. I don't know if  
22 they had fun. But, you know, I met some people, though,  
23 some people I didn't know about really and I, you  
24 know -- very appreciative of you guys. Thank you.

25 (Applause.)

1 MS. NUELLE: Thank you. So we look  
2 forward to next year. All right. Well -- oh, yes.  
3 Hello, we have a special guest today. Nice to see you.

4 COMMISSIONER CAVA: It's wonderful to be  
5 here. I miss you.

6 MS. NUELLE: Miss you.

7 MR. HAJ: It's my pleasure to give an  
8 appreciation for outstanding service to Children's Trust  
9 to Commissioner Levine Cava. Commissioner, thank you  
10 for serving on the Trust. You were a leader on the  
11 Trust, but more than that, you've been a leader in the  
12 community for decades. And we appreciate what you've  
13 done in your fight for children services for children  
14 and families in this town. So we appreciate all that  
15 you do, all that you will continue to do.

16 And I am in the commissioner's district  
17 and I see her everywhere out and about. Congratulations  
18 and thank you. We have a recognition for you.

19 COMMISSIONER CAVA: Oh, thank you.

20 MS. NUELLE: We don't think these work.

21 COMMISSIONER CAVA: I know the young  
22 people that were on the trip just left, but I mean, it's  
23 such a joy for me. Advocacy is my first name.  
24 Collaboration is my middle name. So to see these young  
25 people and their excitement and going to Tallahassee and

1 knowing this beautiful program that Diana has developed  
2 over the years and done such a great job, it's a  
3 great -- it's how you get started. That is how you get  
4 started in making a difference.

5 So thank you. It was a joy to serve for  
6 the two years that I did. I've passed on to my  
7 wonderful successor who actually precedes me in most  
8 things in life.

9 MR. HAJ: Including age.

10 COMMISSIONER CAVA: I wasn't going there.  
11 But he sets such a great example and he's been an  
12 advocate, as well, for so, so long. And so, you know,  
13 you're still my friends. I'm still here for you.  
14 Anything I can do, especially on the legislative agenda,  
15 but also on the program development, we're here for you.  
16 Thank you.

17 (Applause.)

18 COMMISSIONER CAVA: This is beautiful.

19 (Applause.)

20 COMMISSIONER CAVA: I knew him when he  
21 was a baby.

22 MS. NUELL: Well, I would like to pass  
23 the finance report off to Isaac. So Isaac is back.

24 HON. SALVER: I don't know for how long  
25 but -- yeah. I just wanted to mention -- unfortunately

1 the kids had already left, but as a parent of a former  
2 YAC member, that program is second to none regarding  
3 experience for the children that go through the program.

4 I know that my son had it on his résumé  
5 and for college applications. And it went a long way.  
6 Plus, experience that he got just team building and  
7 advocacy and just awareness of children's issues helps a  
8 young -- you know, a young person that's going into  
9 college formulate a very strong foundation for advocacy  
10 for children and children's programs.

11 So, just I would just like to say that  
12 since we did recognize the YAC program. It looks like  
13 Donovan really brought it to a new level with 60  
14 children involved. I think when my son was involved a  
15 few years ago, there might have been 20 or 30 kids  
16 involved. And it's great to see them growing.

17 All right. Finance Committee meeting  
18 report. On this agenda we are presenting to the Board a  
19 preliminary budget and I don't think we're actually  
20 going to need to take official action, but I'd like to  
21 make a couple of introductory remarks in reference to  
22 the particular budget that you have in front of you.  
23 And it's on the tab that says preliminary budget on your  
24 iPad.

25 This budget, the preliminary budget that

1 you have, was passed unanimously by the Finance  
2 Committee on June 8. And it's not that remarkable of a  
3 budget in that this budget represents year three of a  
4 three-year funding cycle.

5 And, you know, after speaking to the CFO,  
6 it's going to be next year's budget -- not the one that  
7 you have in front of you, but a year from now, which --  
8 in which the Trust will actually push the reset button  
9 and institute some of the longer-term strategic plan  
10 that we develop along the way.

11 So the good news is that the County has  
12 indicated to the Trust that our funding should increase  
13 by about ten million dollars in the coming year and  
14 that -- I'm sure several of you would like to hear what  
15 I'm about to say about where the ten million dollars  
16 will be allocated. The ten million dollars will be  
17 allocated to only direct services which include three  
18 primary buckets of spending: Early childhood  
19 development, parenting, and youth development.

20 And it's fairly even amongst the three;  
21 although, early childhood development has an extra  
22 several hundred thousand dollars.

23 Another highlight that I would like to  
24 bring out is that for the second year in a row,  
25 management expenses have decreased from the prior year



1 and this is a -- you know these types of positive trends  
2 we continue to look forward to. And at this point I  
3 would like to introduce the CFO -- I'm sorry -- our CEO,  
4 James Haj, who will continue a little bit further  
5 explanation of the budget.

6 MR. HAJ: Thank you, Isaac. I think you  
7 touched on most of it. On the tab, on the preliminary  
8 budget tab, it wasn't populated fully. That's why they  
9 just distributed a hard copy. You only have two slides.  
10 So you have the full -- the full packet right in front  
11 of you, a hard copy.

12 You have four pages. One is the  
13 PowerPoint, which I'll briefly go over, which Isaac  
14 touched upon most of it. The second page, budget  
15 summary. And there's a third page of fund balance and a  
16 fourth page, of course, strategies, where is the money  
17 placed. And we'll review those shortly.

18 But going through the one-page  
19 PowerPoint, The Children's Trust continues to emphasize  
20 putting money into direct services on streets that take  
21 care of children and families of Miami-Dade County.  
22 Again, the property appraiser assessed a tax roll of  
23 274.2 billion, which equates to approximately 130.3  
24 million in ad valorem tax revenue and essentially is ten  
25 million dollars for us or 8.25 percent increase to the

1 Trust revenues from the prior year.

2 We'll offer an additional ten million in  
3 services in alignment with the strategic plan, which the  
4 Board went through the last two months. We had two  
5 meetings to give us direction. And there we placed as  
6 allocated. Early childhood development gets four  
7 million dollars; youth development, three million  
8 dollars; and parenting, three million dollars.

9 As Isaac said we're very proud that we're  
10 doing less -- we're doing more with less. We've  
11 downsized staff to -- from 93 budgeted positions in 13  
12 months down to 74. Almost 20 positions. We've been  
13 able to -- we will not renew a lease with the United  
14 Way. Of course we have 20 offices here. We have a  
15 whole floor with a conference room and other areas,  
16 which we will not renew next month. We will be moving  
17 people over. So we'll have savings on the lease side,  
18 as well as -- you know, it's the first time since the  
19 Trust history a hundred percent of the contracts are  
20 executed on time. So there have been efficiencies.  
21 We're utilizing -- we're looking forward to our  
22 Technology Way Forward. It will be crazy for ten  
23 months, but after that it will be much easier.

24 So, again, the emphasis has always been  
25 to put as much money into service as possible, and we'll

1 continue to do so. We budgeted a merit increase of 4.44  
2 percent. I just wanted to give you a little historic  
3 background.

4 Three years ago the employees received  
5 zero percent increase. Last -- two years ago it was at  
6 3 percent and last year it was at 2 percent. But for  
7 seven years, ending in 2015, they also had a 2 -- they  
8 had a furlough. There was a week of furlough that was  
9 in effect that was a negative 2 percent impact on their  
10 paycheck.

11 So I think we should recognize the  
12 employees for the work that they have done. They've  
13 been responsive to me. They've been responsive to the  
14 Board's needs and we've saved a significant amount of  
15 money by downsizing.

16 And, again, for the first time in nine  
17 years The Children's Trust has reduced the management  
18 expense to 7.5 percent of its total expense.

19 And I think that's it for me but Mr. --  
20 Bill, anything I missed?

21 MR. WILLIAM: Thank you, Isaac and Jim,  
22 you made my job very easy. So I just get to smile and  
23 wave, right? Well, right, the finer points were made in  
24 the details of what the changes are from last year's  
25 budget to this year's budget. I just wanted to take a

1 moment to remind everyone that essentially this is our  
2 first preliminary budget. We do expect some information  
3 to come out between now and the next committee and Board  
4 meeting next month so that we can make some refinements  
5 to the budget.

6                   However, we don't typically or  
7 historically expect any substantial changes that may  
8 even be noticed in the budget schedules as we've already  
9 outlined them. So there is another opportunity in case  
10 we learn of any changes or any number that we need to  
11 report that we can come back to the committees and Board  
12 in July and present those changes, and then we'll  
13 subsequently move on to the TRIM process.

14                   HON. SALVER: Okay. Great. Thank you so  
15 much.

16                   MS. NUELLE: Can I interrupt for one  
17 second?

18                   HON. SALVER: Absolutely.

19                   MS. NUELLE: Thanks. I'm not sure if he  
20 said all of this, but I just was looking around the room  
21 and thinking I think we have some new Board members that  
22 maybe weren't here last year. So typically our process,  
23 just in case it is, we bring the preliminary budget to  
24 the Board this month, June. And July we come back and  
25 we vote on the budget and the millage rate. And then in

1 September we have the two TRIM hearings.

2 The TRIM hearings, we need everyone's  
3 attendance because you have to have three-quarters of  
4 the Board vote and that -- the TRIM hearing is where we  
5 vote to get our money.

6 And we have to -- the first meeting, it's  
7 the same process. We vote -- we have a preliminary vote  
8 on the budget and millage rate, and ten days later you  
9 come back and then you have the vote on the budget and  
10 millage rate. And I don't think those dates are set in  
11 stone yet, are they?

12 MS. JEANTY: No, but -- the 13th and the  
13 19th.

14 MS. NUELL: The 13th and the 19th at the  
15 moment. And we'll get a lot of information. So,  
16 anyway, this budget is before you. I don't know if  
17 you're going to talk about it a little bit more, but  
18 then -- and then we'll come back in July for approval  
19 and acceptance of the budget.

20 HON. SALVER: Well, if anybody has any  
21 questions on the information that has been presented to  
22 you, either James, William, or myself would be happy to  
23 answer any questions that you have.

24 The procedure is that we're not taking  
25 any formal action, but it was determined a few years ago

1 at the Budget Committee level that the Board should  
2 have, prior to approving the final budget, that they --  
3 you know, the Board should be invited to be involved in  
4 the creation of the budget in general. So in order to  
5 facilitate that, we have this process of presenting the  
6 preliminary budget.

7 So this is really -- you know, although  
8 it's a rough draft that might accurately reflect what  
9 the final budget will be, it is still open for  
10 discussion if anybody has any questions or comments.  
11 And one of the things that I actually mentioned at the  
12 committee is the Trust's investment in program and  
13 professional development, which I personally as the  
14 treasurer supported for many, many years, and I know  
15 there are -- there is dialogue that takes place that,  
16 you know, that might lead one to believe that every  
17 single dollar needs to be spent on direct services.

18 But my personal opinion, in order to do  
19 that appropriately, we need to invest in, you know,  
20 making sure our programs are working and program  
21 development. So, you know, this budget does account for  
22 that, and I think it's -- you know, staff presented an  
23 appropriate amount for -- analysis for training.

24 So I just -- that wasn't amongst my  
25 comments to make, and I just wanted to make sure that

1 comment was made. So if there's no other -- staff  
2 doesn't have any comment on the budget or the Board  
3 doesn't have any other comment on the budget, we'll just  
4 move the process forward until, I guess, we approach the  
5 TRIM hearing, which just like Laurie, our chair, said,  
6 it's very important that every -- you know, every one of  
7 you is involved with the process of the TRIM hearing  
8 because we do have a very high watermark for a quorum  
9 for that meeting. Okay. So we'll move on to the  
10 resolutions at this point.

11 MR. BAGNER: Just a comment just to echo  
12 what you said actually. You know, I do think that --  
13 I'm noticing that program evaluation, community research  
14 a million dollars of our budget, which is quite small  
15 relative to how much our budget is. And we constantly  
16 come up with: Is this program working? Is that program  
17 working? I don't think we have a lot of money going  
18 toward research.

19 So to second what you're saying, I do  
20 think that direct services are important, certainly, but  
21 to make sure that the direct services we're providing  
22 are actually making the impact that we're trying to  
23 make. I think that's a critical piece. So I'm  
24 surprised not to see any sort of increase in that area.

25 HON. SALVER: First resolution,

1 Resolution 2017-96: Authorization to negotiate and  
2 execute a contract with Alberni Caballero & Fierman,  
3 LLP -- which is our CPA firm -- in a total amount not to  
4 exceed \$25,500.00, for a term of up to 12 months  
5 commencing August 1, 2017, and ending July 31, 2018.

6 Do I hear a motion and a second?

7 COMMISSIONER SUAREZ: Motion; Suarez.

8 MR. GAINNEY: Second; Gainney.

9 HON. SALVER: Okay. It's been moved and  
10 seconded. Are there any recusals?

11 (NO VERBAL RESPONSE.)

12 HON. SALVER: Okay. Are there any  
13 questions or comments about the auditor's contract?

14 (NO VERBAL RESPONSE.)

15 HON. SALVER: Hearing none, all those in  
16 favor, say "aye."

17 (WHEREUPON, the Board members all  
18 responded with "aye.")

19 HON. SALVER: Anybody opposed?

20 (NO VERBAL RESPONSE.)

21 HON. SALVER: It passes unanimously.

22 Resolution 2017-97: Authorization to  
23 negotiate and execute a contract with Tribridge, for a  
24 term of 16 months commencing June 20, 2017, and ending  
25 September 30, 2018, to provide Infrastructure as a



1 Service (IaaS) for The Children's Trust in a total  
2 amount not to exceed \$215,000.00.

3 Do I hear a motion and a second for  
4 discussion?

5 MR. GAINNEY: So moved; Gainey.

6 HON. SALVER: Okay. There's a motion.  
7 Is there a second?

8 HON. PRESCOTT: Prescott; second.

9 HON. SALVER: Okay. It's been moved and  
10 seconded. Stephanie, would you like to just give us a  
11 couple of sentences of explanation?

12 MS. SYLVESTRE: Sure. So this is -- this  
13 is part of our continuous Technology Way Forward. We've  
14 been bringing resolutions and talking about a number of  
15 different solutions. This is -- this and next  
16 resolution are the last ones in terms of the big  
17 paradigm shift in how we're doing IT.

18 And as we move forward with this partner  
19 with Tribridge, our goal is to simplify our footprint to  
20 the point where our staff can be anywhere in the world  
21 and access all the resources necessary to do their work.

22 So we're basically moving from about 96  
23 servers, which are more than people -- we have more  
24 servers than we have staff -- to about five servers.  
25 We're moving from about 87 different images endpoints to

1 about five endpoints. And we're pretty much moving  
2 everything to the cloud and we're hoping that as we  
3 partner with Tribridge, we will have business solutions  
4 that will allow us to have six URLs to access everything  
5 that we need at the Children's Trust.

6 Just an example of the level of  
7 simplification that we want to bring to our staff, which  
8 would result in higher efficiency and have our staff be  
9 able to partner with our providers better because they  
10 will be able to be in the field and still be productive.

11 HON. SALVER: Thank you so much. Are  
12 there any questions?

13 (NO VERBAL RESPONSE.)

14 HON. SALVER: Are there any recusals?

15 (NO VERBAL RESPONSE.)

16 HON. SALVER: Okay. Hearing none, all  
17 those in favor say "aye."

18 (WHEREUPON, Board members responded with  
19 "aye.")

20 HON. SALVER: Anybody opposed?

21 COMMISSIONER SUAREZ: Suarez votes no.

22 HON. SALVER: Well, it's almost  
23 unanimous.

24 Well, that concludes the Finance  
25 Committee report. I'm handing the gavel back to you,

1 Madam Chair.

2 MS. NUELLE: Thank you very much. I am  
3 going to ask Pam now to come give the Program Services &  
4 Childhood Health Committee report.

5 MS. HOLLINGSWORTH: Thank you, Madam  
6 Chair. Good afternoon. The Program Services --

7 MS. NUELLE: Oh, technically -- I'm sorry.  
8 We were -- he said had I introduced. I said technically  
9 I did not introduce or announce that. I've asked Pam to  
10 step up to become the chairman of the Program Services  
11 Committee. She's been serving as the vice chair for the  
12 last bit of time, and we really appreciate your  
13 willingness to step up to the job and look forward to  
14 working. So I apologize for interrupting you, but I  
15 think someone else said it before me. So, anyway, thank  
16 you.

17 MS. HOLLINGSWORTH: The Program Services  
18 & Childhood Health Committee met on Thursday June 8. We  
19 were provided with a great presentation from Deborah  
20 Margol from the Miami-Dade County Department of Cultural  
21 Affairs that touched on the many benefits of our  
22 education for children of all ages. We also heard from  
23 several of the recipients of the capacity building  
24 grants and learned of some of the great work that's been  
25 happening with them over the past year. We also

1 considered and approved three resolutions that are  
2 coming to the full Board today.

3 So with that, I think we will move on to  
4 a presentation by the Miami-Dade County Department of  
5 Cultural Affairs, Michael Spring, director, Miami-Dade  
6 County Department of Cultural Affairs.

7 MR. SPRING: Thank you very much for the  
8 opportunity to give you a quick update on how our  
9 partnership is proceeding. With me this afternoon is  
10 Deborah Margol, the deputy director of the Department of  
11 Cultural Affairs, and Francine Andersen, who's chief of  
12 arts and education for our department, as well. And  
13 they're here to help with any questions you might have  
14 that I may not be able to answer. But we thought that  
15 what we would do is give you a quick overview of the  
16 progress that we've made in our partnership with The  
17 Children's Trust.

18 So, you know, we believe, as I know that  
19 you do, that the arts are essential to a complete and  
20 well-rounded education. And that national research  
21 confirms unequivocally that the arts positively affects  
22 student motivation, attendance, and attitude. So  
23 there's lots of statistics on this, but the studies  
24 demonstrate that low income students that are engaged in  
25 the arts have a five-time lower dropout rate than their

1 peers. And simply put, kids who are excited about  
2 school stay in school.

3           So after now ten years of historical  
4 data, this data demonstrates that students with an  
5 education that's rich in arts education earn higher  
6 grades and score an average of a hundred points higher  
7 on SAT than students without arts education. And, in  
8 fact, this holds true regardless of socioeconomic  
9 status, which means that the arts help close the  
10 achievement gap for kids, as well.

11           So in addition to helping kids in school,  
12 the arts also help kids become successful in life. So  
13 kids are -- with an arts education are twice as likely  
14 to graduate from college. And in surveys that have been  
15 done both locally and nationally about businesses,  
16 business leaders say that creativity is the number-one  
17 skill they're seeking when hiring.

18           So together our partnership with The  
19 Children's Trust continues to leverage significant  
20 support from the community. And it's important to point  
21 out to you that every dollar that we invest jointly  
22 generates nearly an additional four dollars by our arts  
23 providers. And when you put together the money that we  
24 directly match for the programs that are jointly  
25 sponsored by the department and The Children's Trust and

1 the matching funds that occur for each and every one of  
2 the projects or programs that are funded, we generate  
3 nearly \$13 million in matching funds for the roughly one  
4 and a quarter million investment that The Children's  
5 Trust is making in these joint programs.

6 So this is -- it's also important to note  
7 that not a dollar of The Children's Trust money is used  
8 for administration. A hundred percent of the money that  
9 we receive from The Children's Trust goes directly into  
10 programs that serve kids.

11 And based on the documentation that we've  
12 done regarding the projects that are jointly funded by  
13 our work, these programs benefit more than 290,000  
14 children and youth, including 29,000 kids with  
15 disabilities.

16 I think it's also important to note for  
17 you that our department's hallmark is not only  
18 addressing large cultural organizations, but working  
19 very closely with small grassroots and medium-sized  
20 cultural organizations.

21 So more than half of the nonprofit arts  
22 groups that are funded through our partnership have  
23 annual cash budgets below \$500,000. And over a third of  
24 the organization funded have annual budgets below  
25 \$300,000. And it's amazing to see the mileage that

1 these groups make out of small grants in terms of  
2 affecting the lives of kids.

3 Now, that's not to say that the large  
4 organizations aren't important -- because those large  
5 organizations open exciting new opportunities for kids,  
6 as well -- but the small grassroots organizations  
7 address children and families closer to where these kids  
8 and their families live and where they go to school.

9 So we've documented that the programs  
10 that are funded through our partnership are in 60 ZIP  
11 codes throughout the county in more than 250 locations  
12 that stretch from the far south end of the county to the  
13 north and from east to west.

14 In addition, you know, we do the rigorous  
15 reporting on outcomes that you would expect that we  
16 would do, and on that screen behind me should be the  
17 summary of the -- our track record of success with our  
18 programs. So I'm proud to say that since our  
19 partnership began in 2006, we've exceeded our targeted  
20 outcomes year after year for every single measure.

21 Now, I particularly want to thank you  
22 because in the year that we're in right now, you  
23 approved an additional \$250,000 for our programs based  
24 on our being able to demonstrate that there was clear  
25 unmet need out in the community. And this unmet need

1 has been demonstrated by the successful use of this  
2 additional funding.

3 So as an example, just one of many  
4 examples that I could offer, we have a program under way  
5 now that's called the Summer Arts and Sciences Camp for  
6 Kids program. And this program provides scholarships to  
7 children that wouldn't normally be able to go to a  
8 summer arts and science camp.

9 So the attendance and the reach of this  
10 program with our partnership funding went from 599 last  
11 year to 906 kids this year that are benefitting by  
12 summer arts and science camps. And this, by the way,  
13 exceeded our target by 95 kids.

14 So I also think it's important to say  
15 that as we talk about all of these numbers, it's not  
16 just about numbers, but it's about the effect that the  
17 arts have on changing kids' lives. And over and over  
18 again, we have examples where children's exposure to the  
19 arts open up new windows for them on life and on  
20 opportunities that they can foresee ahead of them. And  
21 this is particularly important for kids that can't  
22 afford -- typically couldn't afford engagement in the  
23 arts.

24 So one of the examples that we love to  
25 talk about is: There is a 14-year-old student, Janasia



1 Johnson, who attended Alvin Ailey Camp. This is a  
2 program of the Adrienne Arsht Center that we help fund.  
3 And this young lady has had a tough life. In fact, her  
4 mom is in prison and this program with Alvin Ailey Camp  
5 helped her to sort of envision a new future.

6 But she was chosen to travel to  
7 Washington D.C. in November of last year to represent  
8 the Arsht Center and Ailey Camp Miami, where she  
9 accepted the 2016 National Arts and Humanities Program  
10 Award. And you see on the screen the hug that this  
11 young lady got from Michelle Obama, then-First Lady  
12 Michelle Obama.

13 Now, she had never flown on an airplane  
14 before, never traveled outside of Florida. And for her  
15 and for her -- the kids that were in this program, this  
16 is a dream come true. And interestingly enough, her mom  
17 was able to watch the ceremony from prison as it was  
18 live streamed from the White House.

19 And this is just one of hundreds of  
20 stories of kids whose lives have been changed by the  
21 arts and who are envisioning a different future for  
22 themselves.

23 I also want to highlight for you that one  
24 of the programs that our partnership funds is our All  
25 Kids Included - Accessible Arts Program [sic] for Kids

1 program, which we launched in the very first year of our  
2 partnership with The Children's Trust. And through this  
3 program we do inclusive arts and cultural programs so  
4 that kids and families of all abilities can participate  
5 in the arts.

6                   And this is a core value of our  
7 department, that the arts should be and need to be  
8 accessible to all people regardless of their  
9 socioeconomic status or their abilities. And, you know,  
10 we're proud to say -- and putting humility aside -- that  
11 our All Kids Included program has not just raised the  
12 bar for excellence in programming for kids of  
13 abilities -- with and without disabilities, but we've  
14 achieved regional and national recognition for how  
15 innovative these programs have been here in Miami and  
16 across Florida.

17                   And I would say to you that these  
18 programs range from a family arts festival that we do at  
19 the South Miami-Dade Cultural Arts Center to guides that  
20 we produced for making sure that kids with autism can go  
21 to the theater and go to museums and have a great  
22 experience to the programs that we do in conjunction  
23 with our parks department on weekends that help teach  
24 kids everything from dance to the visual arts in parks  
25 throughout the county.

1                   So we're proud of the work that we've  
2                   done together. And I'm here to thank you and to let you  
3                   know that we're looking forward to another year of  
4                   serving kids throughout our community with great arts  
5                   programs. So I'm happy to answer any questions you may  
6                   have or to turn this over to people who have even more  
7                   answers than I do on my staff. Thank you very much.

8                   MS. HOLLINGSWORTH: Thank you, Mr.  
9                   Spring.

10                   (Applause.)

11                   MS. HOLLINGSWORTH: Are there any  
12                   questions?

13                   (NO VERBAL RESPONSE.)

14                   MR. SPRING: Thanks.

15                   MS. HOLLINGSWORTH: Thank you, Mr.  
16                   Spring.

17                   Resolution 2017-98: Authorization to  
18                   negotiate and execute a one-year contract with  
19                   Miami-Dade County Department of Cultural Affairs, for a  
20                   local funding match for cultural arts programs. The  
21                   contract shall extend for a term of 12 months,  
22                   commencing October 1, 2017, and ending September 30,  
23                   2018, in a total amount not to exceed \$1,245,328.00.

24                   May I have a motion and a second?

25                   HON. SALVER: I'll move; Salver.

1 MR. BAGNER: Second; Bagner.

2 MS. HOLLINGSWORTH: Are there any  
3 recusals?

4 COMMISSIONER SUAREZ: Recusal by Suarez  
5 and, Madam Chair, I would like to say something after  
6 the vote.

7 MS. HOLLINGSWORTH: Thank you.  
8 Discussion?

9 HON. SALVER: Yeah, I just -- you know,  
10 since I moved it, I would just like to say that  
11 typically my experience with Children's Trust has -- I  
12 mean, you know, the presentation illustrates, you know,  
13 how important the program that you guys do is to the  
14 county, and that's, you know, one of our core principles  
15 here at the Trust is to do exactly what you guys are  
16 doing, bringing cultural -- you know, culture, arts, and  
17 other programming like that to, you know, kids all over  
18 the city, not just, you know, particular parts of it,  
19 but, you know, underserved communities, handicapped  
20 communities, and I think it's really wonderful.

21 And I know that, you know, as part of the  
22 Budget Committee, we've always emphasized placing our --  
23 leveraging our dollars, and this is such a great program  
24 that you guys have offering, you know, pretty much four  
25 times the amount of investment that we have, that we

1 need to make, to make that much more of an impact. And  
2 that's exactly what the purpose of the Trust is, and I  
3 really appreciate what you guys are doing and I  
4 encourage everybody to vote for this.

5 MS. HOLLINGSWORTH: Thank you. Further  
6 discussion?

7 (NO VERBAL RESPONSE.)

8 MS. HOLLINGSWORTH: All those in favor.

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

11 MS. HOLLINGSWORTH: Opposed?

12 (NO VERBAL RESPONSE.)

13 MS. HOLLINGSWORTH: The motion carries.

14 Before moving on to the next two resolutions --

15 COMMISSIONER SUAREZ: Madam Chair, I just  
16 wanted to add something.

17 MS. HOLLINGSWORTH: Yes, sir.

18 COMMISSIONER SUAREZ: Counsel tells me  
19 that I can't do it during the vote or before the vote,  
20 but I can do it after the vote. And I want to echo  
21 Isaac's comments. These programs as shown in the recent  
22 performance evaluations at Frances Tucker Elementary  
23 have an incredible impact. And, Madam Vice Chair Perez,  
24 if you haven't seen them, I posted them as to the dance  
25 program that, it turns out, was being funded in great

1 part by our Children's Trust. It was a Thomas Armour  
2 Foundation.

3 And if I remember the evaluations  
4 correctly, for the students in the dance program after  
5 just one semester, maybe it was a whole academic year,  
6 they were performing -- well, the attendance was almost  
7 a hundred percent and the overall performance increased  
8 by 87 percent for the kids who participated in that. So  
9 that really goes to show how important it is.

10 And that particular school is now also  
11 going to be the recipient of a program run by Music  
12 Hall. So it becomes almost like a magnet school for  
13 music with the school system not having to add any  
14 funds. It will come from a variety of other sources.

15 MS. HOLLINGSWORTH: Thank you.

16 As we move on to the next two  
17 resolutions, we have four speakers from the year two  
18 cohort for the CBOs, which are different from the three  
19 we heard from at the program committee. Dr. Andrea  
20 Wanza, Empowering Youth, please.

21 DR. WANZA: Good afternoon. My name is  
22 Dr. Andrea Wanza and I'm the executive director at  
23 Empowering Youth, Inc. Empowering Youth, Inc., provides  
24 programs for at-risk children and their families and we  
25 focus on emotional, social, and intellectual development

1 in Miami Gardens and the immediate surrounding areas.

2 Being a part of the small CBO Capacity  
3 Building Institute has enabled our agency to improve  
4 productivity and effectiveness in terms of  
5 organizational and financial stability, program quality  
6 and growth. Specifically our agency has increased our  
7 sustainability and continuous improvement strategies.

8 We've also strengthened our ability to  
9 fulfill our mission, thereby enhancing our ability to  
10 have a positive impact on our clients and the community.  
11 Funding from the CBO initiative has also assisted us  
12 with operational expenses, technology upgrades, and  
13 marketing and advertising. The small CBO institute  
14 offers a variety of professional development,  
15 opportunity, including workshops that we attend to  
16 improve the effectiveness of small CBOs and  
17 individualized coaching opportunities for financial  
18 management, marketing, and fund development. We also  
19 have worked on program evaluation with our coaches.

20 As a result of participating in the  
21 professional development opportunities, we have  
22 increased our funding. So we've secured additional  
23 funding from other sources. We have also secured  
24 additional resources. We have expanded our services.  
25 We've had a greater impact in the community and better

1 results with the clients that we serve. Thank you.

2 MS. HOLLINGSWORTH: Thank you. Next we  
3 have Beatriz Herrmann, ArtSouth.

4 MS. HERRMANN: Good afternoon, everybody.  
5 My name is Beatriz Herrmann and I'm the secretary of the  
6 work for ArtSouth. ArtSouth is an organization that we  
7 provide free art classes for children that cannot afford  
8 it. Originally we were in Homestead for about 12 years.  
9 Unfortunately, the owner and founder of ArtSouth died  
10 and we had to move to South Miami where we're very, very  
11 happy. We are providing our services to not only South  
12 Miami, but we also provide our services to Homestead in  
13 the Chapman charity place for people -- for homeless.  
14 We also go to the community center in South Miami and to  
15 areas there.

16 Thanks to the CBO capacity building, we  
17 have improved our Web page. Thanks to Felix that  
18 suggested several things to us. We changed our logo and  
19 we have received numerous -- we did a lot of networking  
20 among the people that go to this training that the  
21 previous speaker expressed to you and we have expand our  
22 views.

23 Also, our coaches do a fantastic job. We  
24 have a coach for fundraising that we are improving a  
25 lot. The finances, how to get -- how to get the



1 finances done. Thanks to the Miami-Dade Cultural  
2 Affairs we have several grants that we have never ever  
3 got a red mark in our reports.

4 We are very proud of what we do for the  
5 community and we're very thankful to The Children's  
6 Trust for the opportunity that they gave us to get this  
7 grant and continue to service all the children that we  
8 can. Thank you.

9 Oh, I forgot to tell you one thing very  
10 important. South Miami has a SOMI Magazine. And we  
11 just did a mural in the community and they wrote a  
12 beautiful article about us. I gave several magazines to  
13 the secretary, if you want to look at it. It's very  
14 nice. That's what we're trying to do, to improve our  
15 service not only in South Miami, but around the whole  
16 community in Miami. Thank you.

17 MS. HOLLINGSWORTH: Thank you. Nadege  
18 Vilsaint, Prosperity Social & Community Development.

19 MS. VILSAINT: Good evening. My name is  
20 Nadege Vilsaint. I'm the executive director for  
21 Prosperity Social & Community Development Group.  
22 Prosperity is the nonprofit agency that service young --  
23 homeless young girls and their babies and their family.  
24 We provide after school programs for students with  
25 English as a second language and homeless young girls

1 that have nowhere to go. We work closely with Camillus  
2 House by referring them to Camillus House.

3 And currently because I've been a part of  
4 the capacity building, small CBO initiative has impacted  
5 the -- our agency to the point where we have secured  
6 funding now with the State to open our own maternity  
7 shelter.

8 And the capacity building have been a  
9 tremendous impact for my agency, improving us with  
10 secure funding, performance improvement -- I'm  
11 nervous -- but we had -- spending time with our coaches  
12 establishing better fundraising activities. We're able  
13 to put together events that have increased our funding.

14 We've built a partnership with not just  
15 Camillus House; Chapman's house, and other agencies that  
16 are now understanding our reports. And we're able to  
17 run great reports now and they have reached to us to  
18 build a partnership and we're going to expand growth  
19 tremendously.

20 So I am so thankful to be a part and have  
21 been a part of the capacity building initiative and look  
22 forward to an outstanding second year. Thank you.

23 MS. HOLLINGSWORTH: Thank you.

24 (Applause.)

25 MS. HOLLINGSWORTH: So we heard from

1 three CBO recipients, we heard from three others at our  
2 Programs Committee meeting earlier this month. I think  
3 this program has proved to be successful beyond what we  
4 could have imagined. As of this month, the small CBO  
5 agencies have raised an additional \$925,828 collectively  
6 since the beginning of this two-year capacity building  
7 cohort. So good job all around.

8 Resolution 2017-99: Authorization to  
9 negotiate and execute a second and final contract with  
10 Catalyst Miami, Inc., to manage the small Community  
11 Based Organizations (CBO) capacity building initiative.  
12 Contract renewal to be for a term of 13 months,  
13 commencing July 1, 2017, and ending July 31, 2018, in a  
14 total amount not to exceed \$200,000.00.

15 May I have a motion and a second.

16 MR. GAINNEY: So moved; Gainey.

17 COMMISSIONER SUAREZ: Second; Suarez.

18 MS. HOLLINGSWORTH: Any recusals?

19 (NO VERBAL RESPONSE.)

20 MS. HOLLINGSWORTH: Discussion?

21 DR. PEREZ: Madam Chair.

22 MS. HOLLINGSWORTH: Yes.

23 DR. PEREZ: I agree with you that these  
24 programs have been very good and I agree that -- you  
25 know, I've seen some of the Websites that have been

1 transformed and some of the other things that have been  
2 absolutely beautiful.

3 So it is not -- my vote is going to be in  
4 the opposition, not because I don't think that the  
5 program is worthy and that it helps some of our  
6 organizations. It's because they are not funded for  
7 children.

8 And I think that what we should do is get  
9 other organizations, such as the Chamber of Commerce,  
10 the Better Business Association, the County and the  
11 State to fund, to help these organizations. So whereas  
12 I agree that they've been successful in helping them, I  
13 don't think that is part of our charge.

14 MS. HOLLINGSWORTH: Thank you, Dr. Perez.  
15 Any other discussion?

16 (NO VERBAL RESPONSE.)

17 MS. HOLLINGSWORTH: All those in favor.

18 (WHEREUPON, Board members responded with  
19 "aye.")

20 MS. HOLLINGSWORTH: Opposed?

21 DR. PEREZ: Opposed.

22 MS. HOLLINGSWORTH: The motion carries.

23 Resolution 2017-100: Authorization to  
24 negotiate and execute a second and final contract with  
25 21 small Community Based Organizations (CBOs) to

1 continue participation in a two-year capacity building  
2 initiative. Each small CBO receives an award to support  
3 an individualized capacity-building plan. Amounts  
4 awarded will range from \$20,000.00 to \$50,000.00.  
5 Contract renewals will be for a term of up to 12 months,  
6 commencing August 1, 2017, and ending July 31, 2018, in  
7 a total amount not to exceed \$585,000.00.

8 May I have a motion and a second?

9 MR. GAINNEY: So moved; Gainey.

10 MS. DE MOYA: Second; de Moya.

11 MS. HOLLINGSWORTH: Thank you. Any  
12 recusals?

13 (NO VERBAL RESPONSE.)

14 MS. HOLLINGSWORTH: Discussion or  
15 comments?

16 MR. HAJ: Madam Chair, if I may?

17 MS. HOLLINGSWORTH: Yes.

18 MR. HAJ: Dr. Perez, just to your point,  
19 I know we had this discussion last year when I came in.  
20 Just to remind everybody. A million and a half was  
21 budgeted for this initiative, but we did go out to look  
22 for partners. And we brought it down -- if you see the  
23 total is about 750,000. It's about half and we're doing  
24 it better and I think more efficiently and more  
25 effectively. And we will continue to do so. We're

1 looking for partners, we're meeting with chambers,  
2 foundations, the County, other agencies to see how we  
3 can do this as a county to do capacity building.

4 So you have our commitment to continue  
5 doing this and just driving down the cost of seeing --  
6 you know, do it cost effectively and having a larger  
7 impact.

8 DR. PEREZ: Thank you very much for that.  
9 And I know that you do. And the work is great. It's  
10 just the funding is that I'm -- I have absolutely no  
11 doubt about your statement.

12 COMMISSIONER SUAREZ: I assumed in both  
13 of those cases that they're programs for children. Are  
14 they not?

15 (THEREUPON, responses were made by some  
16 members in the affirmative.)

17 COMMISSIONER SUAREZ: So the concern is  
18 that they're not just traditional Children's Trust-type  
19 programs, Madam Vice Chair, or that -- because she made  
20 it sound like they're not for children, and that worries  
21 me.

22 DR. PEREZ: If we could get an  
23 explanation, I could give you my -- you know, from  
24 staff. I think it would be very -- on point but it's my  
25 understanding that it helps the organizations. It's not

1 a -- it's not directly -- it's not direct services to  
2 the students -- to the children.

3 MS. SYLVESTRE: Yeah, so all programs do  
4 have a component that serve children and families. That  
5 was one of the requirements. However, as we structure  
6 this program and understanding the size of the grant,  
7 which is raised from 20,000 to, 50,000, we also knew  
8 that if we mandated that they have programmatic  
9 components, it would then send a mixed message because  
10 \$50,000 is not enough money to do programmatic work and  
11 do capacity building.

12 So the money is designated only to  
13 support and build the infrastructure of the organization  
14 to ensure that they can then continue providing the  
15 services that they -- their mission calls for.

16 MS. HOLLINGSWORTH: Esther?

17 MS. JACOBO: So it might be helpful  
18 because I think that what's happened is that, you know,  
19 some of us have been here for a little bit longer and a  
20 couple of years, maybe even last year, there was an  
21 enormous community outcry for this capacity building.  
22 There were a number of small CBOs in our communities and  
23 families and children came in distraught, really, as I  
24 can describe it, because the CBOs that they had counted  
25 on for so many years, especially in some of our lowest

1 income communities, were not able to get Trust funding  
2 because they required some things in this capacity  
3 building is now providing for them.

4 And so I just -- I mean, I'm not sure if  
5 somebody can give some more explanation about this, but  
6 I think that, you know, for some of our newer members,  
7 what you didn't see was the distress in the community  
8 that this was meant to address, right? Am I --

9 (THEREUPON, responses were made by some  
10 members in the affirmative.)

11 MS. SYLVESTRE: Right. This program --  
12 this program is designed to respond to a complaint that  
13 maybe some organizations needed a little bit extra help  
14 to be able to compete with other organizations from  
15 Children's Trust funding.

16 And one of the things that Empowering  
17 Youth neglected to mention is that they were successful  
18 in getting the summer youth -- family strengthening  
19 awards. So programs we -- not only are we working with  
20 the programs to help build our capacity so they can get  
21 funding from other entities, they're also -- we're also  
22 building their capacity so they can competitively  
23 solicit when we have grant opportunities. And we're  
24 hoping that a number of them will apply when we release  
25 our solicitation in the fall.



1                   HON. SALVER: I just wanted to add just  
2 to kind of -- just kind of -- just filling in a little  
3 bit of coloring in between the lines here. We had -- we  
4 as the Budget Committee had a daunting task of  
5 eliminating programs that didn't qualify or didn't meet  
6 the standards that we had set up for some reason or  
7 another.

8                   And we found that there were programs  
9 that -- that were not recording their statistics  
10 properly or, you know, there were certain shortfalls in  
11 their -- you know, in their -- in the manner in which  
12 they reported the results of their programming.

13                   And between the staff, the Budget  
14 Committee, you know, we decided that there were some  
15 very, very good programs that were worthy of being  
16 helped regarding their capacity or their organization or  
17 their bookkeeping or some element of the children's  
18 program that needed -- you know, needed this type of  
19 help, this type of support.

20                   And rather than just saying, "Well, you  
21 know, your score on your application this year was 67,  
22 therefore, we're not funding you," we -- there was a  
23 population of programs that staff and the committee and  
24 actually the Board at large, you know, felt worthy of  
25 being funded by the Trust but needed help in different

1 ways.

2                   And we found -- we've seen over the past  
3 several years that we have had these capacity building  
4 initiatives that programs come back and they actually  
5 recover, they rebound, they -- you know, they learn how  
6 to report. They learn better governance, and this is  
7 really a way of The Children's Trust being able to say  
8 yes to organizations that might not have really -- or  
9 they've had impediments in front of them. And typically  
10 the organizations that are -- that take most advantage  
11 of these programs are in the most underserved  
12 neighborhoods.

13                   MS. JACOBO: I think -- let me just add  
14 one thing, because I know that we talk about our Finance  
15 Committee and also, you know, with the staff. But I  
16 don't want to, you know, underplay the people that were  
17 being served by these programs were really some of the  
18 people that we listen to the most. Right? Because at  
19 the end of the day, we had, you know -- you know, a  
20 roomful of folks that were -- that these programs --  
21 these children, you know, counted on these programs and  
22 we and others couldn't fund them for just these reasons.

23                   So I don't want it to seem like it was  
24 just we thought they were -- we did think they were  
25 worthy, but we also heard, as I think is our charge,

1 from our community, our taxpayers, and people that, you  
2 know, matter to this Trust, that this is what they  
3 wanted us to do.

4 So I just want to make sure that it's  
5 clear that this is not something that we took on  
6 necessarily out of our own initiative but, rather, from  
7 hearing from the community that we serve here every day.

8 MS. NUELLE: I mean, it was in response to  
9 that and, you know, we looked at it and worked with  
10 those communities for at least a year or a year and a  
11 half before we got to where we are.

12 I myself am just thrilled -- even though  
13 the majority of the report is coming through the  
14 resolutions, but to hear the one-year report. It was a  
15 two-year initiative. And like Jim said, even from the  
16 very beginning try to reach out to find other entities.  
17 I think a bank came in and helped right off the bat and  
18 then continued to develop these collaborations as we  
19 were trying to do and to work together to support  
20 especially these organizations that were never -- were  
21 not able to get funding from The Children's Trust and  
22 then to be able to go beyond.

23 So to hear that, you know, this cohort  
24 has been able to raise almost another million dollars in  
25 funding because of the structures that have been put

1 into place is just for us, I think, like an amazing  
2 outcome, which wasn't necessarily specifically the  
3 intent. It was so that they would be in a place to be  
4 able to apply.

5 One of the issues is that you have to  
6 have an audit. So, many of these organizations don't  
7 have an audit, so it's like what can we do to help you  
8 get your financials in place, get an audit, and then,  
9 you know, I think -- we always hear people saying, "If  
10 we can get funding from The Children's Trust, then we  
11 know we can get funding from other resources."

12 And so it's been -- and there's a long  
13 history. So if, you know, if anyone new wants to hear  
14 more about the history of this program, then I'm sure  
15 staff would be happy to fill you in on the very long  
16 process that took place.

17 DR. WANZA: I wanted to say from the  
18 Empowering Youth, Inc. -- sorry. I apologize that I did  
19 not specifically talk about the funding that we had  
20 received from The Children's Trust, because we are one  
21 of those agencies that have applied in the past but  
22 didn't meet the criteria at that particular time.

23 So we're very appreciative that after  
24 getting all of the training and coaching that we did  
25 over the last year, we applied this year and were

1 finally successful after five years. So it has helped  
2 us tremendously.

3 And although we're not a Trust  
4 provider -- funded provider when we applied, we do still  
5 work in the community and we do the same services that  
6 the Trust-provided agencies do. So now we have the  
7 infrastructure, we have the tools and the resources that  
8 we need to be successful in providing those services to  
9 our community, which is a very needy community.

10 So I'm very grateful because we did try  
11 to apply in the past a number of times and we just  
12 didn't meet the cut. So just with working with coaches  
13 and going to the trainings and doing all of the things  
14 that we were assigned to do -- and networking -- we were  
15 able to finally to be funded. So I'm very grateful for  
16 that.

17 MS. NUELL: Thank you.

18 HON. SALVER: Dr. Wanza -- hi, it's me.  
19 On a scale from one to ten -- in your experience from  
20 the years that you've made an application and were  
21 denied funding, on a scale from one to ten, how  
22 complicated was the application process for you?

23 DR. WANZA: Okay. So the application --  
24 going to application meetings, the application itself  
25 wasn't so complicated, it's making sure that you answer

1 the questions in a way in which historically the answers  
2 have been given. So with us starting in 2008, you --  
3 the applications looked for a record of success. So the  
4 way in which we were putting our record of success on  
5 paper was not effective. It didn't tell our true story.

6 So in the CBO Institute, we have an  
7 individual grant writer who's assigned to work with us.  
8 So the first thing she did is say, "Let me just see what  
9 you have." And, "Well, you're doing all of these great  
10 things, but you're just not putting it on paper  
11 correctly where you're telling a -- painting a story of  
12 what you're doing."

13 So that person actually went through it  
14 with us, we made some adjustments, and we were able to  
15 show the things that we have been doing for a while. We  
16 just didn't do it correctly the first time. So the  
17 application itself wasn't very difficult. It's just  
18 answering it in a way in which we can show that we do  
19 have that experience and that we can be successful in  
20 providing the services in which the way The Children's  
21 Trust has put out there for us to do it.

22 HON. SALVER: So you can't give me a  
23 number on a scale from one to ten?

24 DR. WANZA: I would say six or seven. I  
25 would say six or seven.

1                   HON. SALVER:  When did you begin, you  
2                   know, receiving this -- you know, the funding for your  
3                   infrastructure -- for your support funding?  When did  
4                   you start getting the capacity building funding?

5                   DR. WANZA:  August 1st.

6                   HON. SALVER:  Of --

7                   DR. WANZA:  -- 2016.

8                   HON. SALVER:  Have you witnessed -- or  
9                   let me rephrase the question.  Have you -- you know,  
10                  what is the impact that you have seen on your  
11                  organization as a result of that funding?

12                  DR. WANZA:  Okay.  So we have secured  
13                  additional funding.  We have created a funding  
14                  development plan.  So that calls for fundraising.  So  
15                  now we have our Board members who are donating funds to  
16                  our organization.  We have registered with the Florida  
17                  Department of Agriculture so now we can technically  
18                  submit -- we've updated our Website.  We provide several  
19                  services to youth so -- in our evaluation plan -- we  
20                  have an evaluation plan for -- out of the four services  
21                  that we have, we had an evaluation plan for three.  So  
22                  now we have it for all four.  These are some of the  
23                  things that we have done as a result.  And we've secured  
24                  very small grants, as well.

25                  HON. SALVER:  What percentage of your

1 overall funding comes from The Children's Trust?

2 DR. WANZA: I would say about 25 percent,  
3 25 -- with the new grant, it will be about 30 to 40  
4 percent.

5 HON. SALVER: All right. How many  
6 children does your program affect throughout the entire  
7 year?

8 DR. WANZA: About 250 students.

9 HON. SALVER: Great. Thanks so much.

10 DR. WANZA: Thank you.

11 MS. ZWERLING: May I say something?

12 MR. HAJ: Madam Chair, as she's walking  
13 up, the CBOs listed on the resolution, together they  
14 serve 10,726 students altogether.

15 COMMISSIONER SUAREZ: While she's going  
16 up there, Madam Chair, I just wanted to add that in  
17 dealing with CBOs -- and we had this problem at the  
18 County -- we had \$13 million to divvy up. One issue  
19 that keeps up is we're creating work for them to do with  
20 these audits and, you know, then we want to subsidize  
21 those audits, et cetera. It seem like the left hand  
22 doesn't really cooperate with the right hand as much as  
23 it should.

24 But the other factor is that many of them  
25 have enormous multiplier effects -- and you mentioned



1 one of them, Madam Chair -- that impacts through other  
2 funding or through volunteers or et cetera, just impacts  
3 the community enormously. And was stated before, you  
4 almost wish you knew each one of them individually.

5 But I have to defer to other Board  
6 members that are more familiar with them, but that's the  
7 quandary that we have. And in the county, 13 million  
8 this year was not enough. And so --

9 MS. ZWERLING: Hello. Holly Zwerling,  
10 Fatherhood Task Force, a CBO, President. I want to just  
11 say thank you very much for the Board for the  
12 opportunity to be able to receive additional funds for  
13 our work. But I do want to point out that Dr. Perez has  
14 a point. And I'd like to support why she does.

15 We used some of the funding we had to  
16 build capacity and collaboration by writing a book  
17 called Neighborhood Dads. And it's all about fathers in  
18 eight schools that we serviced across Miami-Dade County,  
19 mostly in lower-income communities.

20 This is a book that I think the Chamber  
21 of Commerce, the speaking council, and so many others  
22 would be interested in knowing about this book because  
23 it makes Miami look good. And it makes The Children's  
24 Trust look good because they are the supporters of our  
25 program, both the Fathers in Education program and

1 Fatherhood Reading Squad program, and also the CBO  
2 grant.

3                   So I think it's important to recognize  
4 that the work that we do not only affects the  
5 children -- and this does affect the children, Dr.  
6 Perez, we work with the children within the schools over  
7 a period of four years -- but it also is something that  
8 the Chamber of Commerce, speaking council need to know  
9 about so that they can become partners of The Children's  
10 Trust and be able to provide and support of the work  
11 that we do. So thank you, Dr. Perez, for bringing it  
12 up.

13                   MS. HOLLINGSWORTH: Thank you,  
14 Ms. Zwerling.

15                   Judge, you had a comment?

16                   HON. PRESCOTT: I yield.

17                   MS. HOLLINGSWORTH: Thank you. Any  
18 further discussion? So regarding Resolution 2017-100  
19 all in favor?

20                   (WHEREUPON, Board members responded with  
21 "aye.")

22                   MS. HOLLINGSWORTH: Opposed?

23                   DR. PEREZ: One opposed; Perez.

24                   MS. HOLLINGSWORTH: The motion carries.

25 And that concludes the Program Services business.

1 MS. NUELLE: Thank you very much. And  
2 thank you to those CBOs that came and presented to us  
3 today. We're thrilled to hear from you and wish you  
4 luck this year.

5 I have a brief Executive Committee  
6 meeting report. The Executive Committee met prior  
7 actually to the Board meeting with a resolution that was  
8 not ready to come before the Finance Committee meeting.  
9 So we met beforehand to review, approve, and forward to  
10 the Board.

11 So it's Resolution 2017-101: The  
12 authorization to negotiate and execute a contract, for a  
13 term of 16 months commencing June 20, 2017, and ending  
14 September 30, 2018, with Merge IT, Inc., to update Great  
15 Plains, the existing financial accounting system used by  
16 The Children's Trust, in a total amount not to exceed  
17 \$200,000.00.

18 Stephanie can talk about it a little bit  
19 more to you, but one of the reasons we pushed it through  
20 Executive to come here was we wanted the approval so  
21 that this can get in place before the end of our fiscal  
22 year so that when the fiscal year begins October 1, this  
23 is in place. Changing your financial system IT midyear  
24 makes, you know, cause for a lot of problems and errors.  
25 So that's why we pushed it forward. So I don't know if

1 Stephanie has anything she wants to say?

2 MR. HAJ: I'm going to turn it over to  
3 Stephanie. I think we had RFQ go out. It was quite  
4 high. We asked Stephanie to look at it to see what we  
5 can do to bring down the cost. And, Stephanie, do you  
6 want to go through the process of why we're here today?

7 MS. SYLVESTRE: Absolutely. So, again,  
8 this is an example of us streamlining our IT landscape,  
9 but also not just simply streamline it, but you know, in  
10 a cost-effective manner. We put out a request for  
11 qualification and we got back responses that were --  
12 with price tags that were way above what we had  
13 budgeted.

14 And so we had a publicly-noticed meeting  
15 with both of the vendors that responded and determined  
16 that there was a slight misunderstanding in the use of a  
17 term and we rebid the solicitation. And those two  
18 vendors were the only two vendors that responded with a  
19 much more reasonable price tag and with a solution that  
20 we believe is a little bit more robust and streamlined  
21 than the initial proposal.

22 And so as we are moving forward with our  
23 Technology Way Forward, we're making sure that it is the  
24 most cost-effective solution and constantly work with  
25 our vendors to come up with solutions that are maybe a

1 little bit cheaper than maybe the first time out the bat  
2 having lots of conversations to come up with a solution  
3 that -- that's going to be long lasting, forward  
4 thinking, but also cost effective.

5 MS. NUELL: Any -- oh, I don't have a  
6 motion. I did that at the other meeting.

7 HON. SALVER: I'm going to move it. And  
8 I just want to make a comment, if I can.

9 MS. NUELL: Well, you have to wait. I  
10 guess we should have a second first.

11 MS. DE MOYA: Second.

12 HON. SALVER: Okay. It's been moved and  
13 seconded.

14 MS. NUELL: There you go.

15 HON. SALVER: We just -- remember when we  
16 discussed on the committee level that you're going to  
17 make a formal presentation about the IT here, you know,  
18 to the Board so that we could understand, because one of  
19 the questions that we had at the committee level was,  
20 you know, how come this is kind of coming piecemeal?  
21 Two hundred thousand here, two hundred thousand here.  
22 Before you turn around, you spend, you know, a couple of  
23 million bucks in IT and you don't even really realize  
24 it.

25 But I think, you know, Stephanie has a

1 lot of good ideas. She shared with us at the committee  
2 level some of the results that we had from streamlining  
3 the IT and I think it would benefit everybody on the  
4 Board, especially the newer folks, to see graphically  
5 the changes that we're implementing that more than  
6 justify the costs that, you know, that are being  
7 underwritten both for hardware and software.

8 And I think once you see a full  
9 presentation of where we're going, you know, with our IT  
10 department, it would be -- it will be easier, more --  
11 you know, I guess, easier to make these types of  
12 decisions.

13 MS. NUELLE: Yeah. And I've already  
14 requested Stephanie make that presentation -- she may  
15 not know that yet -- so that we can see the entirety of  
16 the IT piece.

17 I actually think it's better to wait  
18 until at this point that, I think, is the last  
19 resolution for the time being. So that we see it's all  
20 done and then we see where we were, all the things that  
21 we've done. So where we are, and then where we're going  
22 forward.

23 So I've asked her -- you obviously put a  
24 lot of work into that presentation that you made. So,  
25 yeah, I would ask to share that with everyone. Any

1 other -- yes, Judge.

2 HON. PRESCOTT: Then I would ask this.

3 Notwithstanding the fact that we'll have an umbrella  
4 look later on, what does the umbrella look like in  
5 dollars and cents if we're, you know, two hundred  
6 thousand here, two hundred thousand there? The big  
7 umbrella is what?

8 MS. SYLVESTRE: Our IT budget currently  
9 is \$800,000 and we're working to ensure that as we  
10 streamline, that it becomes a little less than 800,000.  
11 So I don't have an exact number right now.

12 HON. PRESCOTT: But we know what the  
13 ceiling is and we want to come in under the ceiling?

14 MS. SYLVESTRE: Absolutely. So, we're  
15 doing a number of build-outs this year. We'll do some  
16 more build-outs next year. And then we should stabilize  
17 to the point where we're in support and maintenance  
18 mode, which means that we might have increment -- we'll  
19 have incremental enhancements just to stay current and  
20 to refine our business process.

21 As we're doing this, we're also refining  
22 how we work as an organization, and the end goal is to  
23 have our staff do less paperwork, automate more of the  
24 routine tasks, and allow them to have more time to do  
25 the more high-value, high-touch-point, expensive

1 interactions that will really and truly move the needle  
2 in the community.

3 HON. SALVER: And I just want to add one  
4 other thing. The \$800 price tag is not just \$800 --

5 HON. PRESCOTT: Oh, I'll take your \$800  
6 over her 800,000. I'll take your 800.

7 HON. SALVER: The \$800,000 price tag is  
8 not just \$800,000. It's actually less than that  
9 because, Stephanie, you didn't mention the fact that the  
10 IT department kind of shrunk over the past year or so.  
11 You went from how many people to how many people?

12 MS. SYLVESTRE: When I started here we  
13 had seven staff and now we're down to three staff.  
14 So --

15 HON. SALVER: Right. That's a  
16 significant impact on another part of the budget.

17 HON. PRESCOTT: Oh, understood. The  
18 ceiling right now is eight hundred. You'd like to come  
19 under that. But incrementally it might go up, but we'll  
20 be saving in other areas. So it will offset. We  
21 understand.

22 MS. SYLVESTRE: Exactly.

23 MS. NUELLE: Any other questions?

24 Comments?

25 (NO VERBAL RESPONSE.)



1 MS. NUELLE: All in favor?

2 (WHEREUPON, Board members responded with  
3 "aye.")

4 MS. NUELLE: Any opposed?

5 COMMISSIONER SUAREZ: Suarez opposed.

6 MS. NUELLE: Motion carries.

7 Jim?

8 MR. HAJ: Just quickly in the media  
9 report, we tried to get information to the Board of all  
10 the -- I think one of my charges when I became the CEO  
11 was to get out there and begin meeting down in the  
12 community. So we're trying to illustrate that through  
13 the media report. So we're packaging it so it gets onto  
14 the agenda once a month. So you should see that in  
15 front of you, as well as a hard copy.

16 Board attendance has been phenomenal.  
17 And I can't stress the importance of TRIM in September.  
18 We'll get you those dates. We've just got to work  
19 around the County and the school system. They set their  
20 dates first for TRIM, and then we will have our dates.

21 And the financial disclosure forms are  
22 due July 1st, 2017. Just a reminder. Thank you,  
23 everybody. And a belated Happy Father's Day to all the  
24 fathers in the room.

25 MS. NUELLE: Before we adjourn -- Jim,

1 when is the move from this side to that side going to  
2 occur?

3 MR. HAJ: June twenty -- the move is  
4 going to be June 27 that we're moving over. July 1st  
5 everybody will be over in one building. So we will not  
6 occupy the 5th floor of the United Way anymore.

7 MS. NUEL: Yeah. And so maybe we'll  
8 invite everyone over to see the new setup and that sort  
9 of thing. So, all right. Thank you very much and the  
10 meeting is adjourned.

11

12 (Whereupon, at 5:30 p.m., the meeting was  
13 adjourned.)

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I further certify that said meeting was taken at the time and place hereinabove set forth and that the taking of said hearing was commenced and completed as hereinabove set out.

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