



Board of Directors Meeting

July 9, 2018

THE CHILDREN'S TRUST
BOARD OF DIRECTORS MEETING

The Children's Trust Board of Directors Meeting was held on Monday, July 9th, 2018, commencing at 4:06 p.m., at 3250 S.W. 3rd Avenue, United Way, Ryder Conference Room, Miami, Florida 33129. The meeting was called to order by Laurie Nuell, Chair.

Officers/Executive Committee

Laurie W. Nuell, Chair, At-Large Member
Lileana de Moya, Vice Chair, Gubernatorial Appointee
Karen Weller, Secretary,
Miami-Dade County Health Department

The Board of Directors

Honorable Isaac Salver, League of Cities
Miami-Dade County
Dr. Miguel Balsera, Gubernatorial Appointee
Pam Hollingsworth, Early Learning Coalition
Gilda Ferradaz, Florida Dept. of Children & Families
Inson Kim, Office of the Mayor, Miami-Dade County
Dr. Daniel Bagner, Florida International University
The Honorable Orlando Prescott, Juvenile Court Division
Representative Nicholas Duran,
Miami-Dade Legislative Delegation
Dr. Susan Neimand, Miami-Dade College
Marta Perez, Miami-Dade County Public Schools
Marissa Leichter, Gubernatorial Appointee
Nelson Hincapie, Office of the Mayor, Dade County
Mark Trowbridge, Coalition of the Chambers of Commerce
Steve Hope, At-Large Board Member
Frank Manning, Florida Department of Juvenile Justice
Rodester Brandon, At-Large Board Member
Tiombe-Bisa Kendrick-Dunn, Gubernatorial Appointee
Nancy L. Lawther, PTA/PTSA

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Rita Vega, Miami-Dade County
Student Government Association
Mary Donworth, United Way of Miami-Dade
Mindy Grimes-Festge, United Teachers of Dade
Antonia Eyssallenne, At-Large Member
Leigh Kobrinski, Assistant County Attorney

STAFF:

James Haj, President/Chief Executive Officer
Imran Ali
Andrew Suarez
Bevone Ritchie
Blake (George Brown, Jr.)
Donovan Lee-Sin
Elisa Agostinho
Emily Cardenas
Felix Becerra
Joanna Revelo
Jorge Gonzalez
Juana Leon
Juliette Fabien
Lisanne Gage
Lori Hanson
Maria-Paula Garcia
Muriel Jeanty, Clerk of the Board
Rachel Spector
Sabine Dulcio

1 STAFF (continued):

2 Samuel McKinnon

3 Sheryl Borg

4 Stephanie Sylvestre

5 Urania Vergara

6 Vivianne Bohorques

7 William Kirtland

8

9 GUESTS:

10 Diego Naranjo

11 Grace Ramos

12 David Leyte-Vidal

13 Claudia Sarabia

14 Davenya Armstrong

15 Branden Lopez

16 Helene Good

17 Guerline Anderson

18 Jose Dans

19 Latousha Daniels

20 Dr. Robert Ladner

21 Kristyna Pena

22 Ana Robleto

23 Sonless Martin

24 Debwah Nunez

25 Shawnda Pagan

1 GUESTS (continued):

2 Diana Lores

3 Catalina Saldarriaga

4 Dasiely Cyoz

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PROCEEDINGS

(Recording of the meeting began at 4:06 p.m.)

MS. NUELLE: Good afternoon. Thank you for your patience. I'd like to call the meeting to order, please. Muriel?

MS. JEANTY: No public comments.

MS. NUELLE: No public comments, okay. Thank you. I have a few remarks. I want to remind everybody that the Board retreat is scheduled for Thursday, August 23rd, from 11:30 to 4:00.

The plan is really from 11:30 to 12:00, we'll provide lunch, so you can come and grab some lunch and then we'll start promptly at 12:00. You can also, of course, come at 12:00 and get your lunch and eat in the room.

And we're working on, you know, refining the agenda and we will get it out to everyone before then. But I just wanted to remind everyone, and I hope that everyone will make the time to come because I think we'll have some opportunities for some important discussions.

Number two, I wanted to talk to you about a letter to the Secretary of Homeland Security. The Dade County Mayor, in consultation with an approval of the

1 Board of County Commissioners, has sent a letter to the
2 Secretary of Homeland Security outlining their concern
3 about the separation of children from their parents.

4 And the School Board, I believe, is
5 following suit. I don't know if it has actually been
6 approved yet but it's in the works. And I'd like to ask
7 the Board permission for Jim to send a similar letter to
8 the one sent by the Mayor just, you know, vocally, you
9 know, in support of -- not in support of separating
10 children, not in support of that.

11 So, I just want to know -- we wanted to ask
12 your permission and Jim is constructing a letter now,
13 that we thought it was important for our organization
14 to, you know, to be noted on that issue.

15 MS. HOLLINGSWORTH: Madam Chair?

16 MS. NUELLE: Sure.

17 MS. HOLLINGSWORTH: Thank you. I would like
18 to state that I'm 100 percent in support of such a
19 letter. I will share that the National Association for
20 Education of Young Children sent a letter about two
21 months ago. And there were 540 signers and there were
22 actually several in Miami-Dade County. And I was
23 disappointed that we weren't among the co-signers, so I
24 support this 100 percent.

25 MS. NUELLE: Terrific. I wish we had --

1 should have let us know in advance. So, yeah, I think
2 it's an important thing to note. So, with your
3 permission, I guess we could just say -- do we need a
4 motion official or -- can I have a motion?

5 MR. HINCAPIE: Madam Chair?

6 MS. NUELLE: Yes.

7 MR. HINCAPIE: Now, while I support this, I
8 have worked directly with a few young men and women who
9 were sent here as slaves by the parents. And in those
10 cases, they should be separated from the parents.

11 There's no -- when I talk to Alicia and when
12 I talk to Victor and when I talk to Antuno, and I know
13 the realities that they live in their country and
14 they're sent here with coyotes and they're made to send
15 money back, it's unacceptable.

16 So, as long as there is, you know --

17 MS. NUELLE: The clarification of parents and
18 children arriving and then being separated. I think
19 that's the intent --

20 MR. HINCAPIE: Correct.

21 MS. NUELLE: -- but there could be a
22 clarification.

23 MR. SALVER: Madam Chair?

24 MS. NUELLE: Yes.

25 MR. SALVER: I just want to go on record

1 saying that in my experience as a Board member of the
2 Children's Trust, I think we've always tried to maintain
3 a position of neutrality on political issues.

4 So, you know, I, for one, although I support
5 the cause, I will object and not support the writing of
6 a letter that could be construed as taking a political
7 position. And if you and the chair do insist on writing
8 it, that it should be wordsmithed in a way that is to
9 give an opinion regarding the psychological effects of
10 separating families and children rather than taking a
11 political position against what Homeland Security is
12 doing.

13 MS. NUELLE: Okay.

14 DR. PEREZ: And Madam Chair, if I may, the
15 School District, we did pass, it was not unanimous for
16 that very reason, like Commissioner -- Isaac is saying.
17 So, I would be -- I will approve it but as long as it is
18 not seen as taking a political side for the issues that
19 have to do with parties. Because with this Board, the
20 School Board is usually not taking political positions.

21 MS. NUELLE: Thank you.

22 MS. DE MOYA: Madam Chair, I just want to
23 say, I agree completely 100 percent with what Isaac
24 said. I'm in complete support of regarding the letter
25 but, you know, we've always tried to stay away from

1 political situations or being seen as taking any kind of
2 political side. We have to be very careful.

3 MS. NUELLE: Right, I agree. But I also
4 think that at a certain point, you have to stand up for
5 the rights of children and be vocal about that sort of
6 thing and supportive.

7 And sometimes, I think, not we, but more
8 than we, you know, as a community, as a country, you
9 know, sometimes get afraid of all of that. And I think
10 having all these suggestions are important and I'm sure,
11 you know, Jim will think about that carefully in terms
12 of doing this.

13 I think it is about the issue of the
14 children. It isn't -- it isn't political. It could be
15 pushed in that direction but that would not be our
16 intent. Our intent is, we have to, you know, worry and
17 care and be concerned about children and families.

18 MS. HOLLINGSWORTH: Madam Chair, I
19 definitely understand what my fellow Board members are
20 saying. It is certainly a highly-charged political
21 issue. But from my perspective and, I think, as with
22 many things relating to children and families, to me,
23 this is a non-partisan issue.

24 DR. BAGNER: I second that 100 percent. I
25 can't imagine how separating children and their families

1 who have come here as refugees can be -- I know it is
2 seen as a political issue. It should not be. And I
3 think we, at the Trust, should stand up for that.

4 And I hope that we can maybe do something
5 about this issue. We've had this issue with guns
6 discussion as well and it comes out when there's
7 political charge. But I think we can stand on the
8 issues based on science, based on evidence.

9 We know that kids being separated from their
10 kids (sic) is a traumatic thing, and I don't think
11 there's any question. Of course, we shouldn't take
12 political sides, but I think we can address the issue as
13 a critical issue.

14 MR. HINCAPIE: I think the science would say
15 that embarking on a journey that involves being with a
16 coyote, being, you know, surrounded by older men is a
17 traumatic issue.

18 MS. NUELLE: Right.

19 MR. HINCAPIE: You know, this is -- until we
20 have 100 percent of the children in our County doing
21 well, and until child welfare -- the 3,000 children who
22 are in child welfare right now in Miami-Dade County can
23 go to sleep knowing that they have somebody that loves
24 them, that cares for them, that is there to support
25 them, that's what we should do. That's what we're here

1 for, in my opinion.

2 MS. NUELL: Thank you.

3 DR. LAWATHER: Madam Chair, National Behavior
4 just adopted a position nationwide that covers our
5 concern for the welfare of those children who have been
6 separated from their families, and so we would be in
7 strong support of a letter being written. I think it
8 can be couched in such terms as to emphasize the welfare
9 of the children.

10 MS. NUELL: Welfare of children. All right.
11 Thank you very much.

12 MR. HOPE: Madam Chair, just one comment.

13 MS. NUELL: Sure.

14 MR. HOPE: I think, throughout history, it
15 has been organizations such as ours who have had to take
16 a stand sometimes which might be unpopular but right.
17 And regardless of your political affiliation, most of us
18 know that what is happening is not being done in the
19 benefit of children. And I think we have a moral and
20 social responsibility to express that. Thank you.

21 MS. NUELL: Thank you. I wanted to announce
22 that this is -- okay. We need a motion, please.

23 MR. DURAN: Moved, Duran.

24 DR. BAGNER: Second, Bagner.

25 MS. NUELL: All right. All in favor?

1 (WHEREUPON, the Board members all responded
2 with "aye".)

3 MS. NUELLE: Any opposed?

4 MR. HINCAPIE: Nay.

5 MS. NUELLE: One, two, three.

6 MS. DE MOYA: Opposed to writing the letter?
7 Is that what we just voted on?

8 MS. NUELLE: Thank you. You will receive it
9 before it goes out or when it does. So, I wanted to
10 announce that something we've been talking about for at
11 least as long as I have been on this Board, that we are
12 organizing -- planning on organizing a field trip.

13 And we've been, you know, talking about it
14 and wanting to do it for a long time, just for us Board
15 members to go and get, you know, meet some of our
16 providers in their setting.

17 And you'll get this information, but it's
18 going to be on August 16th. And more details will be
19 coming. We're thinking that it will probably be from
20 9:00 to 2:00.

21 MS. BOHORQUES: 9:00 to 1:00.

22 MS. NUELLE: 9:00 to 1:00, and we'll have
23 lunch at one of the providers that we go to. And I
24 don't think everything is confirmed at all, but it will
25 be maybe two places in Overtown and two in Liberty City.

1 So, I just wanted for you all to know that
2 and to hopefully, you can arrange your schedule to
3 attend, so August 16th.

4 So, on your desk here, you have this -- here
5 it is -- this piece of paper, and this is the Advisory
6 Board sexual harassment training schedule. So, there's
7 a mandatory meeting. All Advisory Boards are required
8 to attend this training.

9 Initially, what's written, the Children's
10 Trust -- every Advisory group has a date and a time, and
11 the Children's Trust's date and time was July 30th from
12 9:00 to 11:00, but I've just been told actually that we
13 can -- you can attend actually any of the stated times.
14 And you can just show up. From what I understand, you
15 can just show up.

16 But I would also notify Muriel so she can
17 keep a record of who has attended. And please, it goes
18 all the way until November, so, you know, there's a lot
19 of time in-between July 30th and November 6th. So, pick
20 a date and go ahead and go to the training, please.

21 And my last announcement, I just wanted to
22 congratulate Dr. Perez because has won her seat, with no
23 opposition, correct? So, congratulations.

24 (WHEREUPON, there was applause from all in
25 attendance.)

1 MS. NUELLE: It's well-deserved and we're
2 happy that you will be able to continue to stay on in
3 your role at the School Board and at the Children's
4 Trust. So, thank you. And with that, I'm going to ask
5 Karen to do the approval of the minutes.

6 MS. KOBRINSKI: Actually, Madam Chair --

7 MS. NUELLE: I'm sorry, what?

8 MS. KOBRINSKI: There's a problem with the
9 minutes. They have to come back.

10 MS. NUELLE: Oh, really, okay. So we can do
11 that at the next Board meeting?

12 MS. KOBRINSKI: Yes.

13 MS. NUELLE: Okay. Well, never mind. So,
14 I'm going to go ahead and I am going to ask Steve to
15 give the Finance & Operations Committee report.

16 MR. HOPE: Thank you, Madam Chair. The
17 Finance Committee met last week Thursday and reviewed a
18 number of resolutions that were presented by the
19 leadership team.

20 It was the recommendation of the Finance
21 Committee for proposed millage rate of 0.4415 for fiscal
22 year 2018-2019. The Board accepts the recommendation of
23 the Finance & Operations Committee to set the fiscal
24 year 2018-2019 proposed millage rate of 0.4415 mills,
25 which is the equivalent of 0.4415 dollars per thousand

1 dollars of property tax value in Miami-Dade County.

2 I need to have a motion to have this
3 accepted.

4 MR. SALVER: I'll move it.

5 MR. HOPE: I need a second.

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

7 MR. HOPE: Any recusals?

8 (NO VERBAL RESPONSE.)

9 MR. HOPE: Comments?

10 (NO VERBAL RESPONSE.)

11 MR. HOPE: Can I have a vote, please. All
12 in favor?

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

15 MR. HOPE: All opposed?

16 (NO VERBAL RESPONSE.)

17 MR. HOPE: It passes unanimously. The
18 fiscal year 2018-19 proposed budget, which you should
19 find in the presentation, includes estimates of
20 \$122,613,872 of tax revenue, \$164,337,112 of
21 expenditure, and a projected ending fund balance of
22 \$39,657,971.

23 If I can have a motion to accept the
24 proposed budget.

25 MR. DURAN: So moved, Duran.

1 DR. LAWThER: Second, Lawther.

2 MR. HOPE: Any recusals?

3 MR. HAJ: Mr. Chair, I'm sorry. Judge
4 Prescott must recuse on this one.

5 MS. KOBRINSKI: I think it was on the
6 previous one, the millage, so we need to go back again.

7 MR. HOPE: I'm sorry?

8 MR. HAJ: We need to go back to the first
9 bullet. The Judge has to recuse on the first one, not
10 the second one.

11 MS. KOBRINSKI: We can finish this motion
12 and then go back to the millage.

13 MR. HOPE: Okay. Thank you. So, do we have
14 a motion and a second?

15 MR. DURAN: Duran.

16 DR. LAWThER: Second.

17 MR. HOPE: Okay. Any recusals?

18 (NO VERBAL RESPONSE.)

19 MS. KOBRINSKI: Who seconded?

20 DR. LAWThER: Lawther.

21 MR. HOPE: Comments?

22 (NO VERBAL RESPONSE.)

23 MR. HOPE: If we can have a vote. All in
24 favor?

25 (WHEREUPON, the Board members all responded

1 with "aye".)

2 MR. HOPE: All opposed?

3 (NO VERBAL RESPONSE.)

4 MR. HOPE: It passes. Moving back to the
5 proposed motion. Do I need to read it over? Thank you.

6 The Board accepts the recommendation of the Finance &
7 Operations Committee to set the fiscal year 2018-2019
8 proposed millage rate of 0.4415 mills, which is the
9 equivalent of 0.4415 dollars per thousand dollars of
10 property tax value in Miami-Dade County.

11 Do I have a motion?

12 MS. KOBRINSKI: Can we have a motion for
13 reconsideration?

14 MS. NUELLE: I was going to ask --

15 MR. HOPE: Motion for reconsideration,
16 please.

17 MR. BRANDON: So moved, Brandon.

18 MR. HINCAPIE: Second, Hincapie.

19 MR. HOPE: Thank you. Any recusals?

20 JUDGE PRESCOTT: Prescott.

21 MR. HOPE: Comments?

22 (NO VERBAL RESPONSE.)

23 MR. HOPE: Can I have a vote, please. All
24 in favor?

25 (WHEREUPON, the Board members all responded

1 with "aye".)

2 MR. HOPE: All opposed?

3 (NO VERBAL RESPONSE.)

4 MS. KOBRINSKI: And now a motion on the
5 actual item that was just reconsidered.

6 MS. DE MOYA: Does he have to read it again?

7 MS. KOBRINSKI: No.

8 MS. NUELLE: We had a vote to bring it back.

9 MR. HOPE: Okay. So if we can again have a
10 motion.

11 MR. SALVER: I'll move it, Salver.

12 MR. HOPE: Second?

13 MS. GRIMES-FESTGE: Second.

14 MR. HOPE: Recusals?

15 JUDGE PRESCOTT: Prescott.

16 MR. HOPE: Comments?

17 (NO VERBAL RESPONSE.)

18 MR. HOPE: All in favor?

19 (WHEREUPON, the Board members all responded
20 with "aye".)

21 MR. HOPE: All opposed?

22 (NO VERBAL RESPONSE.)

23 MR. HOPE: Motion passes. Before we present
24 the following resolutions, I think Emily has a
25 presentation.

1 MR. HAJ: Mr. Chair, if we can go through
2 the next five before we turn it over to communications,
3 starting with #79.

4 MR. HOPE: Okay. Resolution 2018-79
5 (Amended): Resolution #2018-79 was approved by the Board
6 of Directors on June 18, 2018, included an error on the
7 budget impact section. This resolution seeks to correct
8 the budget impact language to reflect the amount stated
9 is projected to be available instead of allocated in
10 fiscal year 2018-19. Authorization to retroactively
11 ratify the agreement with SHI International Corporation
12 and The Children's Trust and to renew licenses with
13 multiple IT vendors for software and hardware
14 maintenance and support, in a total amount not to exceed
15 \$108,347.00, for a term of 12 months commencing October
16 1, 2018 and ending September 30, 2019.

17 Do I have a motion, please?

18 MS. DONWORTH: So moved, Donworth.

19 MR. HOPE: Second?

20 MR. DURAN: Second, Duran.

21 MR. HOPE: Any recusals?

22 (NO VERBAL RESPONSE.)

23 MR. HOPE: Comments?

24 MR. HAJ: Mr. Chair, if I may, for this reso
25 and the next reso, all it is is a word change. The last

1 month's reso said "allocated" and it should have said
2 "projected," and that's why these two are in front of
3 you again.

4 MR. HOPE: Thank you very much.

5 MS. KENDRICK-DUNN: I actually have a
6 question, and maybe this is information that can be sent
7 to me. I was just looking at the amount for Microsoft
8 Enterprise, and I was just wondering what type of
9 license or licenses we have.

10 To me, it seems like a lot of money. I know
11 it's important for the work that staff does, but I'm
12 just wondering, because I know there's different types
13 of licenses. I'm just wondering about that.

14 MS. SYLVESTRE: Our Microsoft license is an
15 Enterprise Solution that consists of Office 365, which
16 has Word, Excel, PowerPoint, One Note, Access for each
17 staff member. We have our e-mail through Solution and
18 we also have SharePoint, which is our file storage
19 system. We have One Drive which is a personal storage
20 system for each employee.

21 So, you might say that that seems like a
22 large amount of dollars. But given the amount of
23 software that we're using with this license and the
24 number of licensed users that we have, it is actually
25 quite reasonable.

1 This is a government rate. This is not even
2 the standard rate which you would get. So, a regular
3 business would not be able to get this rate.

4 MS. KENDRICK-DUNN: Thank you.

5 MR. HOPE: Thank you. Can we have a vote.
6 All in favor?

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

9 MR. HOPE: All opposed?

10 (NO VERBAL RESPONSE.)

11 MR. HOPE: Resolution passes. Resolution
12 2018-80 (Amended): Resolution #2018-80 was approved by
13 the Board of Directors on June 18, 2018, included an
14 error on the budget impact section. This resolution
15 seeks to correct the budget impact language to reflect
16 the amount stated is projected to be available instead
17 of allocated in fiscal year 2018-19. Authorization to
18 renew software services with multiple IT vendors in a
19 total amount not to exceed \$789,094.00, for a term of 12
20 months, commencing October 1, 2018 and ending September
21 30, 2019.

22 Can I have a motion, please.

23 MS. HOLLINGSWORTH: So moved,
24 Hollingsworth.

25 MR. HOPE: Can I have a second?

1 DR. PEREZ: Second, Perez.

2 MR. HOPE: Any recusals?

3 (NO VERBAL RESPONSE.)

4 MR. HOPE: Comments?

5 DR. PEREZ: This was a typo; is that
6 correct?

7 MR. HAJ: Correct. It was a change of word.
8 It was approved last month. It's from "allocated" --
9 last month, it stated "allocated" and it should have
10 been "projected" because it's out of next month's
11 budget. It was a change of term.

12 MR. HOPE: If we can have a vote, please.
13 All in favor?

14 (WHEREUPON, the Board members all responded
15 with "aye".)

16 MR. HOPE: All opposed?

17 (NO VERBAL RESPONSE.)

18 MR. HOPE: Resolution passes.

19 Resolution 2018-83, authorization to negotiate and
20 execute a contract with Marcum LLP for financial
21 auditing services of The Children's Trust, in a total
22 amount not to exceed \$26,250.00, commencing August 1,
23 2018 and ending July 31, 2019, with four possible
24 12-month renewals.

25 Can I have a motion, please.

1 MR. TROWBRIDGE: So moved, Trowbridge.

2 MR. SALVER: Salver, second.

3 MR. HOPE: Any recusals?

4 (NO VERBAL RESPONSE.)

5 MR. HOPE: Comments?

6 MS. DE MOYA: I have a question. The
7 company that was doing this before was different. This
8 is new.

9 MR. HAJ: Correct.

10 MS. DE MOYA: What's the difference in the
11 funding? What's the difference in the amount? Is it
12 the same?

13 MR. HAJ: The funding is about the same.
14 It's just part of our by-laws state that the audit
15 agency can only serve for five years and then we've got
16 to rotate it out.

17 MS. DE MOYA: Right.

18 MR. HAJ: So I think it was twenty five
19 thousand. What was the price?

20 MR. KIRTLAND: Right, they're comparable. I
21 think our last fee was maybe \$25,500.00, so this is just
22 a slight increase from that rate.

23 MS. DE MOYA: Thank you.

24 MR. HOPE: Any other comments?

25 (NO VERBAL RESPONSE.)

1 MR. HOPE: If we can have a vote. All in
2 favor?

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

5 MR. HOPE: All opposed?

6 (NO VERBAL RESPONSE.)

7 MR. HOPE: Resolution passes. Thank you.

8 Resolution 2018-85, authorization to retroactively
9 ratify the agreement with TM -- I'm sorry.

10 Authorization for the expenditure --
11 Resolution 2018-84, authorization for the expenditure of
12 up to \$8,000.00, in addition to the \$23,000.00 that has
13 already been expended, in a total amount not to exceed
14 \$31,000.00 in fiscal year 2017-18, with Konica Minolta
15 Business Solutions U.S.A., Inc., for comprehensive
16 management of print services.

17 Do I have a motion, please?

18 MR. DURAN: So moved, Duran.

19 MR. HOPE: And a second?

20 DR. LAWATHER: Second, Lawther.

21 MR. HOPE: Any recusals?

22 (NO VERBAL RESPONSE.)

23 MR. HOPE: Comments?

24 (NO VERBAL RESPONSE.)

25 MR. HOPE: If we can have a vote. All in

1 favor?

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

4 MR. HOPE: All opposed?

5 (NO VERBAL RESPONSE.)

6 MR. HOPE: Resolution passes. Resolution
7 2018-85, authorization to retroactively ratify the
8 agreement with TM Telcomm Corp. for voice over IP
9 telephone and internet services pursuant to a service
10 order agreement and to authorize fiscal year 2018-19
11 expenditures, subject to available funding, in a total
12 amount not to exceed \$95,000.00, for a term of 12
13 months, commencing October 1, 2018 and ending September
14 30, 2019.

15 Do I have a motion, please?

16 MS. HOLLINGSWORTH: So moved, Hollingsworth.

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

18 MR. HOPE: Any recusals?

19 (NO VERBAL RESPONSE.)

20 MR. HOPE: Comments?

21 (NO VERBAL RESPONSE.)

22 MR. HOPE: All in favor?

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

25 MR. HOPE: All opposed?

1 (NO VERBAL RESPONSE.)

2 MR. HOPE: Resolution passes. And I'll turn
3 it over to Emily for the presentation.

4 MS. CARDENAS: Good afternoon, everybody.
5 We have several communications resolutions before you.
6 This is the time of year when we bring the majority of
7 our vendors up for contract renewal.

8 And these all represent together a very
9 strategic, multi-layered, multi-lingual, English,
10 Spanish and Creole marketing strategy that promotes all
11 of our programs and services and keeps the Children's
12 Trust public mind in our community, particularly among
13 the -- for the families who need it the most.

14 And so all of these resolutions that come
15 before you are tied to that multi-tiered strategy.
16 Several of those vendors are here today, not all. But
17 I'm going to ask those who are here to stand so that you
18 know who they are.

19 You have Jose Dans from WOW Factor Marketing
20 and his team from WOW Factor with him, Grace Ramos
21 representing the M Network, and Davenya Armstrong from
22 Armstrong Communications are here with us today.

23 And just to give you some perspective on the
24 impact of what we're doing, we utilize research,
25 research that is available to us through Nielsen and

1 Arbitron and the research that is across the country
2 that is available to us.

3 But we also do some of our own local
4 research to more fully support our investments, because
5 we don't just shoot from the hip. We definitely rely on
6 research to guide us and guide our investments.

7 So, with the results of our most recent
8 public opinion survey is Robert Ladner from Behavioral
9 Science Research. He'll take you through a quick
10 PowerPoint presentation. And then Jose Dans from WOW
11 Factor will follow to give you some additional concrete
12 examples of results as a result of our efforts in the
13 last year or two. Thank you.

14 DR. LADNER: Thank you. Good afternoon.
15 I'm here to provide an evaluation of the impact of the
16 work you have been doing and basically reaching more of
17 your target demographics.

18 This is a result of a 600-household survey,
19 English, Spanish and Creole. This gets us started with
20 an understanding of who we talked to. Basically, 64
21 percent of our households that we talked to were
22 Hispanic. This represents a sample that is quite close
23 to the Dade County adult Hispanic market size and the
24 Dade County Anglo, Black and Haitian market size.

25 You can see basically, this is, you know,

1 the Hispanic population is the meat of our market.
2 Seventy percent of the Hispanics we talked to,
3 interestingly enough, preferred Spanish when we did the
4 survey.

5 Okay. Now, one of the things I want to talk
6 to you about is this first statement here that basically
7 speaks to the issue of the increase in the brand
8 awareness over a survey you did in 2013. From 2013 to
9 2014, in every single ethnic group, you ended up with a
10 higher percentage of awareness than you had before.

11 Overall, we're going from 46 percent to 54
12 percent of our adult households, from 39 to 47 percent
13 among the Hispanics, from 63 to 73 among the Blacks, and
14 54 and 59 percent among the Anglos.

15 What's important to notice about this is
16 that of the three ethnic groups that we have parsed out
17 here, the Hispanics, the African-American and Haitian
18 group and the white Anglos, basically, the strongest
19 improvement in the ethnic awareness was among Hispanics
20 and Blacks.

21 In terms of brand awareness, one of the
22 things we looked at is the difference between the adult
23 population in general, which is over here, and the
24 adults who had households -- were in households with
25 children, which is over here.

1 And one of the things you notice is, in both
2 of these groups, 54 percent of the adults overall and 55
3 percent of parents, you had a high installed base of
4 awareness; that is to say, that you have a large number
5 of people who are in the over five years of awareness of
6 the Children's Trust.

7 What's also important is to take a look at
8 the increase down here. In the last several years,
9 you've increased, among the people which are in the one
10 year of the actual survey that we did, and one to three
11 years as well.

12 And if I go to the next one, we see that
13 there is a tremendous increase in the number of people
14 in the Hispanic community who are aware of the
15 Children's Trust.

16 If you look at this, overall, among the
17 Hispanics, we're talking 36 percent of the Hispanic
18 market that we had here had known about the Children's
19 Trust for less than three years.

20 You take a look at the Black population,
21 that's only 21 percent. You take a look at the Anglo
22 population, that's only 18 percent.

23 So, one of the things you can see here is,
24 you have made substantial increases in the percentage of
25 people in your target population. Given the size of the

1 Hispanic market in Miami-Dade County, your inroads there
2 are quite remarkable.

3 One of the questions we asked had to do with
4 whether or not the people who knew about the Children's
5 Trust felt positive about the Children's Trust. Our
6 adults overall, 72 percent felt positive or very
7 positive about the Children's Trust.

8 And among the parents, between -- or about
9 80 percent of them were either positive or very positive
10 in their opinion of the Children's Trust. These are
11 wonderful numbers. They indicate the fact that not only
12 do people know about you but they like you.

13 Now, one of the issues that has to do with
14 communication is whether or not everybody has the same
15 opinions, so one of the -- or same source of
16 information.

17 So, one of the things that we did is, we
18 read a brief statement about what the Children's Trust
19 does, how it's funded, what its purpose is and the sorts
20 of things it does, to everybody who was part of the
21 survey.

22 And then we asked, based on what we had just
23 talked with you about the Children's Trust, how do you
24 feel? The adults overall, 88 percent were very
25 positive, 89 percent said, among the parents only -- one

1 of the things that is at issue here is, is that you are
2 moving the level of positive awareness of the Children's
3 Trust up with the general population, not just the
4 parents, when you do a good job of telling people what
5 you do, okay?

6 And that is what this next slide is all
7 about, should the Children's Trust invest in
8 advertising. And one of the things we see here is, 72
9 percent of your adults overall are saying, "yes."
10 Seventy five percent of the parents say "yes."

11 And while this isn't setting any rivers on
12 fire in terms of the difference between the parents and
13 the general population, what it does indicate is a
14 support for the concept of spending some of the public
15 money that you have on getting the word out as to what
16 you do and how you do it.

17 If you want to ask people about where they
18 get their information about local South Florida news,
19 you take a look at the percentage of both of these
20 groups that are relying on television.

21 The adults overall, 52 percent get their
22 South Florida news from TV, 47 percent of the parents
23 get their news from TV. But look at the fact that you
24 end up with this other large portion of people down
25 here, on-line websites and social media and Facebook.

1 If you see the relative number of parents
2 who are not just getting their information off of
3 television but also getting it off of the internet or
4 social media, this is an important issue.

5 When you add these two together, you add up
6 about 41 percent of the population that we talked to get
7 their information here from on-line websites, social
8 media and Facebook, compared to this population over
9 here, which is 32 percent.

10 That's a very large difference. It means
11 that your parents, your target market, is looking very
12 closely at social media and the internet. How are they
13 accessing that? Well, we have a slide here.

14 It should come as no surprise to many of
15 you, who I was watching digging out your cell phones and
16 putting them on "stun" before we began today. But what
17 we have here is 75 percent of our adults overall in
18 Miami-Dade County own or have owned within the last six
19 months a SmartPhone.

20 But among the parents, who are the meat of
21 your market, it's 86 percent. You want to know how to
22 reach the people who are looking for information, you
23 have to start with what they carry in their pockets and
24 purses.

25 And this shows up as our final slide here.

1 With great impact, when you realize -- we asked the
2 parents, when you search for information about programs
3 and services that benefit the children under your care,
4 which of the following do you use?

5 Internets and website, 87 percent. Eighty
6 seven percent of the people we talked to go for the
7 internet and the websites and basically go on-line to
8 find out information that pertains to the kids that they
9 have under their care. The 211 Helpline, 13 percent,
10 cell phone app by itself is six percent and
11 miscellaneous is only six percent.

12 So, clearly, to recap, the meat of your
13 market is the Hispanic market. That market has grown in
14 terms of awareness over the last three years. That
15 market is very positive in terms of their opinion.

16 And when you take a look at the way that
17 you're communicating to these markets, the reliance you
18 have on the internet is showing very strongly. You're
19 going to hear more about this from Jose Dans and some of
20 his strategies he has on this.

21 But the research indicates that whatever it
22 is that you've been doing, and he'll tell you more about
23 this in his presentation, what he has been doing has
24 generated a higher level of awareness and a higher level
25 of liking for the Children's Trust over the last several

1 years. Do you have any questions?

2 DR. PEREZ: When you say that the meat of
3 the market is the Hispanic market, what do you mean?

4 DR. LADNER: What I mean to say is that
5 Miami-Dade County increasingly is an Hispanic market.
6 Miami has the smallest percentage of non-Hispanic whites
7 in the adult population of any metropolitan area in the
8 United States.

9 And basically, this is the market that
10 you're reaching. And when 70 percent of that market
11 says, I wanted to take the survey in Spanish and not in
12 English, we're talking not only about an Hispanic
13 heritage market but an Hispanic language market.

14 DR. PEREZ: You're not meaning that the meat
15 of the market services are to the Hispanic market?

16 DR. LADNER: No, no, no. I'm speaking about
17 the target -- your target market for opinions.

18 MS. CARDENAS: If I can just jump in on
19 that. But what he's referring to is that the majority
20 of the Hispanic population -- of Miami-Dade County is
21 Hispanic in terms of population base, right?

22 But the reason -- the reason why we have
23 focused an emphasis on doing more to reach the Hispanic
24 market in the last year, if you looked at the survey, we
25 were under 50 percent recognition in the Hispanic

1 community.

2 Knowledge and awareness about the Children's
3 Trust among the Black community is very high and has
4 been very high. So, in order to try and even that out a
5 little bit more, we needed to do more to raise awareness
6 in the Hispanic community.

7 We do have significant numbers of Hispanics
8 accessing our services. And it was really below
9 acceptable rates, from my opinion, in terms of our
10 awareness in the Hispanic community and the support
11 among Hispanics for the Children's Trust.

12 So, that is why we have made efforts and we
13 have made strides to improve our awareness in the
14 Hispanic community, while at the same time, not
15 impacting in a negative way at all, in fact, still
16 growing awareness in the Black community.

17 So, we have been able to simultaneously
18 raise our awareness in the Hispanic community and
19 continue to raise our overwhelming awareness in the
20 Black community. And I think we've been able to do that
21 with the same budget and do no harm, while at the same
22 time, increasing awareness in the Hispanic community is
23 a positive thing.

24 So, if I can have Jose come and give us some
25 other information.

1 MR. DURAN: Could I just ask two really
2 quick follow-up questions just so I'm clear. Of the
3 percent of folks who responded to the survey, what
4 percent is Hispanic?

5 And then I guess my second question to that
6 is, of the Hispanics who took the survey, what percent
7 of those did it in Spanish?

8 MS. CARDENAS: Seventy percent did it in
9 Spanish, and it was -- the first slide was the
10 percentage of Hispanics --

11 DR. LADNER: The first slide -- yeah, first
12 slide was 64 percent were Hispanic, okay?

13 MS. NUELL: And of the 64 percent, 75
14 percent of that 64 percent did it in Spanish?

15 MS. CARDENAS: Seventy.

16 DR. LADNER: Seventy percent.

17 MS. NUELL: Seventy percent of the 64
18 percent responded in Spanish?

19 DR. LADNER: That's correct. They had the
20 option to choose whatever language they wanted. They
21 chose Spanish. They did it in Spanish.

22 MS. KENDRICK-DUNN: So then my question is
23 about the sample of the 600. Is that the number that
24 was targeted or were more surveys distributed? Because
25 I'm just wondering about the size of the sample, being

1 that this is a very large city.

2 DR. LADNER: Okay. Let me go just really
3 basic about this. We attempted surveys with over 1,800
4 people. We had 1,600 completed and of those, we were
5 able to actually talk to.

6 The error rate for a sample of 600 is less
7 than three percent. Even in the size of this town, the
8 sample is very large and conservatively drawn. We did
9 it by telephone. We did not just hand them out and let
10 people respond.

11 We stratified it according to the area of
12 town that they lived in so we were able to get
13 representation from every single part of Miami-Dade
14 County. Great question. Thank you very much.

15 MS. KENDRICK-DUNN: Including income, right?

16 DR. LADNER: Yes, ma'am.

17 MS. KENDRICK-DUNN: Okay. Thank you.

18 MR. DANS: Hello. Good afternoon. So, I
19 was asked to just come in and quantify some of this
20 stuff, right? And so when we started with you guys
21 roughly about a year and-a-half ago, almost two years
22 ago, there were some challenges that the organization
23 was facing in terms of mirroring the diversity of the
24 marketplace.

25 One of those challenges was under-serving

1 the amount of exposure that we're putting out there to
2 the Hispanic community with the Children's Trust, the
3 African American market, what we were over-indexing with
4 them and way under-indexing with the Hispanic market.

5 And so one of the things that we were
6 challenged with was to grow those Hispanic numbers. And
7 so it was a risky move, because at that point, you're
8 thinking, are you swiping the rug out from underneath
9 your core, the people who are actually engaging with
10 your brand? Will we suffer from making these radical
11 changes, right?

12 The other thing that we wanted to do is, you
13 know, utilize this, right? In my opinion, this was the
14 highest rated television and radio station in the
15 market, right? When people say that, you know,
16 television reaches "X" amount of people and they're
17 watching television for 30 or 45 minutes or an hour or
18 an hour and-a-half a day, challenge it against this and
19 you'll see that this number will always be television
20 and radio.

21 So, we were challenged with shaking things
22 up and bringing your product, right, the brand to light
23 in a different way. And so what I'm going to give you
24 is just some numbers as to what we've done, right? And
25 then you guys can ask questions.

1 And the other thing we were challenged with,
2 by the way, is to reach multiple segments of our
3 population, right, to develop additional target demos.
4 So, our primary target demographic is a parent, right, a
5 parent who has a child.

6 But the secondary target demographic was a
7 taxpayer, an influencer, somebody who lives in our
8 community that is not necessarily using our services but
9 they should know who we are and they should know what we
10 do, right?

11 So, with that said, we went out with this
12 desire to create unaided awareness, right? And when you
13 measure any advertising campaign or marketing campaign,
14 there's two ways to look at it, right?

15 There's aided awareness, and that means, I
16 just saw your television spot and I went on-line, right,
17 or I just saw a bus go by and it triggered an action.

18 "Unaided awareness" means, I need your
19 services and I did not have to see an advertisement to
20 actually go on, it's there, it's fresh, right, it's in
21 my mind, we carved a niche out for ourselves, people
22 know what we do.

23 So, those are the things that we were
24 challenged with and that we were asked to do. So I'll
25 give you some stats. And I remember being here last

1 year when I was asked a question about how were we
2 performing and how were we measuring.

3 And we talked about social media. And I
4 said, your Facebook page, when we started with you guys,
5 have 1,750 people on it. And that was a shame, right?
6 When you look at the Youth Fair, which was a three-week
7 event, right, they do a lot of other things, but they
8 have 75,000 fans on Facebook and we have 1,700.

9 That is not a great representation of an
10 organization like ours. So, we had grown that up to
11 7,500 and we were quite proud of that. Well, today, I
12 will tell you that we are at 35,000 Facebook fans.
13 That's a huge number in two years.

14 So, we've broken all records we thought we
15 were going to hit, right? We have not had double-digit
16 growth. We've had way more than that, right? So, in
17 terms of Facebook usage and social media usage, we've
18 made some serious advancement in terms of that.

19 Recently, we launched a campaign called
20 #Read30. And I'm not sure how many of you guys are
21 familiar with the #Read30 campaign. But over the last
22 30 days, we've had 5,950 people visit your site and look
23 at that page. That's a big, big number, right?

24 So, if you go back and think how many people
25 you had on Facebook was only 1,700 and in a one-month

1 period, you had almost 6,000 people visit the #Read30
2 page, the #Read30 campaign just launched on May 29th.
3 It's only been out for a little over 30 days. Those are
4 some huge numbers.

5 In terms of social media, over the last 30
6 days, we've had 196,835 engagements with our brand with
7 the Children's Trust. And that is either a "like" or
8 "share" or "click" or "comment" or a video view, right?

9 The majority of them are video views. And
10 when I say "the majority," I think it's, like, 193,000
11 of them were video views. That's a huge number because
12 that means that people are building a relationship with
13 our brand.

14 Social media, as a marketing tool, is very,
15 very important for any brand because it allows you to
16 make an impression and continue to talk to them on a
17 regular basis.

18 Television and some other mediums are
19 important they reach an enormous amount of people. But
20 it doesn't mean that just because you saw my ad today
21 that I can go back and specifically talk to you again
22 tomorrow.

23 Social media allows me to talk to you over
24 and over again and become social with you. That's why
25 it's called "social media." It allows people to build a

1 virtual relationship with your brand. So, those numbers
2 are huge.

3 And then last month, we have had a
4 post-engagement -- and when I say "post," I mean "social
5 media post" -- increase of 1,575 percent over prior
6 months. Those are huge, astronomical numbers.

7 Somebody asked me in the last meeting that I
8 had with you guys, how do we know if we're doing well?
9 I have never seen, in the 13 years I've been doing this,
10 an increase of 1,575 percent increase in 30 days.

11 That means that what we're doing is working
12 very well. It's got traction. It's spreading kind of
13 like wildfire.

14 The other thing that's important is that if
15 you become a fan of the Children's Trust, for example,
16 on Facebook, and I invite all of you to become a fan.
17 We're posting some really great things on a regular
18 basis.

19 And if you read the comments, a large
20 percentage of these comments are now in Spanish, so
21 people are speaking to us in Spanish. And that had
22 never happened before. That means that the community
23 feels comfortable with us and feels that we're one of
24 them, that we're engaging with them enough to where they
25 can speak to us in their native language.

1 Right now, we're paying anywhere between two
2 cents and four cents per page view. Those are really,
3 really tiny, little numbers. The first half of 2018, we
4 grew 10,271 moms on Facebook. That's a really big
5 number in six months.

6 We generated 6,000 app downloads for the
7 Children's Trust summer camp -- during Children's Trust
8 summer camp season. And we have surpassed all of the
9 benchmarks. I'm wrapping it up. Anybody have any
10 questions?

11 MR. DURAN: I just have a quick question.
12 It might be related more to the previous talk. I'm just
13 wondering how much advertising campaign to providers --
14 we talk a lot about families and parents, but a lot of
15 referrals are probably coming from pediatricians, health
16 providers, schoolteachers.

17 So, I'm wondering, are we targeting that
18 awareness to providers and if not, should we start
19 considering that?

20 MS. CARDENAS: So, social media, it's very
21 hard to target by, like, a particular profession. It's
22 very difficult when you're casting a wide net to do
23 that.

24 There are other ways to target
25 pediatricians. For example, that might require direct

1 mail. That might require a really, really direct
2 approach. You know, for example, that pharmaceutical
3 companies knock on their door, right? And that is
4 something that we've tried to do with other initiatives
5 of ours is literally a knock on the door.

6 So, sometimes to reach certain professionals
7 like that, it requires an extremely labor-intensive and
8 personal approach.

9 MR. DANS: And I'll answer that a little bit
10 further. Although we're not creating a specific
11 campaign to reach providers, we have altered our outdoor
12 strategy, right?

13 So when you look at our outdoor campaign,
14 whether it be a bus side or the MetroRail, it wasn't
15 like that a year ago. A year ago, our transit campaign
16 consisted of maybe a fourth of the amount of campaign of
17 buses that we have today. A lot of this has been given
18 to us as added value, right?

19 And then the other thing that we did was, we
20 implemented a MetroRail campaign, not a MetroMover
21 campaign. And that MetroRail starts at the Dadeland
22 station and runs all of US-1.

23 So it has a dual purpose. It reaches that
24 influencer, provider, a little bit more of an affluent
25 community while they're driving on US-1, coming in from

1 Pinecrest and Coral Gables and Coconut Grove and the
2 roads in Brickell, right? And then it goes into the
3 neighborhoods where our target lives, so it serves a
4 dual purpose.

5 MS. CARDENAS: Yes. But I think that the
6 providers that you're talking about are not necessarily
7 the ones in Pinecrest and Coral Gables but the providers
8 that are serving our lower-income families that need the
9 services most. And that is probably a number of people
10 that can be identified by name and that we can reach
11 very, very specifically through more targeted efforts.
12 Yes, Mark.

13 MR. TROWBRIDGE: Two quick questions. The
14 first is, now that you have the latest data from Dr.
15 Ladner, do you sit together and strategize? Can you
16 tell us briefly about that process and what that may
17 look like going forward because you have some new data?

18 And the second is, we obviously get, very
19 month, a great media report. But I see that some of the
20 way that we're reaching them, these aren't necessarily
21 bought ads but stories, are in the lower end of where
22 people are engaging.

23 So maybe we could augment this with some of
24 that social media data, maybe it's not monthly but
25 quarterly, because those are fascinating numbers.

1 MS. CARDENAS: They are. And we can
2 absolutely do that. I think that's a good idea, that
3 you're informed on -- well, when our television
4 campaigns are running and when --

5 MR. TROWBRIDGE: The TV was at, like, 47
6 percent.

7 MS. CARDENAS: Right. And we do have -- and
8 we do have a robust television and internet are our big
9 investments. We've almost eliminated radio with the
10 exception of Creole radio, which is important for the
11 Haitian community.

12 Elizabeth Guerin is here, did not see her
13 come in, who has a resolution before you today for the
14 Haitian community, serving the Haitian community. But,
15 yes, we will be happy to augment that report for you to
16 reflect some of those other investments.

17 And then your question was, do we meet
18 together and strategize? So, we go dark -- we sort of
19 stop advertising at around -- right after Family Expo,
20 actually, and October, November and December is
21 relatively dark because we don't want to compete with
22 the holidays and we don't want to compete -- this is
23 television now. Social media is all-year around. We
24 don't want to --

25 MR. TROWBRIDGE: It's expensive.

1 MS. CARDENAS: Exactly. It's more expensive
2 and we don't want to compete with the political season
3 and we don't want to compete with the holidays. So,
4 between October and January and December, we are
5 strategizing with Jose's team and the M Network, which
6 produces all of our video that then people see.

7 Jose does the buy but the M Network video
8 production is what you see. So, all of these vendors
9 play a role in the overall strategy. I don't know,
10 Jose, if you want to add anything else.

11 MR. DANS: No.

12 MR. HOPE: Question, and this is for Jose.
13 In advertising, you have, like, the costs for
14 impression, in terms of, what does it cost for each
15 impression. Have you been able to quantify that?

16 MS. CARDENAS: It depends on the medium.

17 MR. DANS: Right. Every medium is different
18 and it changes on a regular basis. And as Emily said,
19 there are times when we're active and we're full force
20 and there are times when we're not.

21 So, always cost per impression is evaluated
22 at the end of a campaign. We calibrate on a regular
23 basis to make sure it's working and sometimes we shift
24 things, but we always look at results, right?

25 And so there's many ways of measuring a

1 result, right? And I tell my people all the time, you
2 can have the best campaign in the world, you could have
3 reached more people than anyone else. But if no one did
4 anything about it, the campaign didn't work, right?

5 And you can have the lowest cost impression
6 period, the end. But if those people did not engage
7 with my product, the campaign didn't work. So, we look
8 at cost of impression and we look at how many
9 impressions we're making.

10 But more importantly, we want to know how
11 they're engaging with our product or our brand and how
12 they're using our services and how they're downloading
13 our app and whether or not they're going on our website
14 and what pages they're looking at.

15 That, to us, is so much more valuable than
16 how many impressions we're buying. But just to give you
17 a more concrete answer on that, for every dollar that we
18 spend, we get about \$2.25 worth of value because we go
19 out and we negotiate about 125 percent extra beyond what
20 you would normally spend.

21 And the reason why that happens is because
22 our agency places an enormous amount of money, in excess
23 of 50 million dollars a year. So we don't go out and
24 negotiate with your money. We negotiate with a giant
25 bag of money.

1 And so if they don't play with Children's
2 Trust, they may end up not playing with us at all. So
3 that's why you end up getting so much. So, in terms of
4 cost per impression, your numbers are really, really
5 small. They're fabulous, actually.

6 MR. HOPE: But in terms of benchmarking the
7 cost per impression, based on the dollars we spend
8 versus the impression we have in the industry, is it
9 comparable?

10 MR. DANS: Are we industry -- I didn't
11 understand your question.

12 MR. HOPE: If you look at cost per
13 impression, right, that it's costing us -- so if we're
14 spending, let's say, \$900,000.00 on buys, so that "X"
15 number of people is going to see our ad, unit cost per
16 impression in comparison to what the industry --

17 MR. DANS: Absolutely. I'm understanding.
18 So, to give you an example, I'll give you -- I don't
19 know all those numbers off the top of my head because I
20 wasn't prepared to answer that.

21 But I will give you one that I know of off
22 the top of my head. On social media, it can cost
23 anywhere between nine and ten cents per person for every
24 impression that you make. We're paying anywhere between
25 two cents and four cents, so we're way under industry

1 standard.

2 MR. HOPE: Thank you.

3 MR. DANS: Thank you.

4 MR. HOPE: Okay. So if we could move on to
5 Resolution 2018-86, authorization to enter into a third
6 and final-year agreement with Wow Factor Marketing
7 Group, Inc., an agency selected from the 2016-2019
8 vendor pool for media buying services and market
9 research, in a total amount not to exceed \$1,131,000.00,
10 inclusive of \$961,350.00 to purchase media, and
11 \$169,650.00 in agency fees and market research, for a
12 term of 12 months commencing October 1, 2018 and ending
13 September 30, 2019.

14 Do I have a motion, please?

15 MR. TROWBRIDGE: So moved, Trowbridge.

16 MR. HOPE: Second?

17 MR. HINCAPIE: Second, Hincapie.

18 MR. HOPE: Any recusals?

19 (NO VERBAL RESPONSE.)

20 MR. HOPE: Comments?

21 (NO VERBAL RESPONSE.)

22 MR. HOPE: If we can have a vote. All in
23 favor?

24 (WHEREUPON, the Board members all responded
25 with "aye".)

1 MR. HOPE: All opposed?

2 (NO VERBAL RESPONSE.)

3 MR. HOPE: Resolution passes. Resolution
4 2018-87, authorization to enter into a third and
5 final-year agreement with Imaginart Media Productions,
6 LLC, an agency selected from the 2016-2019 vendor pool
7 for community outreach and media buying targeting the
8 Creole-speaking Haitian community in Miami-Dade County;
9 administration and oversight of The Children's Trust's
10 leased Yellow Box displays; and English-Creole
11 translation services, in a total amount not to exceed
12 \$156,215.00, for a term of 12 months commencing October
13 1, 2018 and ending September 30, 2019.

14 Do I have a motion, please?

15 DR. NEIMAND: So moved, Neimand.

16 MR. HOPE: Second?

17 MR. SALVER: Second, Salver.

18 MR. HOPE: Any recusals?

19 (NO VERBAL RESPONSE.)

20 MR. HOPE: Comments?

21 (NO VERBAL RESPONSE.)

22 MS. KENDRICK-DUNN: I have a comment. My
23 comment is just for the staff. I know in our community
24 that Spanish and Haitian-Creole are the languages most
25 spoken.

1 But my question is, has the Trust looked
2 into surveying the Miami-Dade County community to see if
3 there are any other languages, such as, like, Russian,
4 Portuguese and some of the other populations? That's my
5 question.

6 DR. HANSON: I can just say that after you
7 brought it up with the book club, I did search the
8 census tracks for language, and Russian was less than
9 one percent for Miami-Dade County, so there's still
10 quite a step between that and Haitian-Creole.

11 I don't have it off the top of my head but I
12 think there have been quite a few languages between
13 Haitian-Creole and Russian, so we have stayed focused on
14 the three primary languages.

15 MS. CARDENAS: So the answer is "no," we
16 haven't, and really nor are there any plans to do so
17 because the demand is really not there. According to
18 the numbers, the demand is really not there, nor are
19 there really mediums by which to disseminate a
20 commercial in Russian. We're not going to put a
21 commercial on Channel-7 in Russian, right?

22 DR. HANSON: But that's not to say that a
23 program that's located -- so we were just talking
24 outside with Dr. Neimand about this exact topic, so
25 you're channeling -- and we were talking about how there

1 are very concentrated, and I've heard it at other
2 meetings as well, you know, there is a concentrated
3 community of Russian immigrants, right?

4 So, if you were running a program in that
5 area, we would expect that program to hire staff who
6 could, you know, speak that language and support those
7 families in a programmatic way that was culturally
8 sensitive and appropriate. So, that's a little bit from
9 a programmatic perspective we would be addressing that
10 in this packet.

11 MS. CARDENAS: And those programs could
12 translate their materials into those languages for the
13 parents in their neighborhoods, right?

14 DR. HANSON: Yes, of Portuguese or other
15 families, they would need to make sure that their
16 program was serving appropriately.

17 DR. PEREZ: Why is it, there's three
18 resolutions that we're approving for this campaign,
19 right, Spanish, African American and Creole, correct?
20 We just approved one for \$985,000.00 and then this one
21 is a hundred and fifty five and then the next one is a
22 hundred and forty eight, correct?

23 MS. CARDENAS: You have Wow Factor
24 Marketing. You have Armstrong Communications. You have
25 the M Network and you have Imaginart. And the M Network

1 contract is for production. They produce in all three
2 languages.

3 DR. PEREZ: And how much is the -- in other
4 words, how much are we spending in general?

5 MS. CARDENAS: Well, this has been every
6 year for many years. I would have to do the math, if
7 somebody has a calculator.

8 DR. PEREZ: It's one and-a-half million,
9 right?

10 MS. CARDENAS: Pretty close.

11 DR. PEREZ: I'd just like to say that it is
12 a lot of money. I mean, I understand that, you know --
13 but I also have a concern about reaching the Anglo
14 market. I know -- I heard that we're the smallest
15 population of Anglos in the market in all -- throughout
16 the United States. But I do think that, you know, there
17 is value to reaching out to that market.

18 MS. CARDENAS: Absolutely, Dr. Perez,
19 absolutely. And if you look at the results -- are they
20 in the -- is the survey in the tablet this time? In the
21 Anglo community, we have increased our awareness in the
22 last year substantially.

23 And we actually had greater awareness and
24 support for the Children's Trust among Anglos. So, we
25 have not sacrificed the Anglo community in any way, nor

1 have we sacrificed the Black community. We have been
2 increasing our awareness among all ethnicities and races
3 in Miami-Dade County with these efforts.

4 DR. PEREZ: I mean, we don't have the
5 balance that other cities have. Thank you.

6 MR. HOPE: Okay. If we can have a vote,
7 please. All in favor?

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

10 MR. HOPE: All opposed?

11 (NO VERBAL RESPONSE.)

12 MR. HOPE: Resolution passes. Resolution
13 2018-88, authorization to enter into a third and
14 final-year agreement with Armstrong Creative Consulting
15 Inc., an agency selected from the 2016-2019 vendor pool
16 for urban media buying and community outreach targeting
17 the African-American, faith-based community in
18 Miami-Dade County, in a total amount not to exceed
19 \$148,785.00, for a term of 12 months commencing October
20 1, 2018 and ending September 30, 2019.

21 Do I have a motion, please?

22 MR. DURAN: So moved, Duran.

23 MR. HINCAPIE: Second, Hincapie.

24 MR. HOPE: Any recusals?

25 (NO VERBAL RESPONSE.)

1 MR. HOPE: Comments?

2 DR. PEREZ: Again, not this one, and I have
3 nothing really against any of them, the totality, 1.5
4 million, when you think of all the good we could do, you
5 know, for programming and helping children, it's a shame
6 that we have to spend so much.

7 MR. HOPE: Does staff want to comment on the
8 impact of communication as it relates to the impact on
9 programs?

10 MS. CARDENAS: You know, as I've said before
11 for many years, there's an old saying, "If you build it,
12 they will come" and that's false. If you do not
13 promote, people will not come. And so you can have all
14 the programs in the world, but if you don't tell the
15 community that the programs are out there, you will not
16 fill those spaces, and that's why we do what we do.

17 DR. BAGNER: I think it might help to
18 clarify for this point, do you have a sense for what
19 other non-profit organizations spend on marketing? I
20 suspect ours is probably not very high percentage-wise
21 of our budget.

22 MS. CARDENAS: Well, it's hard to compare to
23 a not-for-profit because most not-for-profits in
24 Miami-Dade County are not as large as ours. But, you
25 know, we would have to look at organizations -- like

1 organizations and then organizations with our budget.

2 You know, you've got national organizations
3 that spend, you know, you've got the American Heart
4 Association, groups like that, that are spending what
5 we're spending, the American Cancer Society, that are
6 spending 100 times more than what we're spending.

7 I think that for who we are and what we do
8 it for, the people that we need to reach in a community
9 with as many people statistically -- Bob, how many
10 people in Miami-Dade County?

11 DR. LADNER: How many what?

12 MS. CARDENAS: People.

13 DR. LADNER: We've got 2.7 million.

14 MS. CARDENAS: So, in a community of our
15 size, that's not a large sum of money.

16 MR. HAJ: Dr. Bagner, if I'm correct, about
17 1.5 percent of our entire budget.

18 DR. PEREZ: That's substantial.

19 MR. KIRTLAND: When we look at our provider
20 budgets, what we like to invest in, as far as the
21 programs there, we do not heavily add to their program
22 budgets as far as advertising or marketing dollars in
23 each specific program budget, so we gain efficiencies by
24 trying to centralize our communications and advertising
25 efforts here to promote on behalf of all of our

1 programs, especially the vast amount of programs that
2 we'll be adding to our portfolio this next funding
3 cycle.

4 DR. PEREZ: Many of them -- many do also use
5 some of the money for advertising. They have to. But I
6 think, as I said, you know, 1.5 percent is a substantial
7 amount depending on how you look at it.

8 MR. HOPE: Any more comments?

9 MS. FERRADAZ: I have one comment. In the
10 past, I know that sometimes the providers have even had
11 trouble getting up to their numbers. And I wonder if
12 you looked at that to see -- I know it's hard to
13 correlate one with the other, but have the participation
14 numbers been better and does this make an impact on
15 participation for the provider numbers.

16 MR. HOPE: So I guess the question is, is
17 there correlation between expenditure and increase in
18 program delivery? Is that it?

19 MS. CARDENAS: So, we know that when we
20 advertise, for example, summer camps, they fill up fast
21 and we have to sometimes -- we have had to actually stop
22 advertising because the demand begins to outnumber the
23 number of slots.

24 Sometimes when you have certain providers
25 that are not meeting their slots, there's different

1 reasons for it. It could be that they're -- sometimes
2 they have to do outreach to the school next-door, you
3 know, and sometimes they're not doing that.

4 Sometimes they're under-staffed and they're
5 just not -- they're not, you know, putting anybody to do
6 that. There are many reasons why. There could be a
7 dozen reasons why a particular organization is not
8 necessarily meeting their numbers.

9 MR. HOPE: Okay. Thank you.

10 MS. KENDRICK-DUNN: I have a comment and a
11 question. I just wanted to ask about the faith-based
12 piece and African Americans. So, I know this is a
13 final-year agreement. But I'm just wondering, because
14 looking at the other ethnicities that are not focused on
15 faith-based, so I'm just wondering the focus is on
16 faith-based with African Americans.

17 And are they only looking at churches
18 because African Americans -- for example, my mother
19 was -- she wasn't Christian. She was not Buddhist, for
20 example, but there are people in the community that have
21 religious affiliations that are not related to churches.

22 MS. CARDENAS: In the Haitian community as
23 well, we do outreach. In the African American
24 community, there's historic use of churches to connect
25 people to services. That is just a fact in this

1 country.

2 So, it's not that we're ignoring other faith
3 groups. It's that we know that that is one sure-fire
4 way to reach a lot of African Americans and we are -- we
5 reach them in many other ways. The Armstrong contract
6 is not exclusively for faith-based. It is a big focus
7 but it is not exclusive.

8 MS. KOBRINSKI: These all say "final year"
9 because this is the last year of the vendor pool. It
10 doesn't mean that services won't continue but it would
11 be after another competitive solicitation.

12 MS. KENDRICK-DUNN: Thank you. And I'm just
13 wondering -- and I understand the historical part
14 because I'm African American. I just -- I just worry
15 about the status quo because that's not the only way,
16 and then again, it's not the only -- because I'm
17 assuming the churches are probably Christian-based most
18 of the time, so that's my concern.

19 So, I don't know in the future if in
20 addition to writing it up in this terminology, if it
21 could be worded -- I don't know, maybe worded in this
22 way, "in addition to."

23 MS. CARDENAS: Sure.

24 MR. HOPE: Any more comments?

25 (NO VERBAL RESPONSE.)

1 MR. HOPE: If we can have a vote. All in
2 favor?

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

5 MR. HOPE: All opposed?

6 (NO VERBAL RESPONSE.)

7 MR. HOPE: It passes. Moving on, Resolution
8 2018-89, authorization to enter into a third and
9 final-year agreement with Madison South, LLC, an agency
10 selected from the 2016-2019 vendor pool for the purpose
11 of providing graphic design services, in a total amount
12 not to exceed \$40,000.00, for a term of 12 months
13 commencing October 1, 2018 and ending September 30,
14 2019. Can I have a motion, please?

15 MR. BRANDON: So moved, Brandon.

16 MS. HOLLINGSWORTH: Second, Hollingsworth.

17 MR. HOPE: Any recusals?

18 (NO VERBAL RESPONSE.)

19 MR. HOPE: Any comments?

20 (NO VERBAL RESPONSE.)

21 MR. HOPE: If we can have a vote. All in
22 favor?

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

25 MR. HOPE: All opposed?

1 (NO VERBAL RESPONSE.)

2 MR. HOPE: Resolution passes. Resolution
3 2018-90, authorization to enter into a third and
4 final-year agreement with the M Network Inc., an agency
5 selected from the 2016-2019 vendor pool for creative
6 advertising production services, offsite Miami Heart
7 Gallery project management, and select public relations
8 projects, in a total amount not to exceed \$268,000.00,
9 for a term of 12 months commencing October 1, 2018 and
10 ending on September 30, 2019.

11 Can I have a motion, please?

12 MR. HINCAPIE: I'll move it, Hincapie.

13 MR. HOPE: Second?

14 MS. WELLER: Second, Weller.

15 MR. HOPE: Any recusals?

16 (NO VERBAL RESPONSE.)

17 MR. HOPE: Comments?

18 MR. HINCAPIE: A question.

19 MR. HOPE: Yes, sir.

20 MR. HINCAPIE: The public relations
21 projects, what kind of projects? Is that directly with
22 Our Kids or DCF?

23 MS. CARDENAS: Right now, the PR efforts
24 assigned to the M Network are strictly for the Miami
25 Heart Gallery. They may be assigned something else

1 within the budget but for right now, it's the Heart
2 Gallery.

3 MR. HINCAPIE: Okay. But this is also
4 for --

5 MS. CARDENAS: They basically manage -- in
6 terms of Heart Gallery, the M Network is now handling
7 Heart Gallery soup to nuts. So, from managing the
8 shoots, producing the videos, editing the videos on the
9 website and the PR, they're doing the Heart Gallery
10 which this year, for example, comes to about \$40,000.00.

11 The balance of this is for all other video
12 production and campaigns related to all of the many
13 programs and initiatives that we fund that we put
14 through -- that we promote and publish.

15 MR. HINCAPIE: Related to the Heart Gallery?

16 MS. CARDENAS: No, un-related to the Heart
17 Gallery. So, you know, promoting the Family Expo,
18 promoting summer camps, after-school programs, you know,
19 all of the various campaigns that we have on the air,
20 the video production is handled by the M Network.

21 MS. KENDRICK-DUNN: I have a question for
22 you. It says here that this information is done in
23 English and Spanish. So is there another company that
24 does it in Creole?

25 MS. CARDENAS: Not for the Heart Gallery.

1 The Heart Gallery is not promoted in Creole. It's only
2 promoted in English and Spanish. But all of our other
3 initiatives are promoted in Creole as well as English
4 and Spanish, all of the other campaigns that we do. And
5 Elizabeth Guerin consults with the M Network to make
6 sure that it is culturally appropriate.

7 MS. KENDRICK-DUNN: Okay. Well, then, my
8 question is, why isn't it promoted in the Haitian
9 community? I mean, I don't know why but I guess I want
10 to know.

11 MS. CARDENAS: So, we have -- the website is
12 in English and Spanish. We have historically not been
13 successful in getting children -- Haitian families to
14 adopt kids, even the Haitian children. So, we try to
15 focus our investments where we get the lion's share of
16 adoptions.

17 MS. KENDRICK-DUNN: Has the Trust ever
18 reached out to the Haitian community --

19 MS. CARDENAS: Yes, yes.

20 MS. KENDRICK-DUNN: -- to find out why --

21 MS. CARDENAS: Oh, to find out --

22 MS. KENDRICK-DUNN: -- to find out what the
23 issue is?

24 MS. CARDENAS: To be honest with you, even
25 the African American adoption rate is low. So, even

1 though the majority of the children in foster care who
2 are available for adoption are African American, that is
3 not the lion's share of the adoptions. The majority of
4 the adoptions are cross-racial.

5 That's not to say that African Americans
6 don't -- we have spoken to many folks and a lot of the
7 comments that we get anecdotally is that African
8 Americans feel that they're taking care of a lot of
9 children that are not their own in unofficial ways
10 without a legal intervention. Yes, Laurie.

11 MS. NUELLE: So, on this -- I just want to be
12 sure I understand on this one. So, the M Network, it's
13 all video production?

14 MS. CARDENAS: It's all video production,
15 some graphic design if it's tied very, very
16 intrinsically to the video campaign, some animation,
17 some moving digital work if it's all tied to the
18 video -- it has to be tied to the video production to a
19 particular campaign so that it all looks the same.

20 MS. NUELLE: Right. So, like, let's say
21 something with the Expo, if the Heart Gallery is only
22 about forty thousand out of the two hundred and sixty
23 eight, so I'm sure the Expo is a big, you know, part of
24 it.

25 So then -- because I know there's -- I guess

1 there's commercials and --

2 MS. CARDENAS: Summer camps --

3 MS. NUELLE: -- but I'm just asking, like, so
4 does the M Network handle the flyers and the invitations
5 and the things that are all over, is that, like, you
6 know, how does it work? How does it all coordinate?

7 MS. CARDENAS: So, we assign things to the
8 different vendors according to what the needs are. So,
9 the promotion, for example, of Champions for Children is
10 predominantly print-based, so that is done by Madison
11 South because they are strictly a graphic artist.

12 But the Family Expo does have a lot of
13 television advertisements, and so the M Network does all
14 of the video and then I farm out some of the print to
15 Madison South because they're more economical. So,
16 whatever is the smartest combination is what we do. Mr.
17 Hope.

18 MR. HOPE: Thank you. Any comments,
19 questions?

20 (NO VERBAL RESPONSE.)

21 MR. HOPE: If we can have a vote. All in
22 favor?

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

25 MR. HOPE: All opposed?

1 (NO VERBAL RESPONSE.)

2 MR. HOPE: Resolution passes. Resolution
3 2018-91, authorization for a procurement waiver from a
4 formal competitive solicitation to expend monies paid to
5 the Miami Herald Publishing Co. for The Children's
6 Trust's advertisements related to funding announcements,
7 activities, initiatives, events and programs, and 2019
8 Silver Knight sponsorship, in a total amount not to
9 exceed \$100,000.00, for a term of 12 months commencing
10 October 1, 2018 and ending September 30, 2019.

11 Can I have a motion, please?

12 MS. DONWORTH: So moved, Donworth.

13 MR. HOPE: May I have a second?

14 MS. HOLLINGSWORTH: Second, Hollingsworth.

15 MR. HOPE: Any recusals?

16 (NO VERBAL RESPONSE.)

17 MR. HOPE: Comments?

18 MS. KENDRICK-DUNN: I have a comment. So my
19 comment is related to, I see that we want to -- this
20 resolution is looking at just making the Miami Herald
21 and El Nuevo, because it's in Spanish and then one is in
22 English.

23 So then my question is, the Haitian Creole
24 community --

25 MS. CARDENAS: So I know exactly where

1 you're going. So, we do not invest in El Nuevo Herald.
2 This is exclusively in English. The El Nuevo Herald,
3 the numbers are so bad, it's embarrassing to talk about
4 in terms of readership.

5 Elizabeth Guerin, who handles the Creole, we
6 do some print in Haitian Creole, but the readership in
7 Haitian Creole is extremely low, which is why we focus
8 predominantly in radio and TV in the Haitian community.

9 And then Armstrong Communications, we have
10 targeted Black media, particularly the Miami Times and
11 the Gospel Truth. And the Miami Times is a fabulous
12 newspaper and they're doing -- they have a high
13 readership in the African American community.

14 MR. SALVER: I have a quick question. How
15 much of the \$100,000.00 relates to the Silver Knight
16 sponsorship?

17 MS. CARDENAS: \$30,000.00.

18 MR. HOPE: Any other comments, questions?

19 (NO VERBAL RESPONSE.)

20 MR. HOPE: If we can have a vote, please.

21 All in favor?

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

24 MR. HOPE: All opposed?

25 (NO VERBAL RESPONSE.)

1 MR. HOPE: Resolution passes. Resolution
2 2018-92, authorization to enter into a third and
3 final-year agreement with Palley Promotes Inc., an
4 agency selected from the 2016-2019 vendor pool for
5 public relations services, in a total amount not to
6 exceed \$36,000.00, for a term of 12 months commencing
7 October 1, 2018 and ending September 30, 2019.

8 Can I have a motion, please?

9 MS. KENDRICK-DUNN: So moved, Kendrick-Dunn.

10 MR. HOPE: Can I have a second?

11 MS. WELLER: Second, Weller.

12 MR. HOPE: Any recusals?

13 (NO VERBAL RESPONSE.)

14 MR. HOPE: Comments?

15 (NO VERBAL RESPONSE.)

16 MR. HOPE: All in favor?

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

19 MR. HOPE: All opposed?

20 (NO VERBAL RESPONSE.)

21 MR. HOPE: Resolution passes. Resolution
22 2018-93, authorization to retroactively ratify the
23 purchase agreement with Linda S. Weston d/b/a Ahead
24 Advertising Specialties, to add \$2,100.00 to the
25 \$50,000.00 that has already been allocated, for a new

1 total amount not to exceed \$52,100.00 in fiscal year
2 2017-18 for Trust-branded promotional items.

3 Can I have a motion, please?

4 MR. BRANDON: So moved, Brandon.

5 MR. HOPE: Second?

6 DR. NEIMAND: Second, Neimand.

7 MR. HOPE: Any recusals?

8 (NO VERBAL RESPONSE.)

9 MR. HOPE: Comments?

10 DR. PEREZ: Comment, please. How much bang
11 for the buck do we get, \$52,000.00 to get little things
12 to give out?

13 MR. HAJ: Dr. Perez, this item, there was
14 \$50,000.00 already approved for backpacks that we give
15 out at the beginning of the school year. What occurred
16 here is that we purchased -- we were working with the
17 community of Brownsville, some community leaders who
18 wanted clear backpacks for their school.

19 So, Communications purchased the fifty
20 thousand. Our community engagement spent \$2,100.00
21 using the same vendor that took us over the fifty
22 thousand. So, we're just coming back because of those
23 300 backpacks that we purchased that took us over the
24 \$50,000.00.

25 DR. PEREZ: So this is not about the things

1 that we gave out --

2 MR. HAJ: No, this is \$2,100.00 for clear
3 backpacks for 300 kids at Brownsville Middle. The PTA
4 had texted me and some community leaders, how that
5 project -- we've been there for two years -- has been
6 working with the clear backpacks and reducing violence.
7 And this came to us as a community ask for those 300
8 backpacks.

9 DR. PEREZ: And just for the record, I think
10 clear backpacks are not necessarily 100 percent
11 effective.

12 MR. HAJ: Correct. And this was a community
13 ask who had been working collectively in the PTA and the
14 community to try to -- you know, Brownsville is a very
15 difficult school and this was one of the asks. And they
16 actually texted me about a month ago. They feel it is
17 working and that it's a great investment.

18 DR. PEREZ: Thank you. But even with that
19 policy, there has still been violence at that school.

20 MR. HOPE: Any other comments, questions?
21 Yes, ma'am.

22 DR. LAWTHER: Does any of this funding go to
23 the PTA directly?

24 MR. HAJ: No.

25 MR. HOPE: Any other comments, questions?

1 MS. KENDRICK-DUNN: So, my question is, I
2 see that this is for clear backpacks for one middle
3 school in Dade County. And so I was just wondering, and
4 I think I heard a little bit about this community and
5 the school's been working with this, but I'm wondering
6 why this particular school is targeted.

7 We have a lot of schools in Dade County that
8 are difficult. This school is not the only one. And
9 it's just in my opinion, I think with using clear
10 backpacks, because knowing how smart, intelligent our
11 children are, I've seen kids go around with lots of
12 things. You put things like this in place, and if you
13 want to bring something to school, you can bring it in.

14 So, I don't -- I mean, do we have any data,
15 clear data that shows -- that's correlated with clear
16 backpacks? Because if so, I would like to see it.

17 MR. HAJ: No, we don't have the data. This
18 is a matter of our community engagement team working
19 with the community to help support that community.

20 DR. PEREZ: May I say something. The School
21 Board had a big issue with this, that there is no data.
22 Our chief of police, he did not feel that it would work,
23 but if left to, I think, to the schools themselves.

24 And unfortunately, Brownsville has had such
25 a problem. But even after using the backpacks, that

1 still has not changed the outcome.

2 MR. HOPE: Any other comments?

3 (NO VERBAL RESPONSE.)

4 MR. HOPE: If I can have a vote, please.

5 All in favor?

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

8 MR. HOPE: All opposed?

9 (NO VERBAL RESPONSE.)

10 MR. HOPE: Resolution passes. Thank you.

11 Turn it back to the chair.

12 MS. NUELL: That concludes the Finance
13 report. Thank you very much. Pam?

14 MS. HOLLINGSWORTH: Thank you, Madam Chair.
15 The Program Services & Childhood Health Committee met on
16 July 5th to consider the resolutions that we bring
17 before you today.

18 Resolution 2018-94, authorization to
19 negotiate and execute a contract with CCDH, Inc. d/b/a
20 The Advocacy Network on Disabilities for program and
21 professional development support services for Children's
22 Trust providers and staff, in a total amount not to
23 exceed \$788,000.00, for a term of 12 months commencing
24 August 1, 2018 and ending July 31, 2019, with four
25 remaining 12-month renewals.

1 May I have a motion?

2 DR. BAGNER: So moved, Bagner.

3 MR. HOPE: Second, Steve Hope.

4 MS. HOLLINGSWORTH: Are there any recusals?

5 (NO VERBAL RESPONSE.)

6 MS. HOLLINGSWORTH: Moving to discussion,
7 comments.

8 MS. DE MOYA: I have a couple comments,
9 questions. So I started to have a discussion with Lori
10 with some of my questions but we weren't able to finish,
11 so I'm just going to re-ask.

12 So I wanted some information on the
13 providing of public outreach. How is that being done?
14 Who is that being done for? Is that for providers? Is
15 that for parents?

16 And I wanted information on the hotline. Do
17 we have data on the hotline? Has it been rolled out?
18 Has it been advertised? Has any public relations been
19 done so that parents know that this hotline exists?

20 So, I don't know if you want to finish
21 answering my questions or if Helene would like to --

22 MS. HOLLINGSWORTH: Helene is here. Please
23 state your name.

24 MS. GOOD: I'm Helene Good, the president
25 and CEO of the Advocacy Network on Disabilities. The

1 first question, Lily, you had was about outreach.

2 MS. DE MOYA: Public outreach, like, what
3 kind of public outreach are you doing and who is it for?

4 MS. GOOD: Sure. A variety of different
5 audiences and messages that we use. It happens through
6 the school system quite extensively, through the new
7 parent -- the new parent/family -- family -- I always
8 forget their name, but that new group that's headed up
9 by -- there's a parent initiative that happens in all
10 the Title-1 schools, the school system, and that use
11 also parents as staff members in the schools.

12 We work closely with the parents who are
13 working in the schools so that we are able to -- they
14 are also working only with children who have
15 disabilities who attend those particular schools, those
16 Title-1 schools. So, we do a lot of work in contact
17 with them.

18 We also --

19 MS. DE MOYA: Helene -- excuse me. What are
20 you promoting?

21 MS. GOOD: That the Trust -- is that the
22 Trust is -- that all Trust programs welcome all children
23 regardless of -- all children, and that there are
24 supports that are available to providers and to families
25 to make sure that their children are able to attend

1 those programs with the appropriate supports that they
2 need, so that the staff is trained and educated and has
3 the supports they need to provide that, that inclusion
4 setting.

5 We also work with -- we serve on many
6 committees throughout the community, so whether it's the
7 Superintendent's Advisory Committee on exceptional
8 student ed, it's various sub-committees on transition,
9 mental health, etc.

10 We serve on the -- I'm sorry -- I'm going to
11 read rather than try to remember because, you know,
12 there's this age thing that's happening. We also serve
13 on Young Children with Special Needs and Disabilities
14 Council which hits the younger children, the Alliance of
15 Agencies.

16 With various service partnerships -- we
17 participate with many of the Children's Trust's service
18 partnerships so the information gets out to the
19 providers through the communities as well, as well as to
20 the -- some of the service partnerships in terms of not
21 just the programs that are happening in terms of
22 out-of-school and after-school programs but so that
23 people who are doing care coordination, etc., will know
24 that there's assistance available for them as well, and
25 also if they have individuals who may not be able to

1 access some of those services.

2 We're at all of the Trust events, of course.
3 We have our website. We have our newsletter that goes
4 out. We also, in this upcoming year, have set aside a
5 position that will really be only focused almost
6 primarily -- almost exclusively on outreach, and we hope
7 to work and we plan to work extensively with the Trust
8 community engagement team so that we can be in the
9 community with them in the areas where they feel that
10 they need the support the most to get the word out where
11 there are pockets that perhaps it's not getting.

12 Do you want me to go on or is that --

13 MS. DE MOYA: No, that's good. Hotline?

14 MS. GREEN: The hotline has been very quiet.
15 As far as I know, it has been on the website only. I
16 don't know -- I know that the signs went out. I haven't
17 personally seen a sign. Maybe they haven't gone out. I
18 don't know.

19 I can tell you, the only calls that have
20 come into the hotline have been from families who have
21 been looking for services, help with their sons and
22 daughters not necessarily related to the services that
23 the Children's Trust funds, per se.

24 I will tell you that when summer was coming
25 up and we had a conversation about this, I am really an

1 advocate about that we not go out and tell parents that
2 something is available and here it is, here it is, if
3 when they get there, they find out that it's not there.

4 And the summer program slots fill up so
5 quickly, that by the time there was any discussion, it
6 would have been -- the slots were already full. We were
7 unable to find slots for even the families that we were,
8 you know, that we knew about that needed services.

9 So it's set up. They're there to answer
10 calls, in whatever way it's decided that it be
11 advertised. We've also talked with 211 and JCS and Help
12 Me Grow, so that they'll all be aware of what the
13 hotline is there to do.

14 And we're going to be setting up a protocol
15 between them and us to make sure that if they get calls
16 along those lines, the kinds of services that someone
17 could use the hotline for, that they will know to refer
18 them to us and that we'll also be able to get them
19 through there.

20 MS. DE MOYA: Okay. Thank you. So, Lori,
21 could you tell me a little about what you started to
22 tell me as far as the rollout for the hotline and the
23 plan, what the plan is?

24 DR. HANSON: Well, the program signs have
25 been out for a while now. We designed the program signs

1 months ago and they were delivered at the programs.
2 They do not have a phone number on the sign. It directs
3 to our website. It added the language about including
4 children with disabilities, which we worked on with a
5 number of Board members and Helene's group in designing
6 that.

7 So, those are at all the programs on-site as
8 required by contract. And then what I was trying to
9 tell you about was the conversation which we shared,
10 which was, we started talking about doing some outreach
11 and flyers that are geared specifically to parents and
12 families of students -- of exceptional ed students who
13 might have more significant need for summer programming,
14 and then really found that, you know, summer people sign
15 up and take the summer programming slots that we have
16 available by spring break. Parents are signing up.

17 Programs that have after-school and
18 year-round and summer program services oftentimes are,
19 you know, the slots are taken by the after-school
20 participants. So, we really did -- we did a soft
21 launch, put the numbers on the website.

22 We have also put in this new funding cycle,
23 in the solicitation that we put out, we asked for the
24 entity that was going to be awarded to design a pilot
25 project for administering some flex funds that could be

1 available to reduce barriers for service participation.

2 So if you have a student maybe who has a
3 more significant need, that it takes money to overcome
4 and, you know, we don't necessarily want to add money to
5 a one-provider contract, when that kid may not, you
6 know, be there next year, we want money that would
7 follow the child.

8 And so we're trying to look at ways to
9 design a pilot that we could try later this year and
10 test that out. And if that takes off, then we would be
11 marketing to a very private audience of the families
12 probably that are in the school system that are those
13 that have more significant needs.

14 And then maybe we would even, as part of
15 that pilot, look at holding off some slots to be able to
16 use for that program. But those are all things that
17 need to be designed.

18 What's going in -- what was in this
19 solicitation was that in the first six months of the
20 first contract year, the pilot would be designed and
21 then we would come -- we would have to come back to the
22 Board to get funding to support that pilot once we come
23 up with a design.

24 MS. DE MOYA: And what about promoting the
25 hotline if you didn't do it? I understand why obviously

1 you didn't want to promote it when there was no slot for
2 next year --

3 DR. HANSON: Well, I guess, so the purpose
4 of the hotline, as I understood it, was that if you had
5 a problem with being served appropriately through Trust
6 programs. So we don't promote this as a general hotline
7 for enrollment support because that's why we fund 211
8 and that's why we have our own -- all the marketing and
9 communications that you heard about for the first part
10 of this meeting.

11 So, we don't create a new phone number just
12 to do general enrollment. So, I think we need to talk
13 about clarifying the purpose and maybe what's the
14 expectation for promoting that line.

15 Because I think that I'm thinking of it from
16 a perspective of, this is a place to go if you're
17 hitting a wall, if you're having a problem, if you feel
18 like a program turned you away inappropriately, this is
19 our outlet to hear about that and find out about that.
20 And so, we were thinking that needs to be sent through
21 to families that have -- students that might be having
22 those types of experiences.

23 MS. DE MOYA: Yeah, I think we have to
24 expand on the purpose of that hotline, because as we saw
25 today, 13 percent of 211 is being used. What percentage

1 of that are parents of children with disabilities?

2 DR. HANSON: Well, that's just a telephone
3 line. So you have -- the 211 has also -- is included in
4 the website. And when people go to the website, they
5 may be going to the 211 website. So, yeah, we can --

6 MS. DE MOYA: I think we have to look at
7 taking that somehow and combining the 211 hotline with
8 this hotline and promoting -- so that parents know that
9 they have a place to go.

10 MS. GOOD: So they have a soft handoff.

11 MS. DE MOYA: Yes.

12 MS. NUELLE: And how much is the hotline --
13 how much do we spend on the hotline?

14 MR. HAJ: There is none.

15 MS. GOOD: It's, like, \$40.00 a month.
16 That's it.

17 MR. HAJ: Madam Vice Chair, and for the sake
18 of the Board, the hotlines, we discussed this several
19 months ago, maybe six months ago, created it to give
20 parents who are having problems getting the Trust-funded
21 provider an ability to call so we can help them work
22 through it.

23 The complexity of getting the word out,
24 we're not going to send it to providers. We need to get
25 it to the parents directly so if they're having a

1 problem with a provider, they can let us know.

2 So that's the complexity which you're
3 dealing with. We put it on our website. We put it out
4 with 211 and we're hoping that different avenues maybe
5 through the school system with the briefings and stuff
6 like that, to get it out to the parents.

7 But this hotline was just created six months
8 ago to try to give people who are hitting walls an
9 ability to call and let us know so we can work them
10 through it.

11 MS. DE MOYA: Thank you.

12 MS. HOLLINGSWORTH: Thank you, Helene.

13 MS. DE MOYA: I'm glad it's happening.

14 MS. KENDRICK-DUNN: I have a question. Is
15 it possible to see samples of some of the professional
16 development or if not, if after we do some of the
17 trainings, can the Board members have --

18 MS. GOOD: It's all on the website, every
19 training, the handouts, the PowerPoints, the pre- and
20 post-tests, the other handouts, reference materials,
21 "advocacynetwork.org."

22 It is -- virtually every training we do is
23 all posted. Everything is up there. And also some of
24 our trainings have -- one is on Line Share. Another one
25 or two will be coming on-line. And we're also looking

1 at doing some hybrids so that, you know, a combination
2 between just on-line by itself sitting there and having
3 come out and dry, so maybe some zoom meetings or
4 something like that. But all this material, you can
5 access on-line.

6 MS. KENDRICK-DUNN: Okay. Thank you.

7 MS. GOOD: You're welcome.

8 MS. KENDRICK-DUNN: Is it possible for a
9 Board member to attend one of the trainings? Because I
10 would like to attend so I can just have a visual --

11 DR. HANSON: Absolutely. All of our
12 trainings are on our training calendar on the website
13 for this program and then all of our other programs that
14 we fund training for, they're publicly open trainings.

15 MS. HOLLINGSWORTH: Further comments,
16 questions?

17 (NO VERBAL RESPONSE.)

18 MS. HOLLINGSWORTH: Thank you, Helene.

19 MS. GOOD: Thank you.

20 MS. HOLLINGSWORTH: Hearing none, all those
21 in favor?

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

24 MS. HOLLINGSWORTH: Any opposed?

25 (NO VERBAL RESPONSE.)

1 MS. HOLLINGSWORTH: The resolution carries.
2 Resolution 2018-95, authorization to negotiate and
3 execute a contract with Nova Southeastern University,
4 Inc. for program and professional development support
5 services for The Children's Trust's providers and staff,
6 in a total amount not to exceed \$661,676.00, for a term
7 of 12 months commencing August 1, 2018 and ending July
8 31, 2019, with four remaining 12-month renewals.

9 May I have a motion?

10 MR. HOPE: Motion, Steve Hope.

11 MS. HOLLINGSWORTH: Thank you. And a
12 second?

13 MR. BRANDON: Brandon.

14 MS. HOLLINGSWORTH: Are there any recusals?

15 (NO VERBAL RESPONSE.)

16 MS. HOLLINGSWORTH: Moving to discussion,
17 comments?

18 (NO VERBAL RESPONSE.)

19 MS. HOLLINGSWORTH: Hearing none, all those
20 in favor?

21 (WHEREUPON, the Board members all responded
22 with "aye".)

23 MS. HOLLINGSWORTH: Any opposed?

24 (NO VERBAL RESPONSE.)

25 MS. HOLLINGSWORTH: The resolution carries.

1 Resolution 2018-96, authorization to negotiate and
2 execute a contract with The Children's Forum for the
3 management of the Early Learning Career Center and
4 scholarships, in a total amount not to exceed
5 \$600,000.00, and to encumber a purchase order for
6 scholarships in a total amount not to exceed
7 \$1,000,000.00, for a term of 12 months commencing August
8 1, 2018 and ending July 31, 2019, with four remaining
9 12-month renewals.

10 May I have a motion?

11 DR. NEIMAND: So moved, Neimand.

12 MR. HOPE: Second, Steve Hope.

13 MS. HOLLINGSWORTH: Are there any recusals?

14 (NO VERBAL RESPONSE.)

15 MS. HOLLINGSWORTH: Moving to discussion,
16 comments?

17 (NO VERBAL RESPONSE.)

18 MS. HOLLINGSWORTH: Hearing none, all those
19 in favor?

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

22 MS. HOLLINGSWORTH: Any opposed?

23 (NO VERBAL RESPONSE.)

24 MS. HOLLINGSWORTH: The resolution carries.
25 Resolution 2018-97, authorization to negotiate and

1 execute a contract with University of Miami Miller
2 School of Medicine for comprehensive early intervention
3 services for children with mild developmental delays who
4 do not meet eligibility requirements for the Individuals
5 with Disabilities Education Act (IDEA) parts B or C, in
6 a total amount not to exceed \$1,300,000.00, for a term
7 of 12 months commencing August 1, 2018 and ending July
8 31, 2019, with four remaining 12-month renewals.

9 May I have a motion?

10 DR. BAGNER: So moved, Bagner.

11 MS. WELLER: Second, Weller.

12 MS. HOLLINGSWORTH: Are there any recusals?

13 (NO VERBAL RESPONSE.)

14 MS. HOLLINGSWORTH: Moving to discussion,
15 comments?

16 MS. KENDRICK-DUNN: I have a comment. I
17 spoke with -- well, I guess I communicated with
18 Stephanie earlier today between e-mails. But I saw some
19 data that said 39 percent of the students served are
20 from the higher poverty areas.

21 And so I was a little bit concerned about
22 that number, being that we have research and information
23 that shows that many of our children in high-poverty
24 areas often have delays.

25 So what my question is, because she

1 explained to me that some of the children, their parents
2 do not bring them to Fiddlers or to Early Steps to have
3 them evaluated, and that's, like, the strain -- that's
4 how the referrals happen.

5 So, I'm just wondering, if the Trust or --
6 I'm not even sure who can maybe reach out to the school
7 district or is it outreach to the parents in these
8 high-poverty communities so they can know more about the
9 early part services.

10 Because in my life as a school psychologist,
11 I know that sometimes the parents are not aware until
12 it's too late. So I wonder what we can do about this
13 because it just concerns me that the 39 percent of high
14 poverty is lower.

15 And I do know, on the other hand, that, you
16 know, our high-income parents, a lot of times, they will
17 access these services and they have the resources for
18 additional services for high income-parents --
19 high-poverty parents.

20 MS. SYLVESTRE: I think we probably just --
21 I probably responded to your last e-mail before -- while
22 you were here or something. But there is a deliberate
23 communication and partnership with the early childhood
24 centers in Perrine and Liberty City. And they've just
25 started working with MCI, YWCA, Lotus House and Overtown

1 Children Youth Coalition to get more penetration into
2 the early child care centers and have the parents who
3 might be a little suspicious of working directly with a
4 governmental entity take their children for appropriate
5 screenings so that they can get help.

6 This is something to your point, and I
7 believe we had this conversation last year as well, that
8 the organization is working on ensuring that we can
9 address and bring the number up.

10 DR. HANSON: If I can also just add a point
11 of clarification. Part of what we asked this funded
12 work to do is to check on other payment sources. So
13 when families have insurance or other ways to cover
14 payment, those are utilized, not our funding.

15 MS. KENDRICK-DUNN: And, I think, Stephanie,
16 what you were saying about MCI and Liberty City and
17 Overtown, but then I'm thinking about Miami Gardens, and
18 then you do have some high-poverty areas that are more,
19 you know, Hispanic.

20 So, you know, I'm just wondering about the
21 entire, you know, there's a lot of areas, not just
22 Liberty City and Overtown. But this is a big issue,
23 because I often see children coming to kindergarten very
24 delayed. And by the time they're five or six, a lot of
25 those children, I believe, in theory, would not need to

1 see me if they would have had intervention earlier.

2 MS. DE MOYA: I just want to make a comment
3 on this. I think this information needs to be in
4 pediatricians' offices. And I think that this
5 information, that it exists, should be in medical
6 schools. Because if you -- you would be surprised. You
7 would be probably floored at the amount of pediatricians
8 that are out there, and residents and schools of
9 medicine that have no idea about disabilities, about how
10 to give resources to their families, how to give them
11 the information or guide them. They don't even know
12 this exists.

13 DR. BAGNER: Can I make a point for
14 clarification. So this service is getting kids after
15 they've been evaluated in Early Steps. So, a lot of
16 problems you're bringing up are important issues but
17 they're not ones that are addressed, because they are
18 taking kids that go to Early Steps and don't qualify
19 because they are not delayed enough.

20 So the bigger issue is really part of the
21 statewide system, how do we get higher-risk families,
22 more families to participate in Early Steps. I just
23 want to make that clarification. I think this is a very
24 important family program.

25 MS. HOLLINGSWORTH: Thank you. Further

1 comments?

2 (NO VERBAL RESPONSE.)

3 MS. HOLLINGSWORTH: Hearing none, all those
4 in favor?

5 (WHEREUPON, the Board members all responded
6 with "aye".)

7 MS. HOLLINGSWORTH: Any opposed?

8 (NO VERBAL RESPONSE.)

9 MS. HOLLINGSWORTH: The resolution carries.
10 Resolution 2018-98, authorization to negotiate and
11 execute a contract with Miami-Dade College for the Read
12 to Learn Books for Free program, in a total amount not
13 to exceed \$400,000.00, for a term of 12- months
14 commencing August 1, 2018 and ending July 31, 2019, with
15 four remaining 12-month terms for renewals.

16 May I have a motion?

17 MR. HOPE: Motion, Steve Hope.

18 MS. HOLLINGSWORTH: Second?

19 DR. BAGNER: Second, Bagner.

20 MS. HOLLINGSWORTH: Recusals?

21 DR. NEIMAND: Yes, Neimand.

22 MS. HOLLINGSWORTH: Thank you. Moving to
23 discussion, comments?

24 (NO VERBAL RESPONSE.)

25 MS. HOLLINGSWORTH: Hearing none, all those

1 in favor?

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

4 MS. HOLLINGSWORTH: Any opposed?

5 (NO VERBAL RESPONSE.)

6 MS. HOLLINGSWORTH: The resolution carries.
7 Resolution 2018-99, authorization for a procurement
8 waiver of the funding limits for training and
9 professional development services to provide
10 evidence-based model training with the Parenting, Early
11 Childhood and Youth Development initiative providers and
12 their staff, in a total amount not to exceed \$247,000.00
13 for training occurring between August 1, 2018 and July
14 31, 2019. May I have a motion?

15 MR. HOPE: Motion, Steve Hope.

16 DR. BAGNER: Second, Bagner.

17 MS. HOLLINGSWORTH: Are there any recusals?

18 (NO VERBAL RESPONSE.)

19 MS. HOLLINGSWORTH: Moving to discussion,
20 comments?

21 MS. KENDRICK-DUNN: I just wanted to comment
22 on the Georgetown Model of Early Childhood Mental Health
23 Consultation. Frankly, I had never, I guess, I'm not
24 familiar with it, so I took some time to read about it.
25 And it's good stuff to read. So I'm glad to see this

1 model on this resolution.

2 MS. HOLLINGSWORTH: Thank you. Further
3 comments?

4 (NO VERBAL RESPONSE.)

5 MS. HOLLINGSWORTH: Hearing none, all those
6 in favor?

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

9 MS. HOLLINGSWORTH: Any opposed?

10 (NO VERBAL RESPONSE.)

11 MS. HOLLINGSWORTH: The resolution carries.
12 Resolution 2018-100, authorization to negotiate and
13 execute a fourth-year match funding/funder collaboration
14 contract with Miami Children's Initiative for
15 infrastructure support, in a total amount not to exceed
16 \$235,000.00, for a term of 12 months commencing October
17 1, 2018 and ending September 30, 2019.

18 May I have a motion?

19 MR. HOPE: Motion, Steve Hope.

20 MS. HOLLINGSWORTH: Second?

21 MS. WELLER: Second, Weller.

22 MS. HOLLINGSWORTH: Are there any recusals?

23 (NO VERBAL RESPONSE.)

24 MS. HOLLINGSWORTH: Moving to discussion,
25 comments?

1 (NO VERBAL RESPONSE.)

2 MS. HOLLINGSWORTH: Hearing none, all those
3 in favor?

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

6 MS. HOLLINGSWORTH: Any opposed?

7 (NO VERBAL RESPONSE.)

8 MS. HOLLINGSWORTH: The resolution carries.
9 Resolution 2018-101, authorization to accept a
10 \$174,100.00 contribution from Miami Beach Chamber
11 Foundation, the fiscal agent for the City of Miami Beach
12 and neighboring municipalities, and to negotiate and
13 execute a third contract renewal with Borinquen Medical
14 Health Center, a funded school health provider, to
15 provide behavioral health enhancements in all eight
16 Miami Beach public schools, at a cost equal to the same
17 dollar amount for a term of nine months, commencing
18 October 1, 2018 and ending June 30, 2019.

19 May I have a motion?

20 MR. HOPE: Motion, Steve Hope.

21 MS. HOLLINGSWORTH: And a second?

22 DR. LAWTHER: Second, Lawther.

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

25 (NO VERBAL RESPONSE.)

1 MS. HOLLINGSWORTH: Moving to discussion,
2 comments?

3 MS. KENDRICK-DUNN: For the staff, my
4 question is, do you know of any other cities in
5 Miami-Dade County that are looking at replicating what
6 Miami Beach is doing or something similar to it?

7 MS. SYLVESTRE: Not at this moment.

8 MS. HOLLINGSWORTH: Further comments,
9 questions?

10 (NO VERBAL RESPONSE.)

11 MS. HOLLINGSWORTH: Hearing none, all those
12 in favor?

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

15 MS. HOLLINGSWORTH: Any opposed?

16 (NO VERBAL RESPONSE.)

17 MS. HOLLINGSWORTH: The resolution carries.
18 Madam Chair, that concludes the Program Services &
19 Childhood Health Committee report.

20 MS. NUELLE: Thank you very much. Jim, the
21 CEO report.

22 MR. HAJ: Madam Chair, for the respect of
23 the Board members' time, I'm going to table all this
24 until the next meeting. However, we do have an
25 important announcement, so I do want to turn the mic

1 over to the chair of the Nominating Committee, Mr.
2 Rodester Brandon.

3 MR. BRANDON: I'm saddened to report today
4 that our illustrious chairwoman will be terming out in
5 April. It was my committee that was --

6 MS. NUELL: October.

7 MR. BRANDON: October, excuse me. So, the
8 Board Nominating Committee met today to consider how to
9 move ahead. We have asked that the CEO advertise the
10 position being available. We will be accepting
11 applications or letters of interest from everyone.

12 And we will be reviewing those in the coming
13 weeks, making a selection shortly thereafter. So we
14 want to thank the chairwoman for her great leadership
15 and her diligent service to the Board, and we'll be
16 moving ahead at this point. Thank you so much.

17 (WHEREUPON, there was applause from all in
18 attendance.)

19 MS. NUELL: Thank you. And with that, we
20 are adjourned.

21 (Whereupon, at 6:06 p.m., the meeting was
22 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 97, 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 2nd day of August, 2018.



Fernando Subirats
Court Reporter

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#	69:24 70:20	86:5	42:5,10	91:15
<hr/>	71:2			
#2018-79	\$2.25	\$661,676.00	1,600	125
19:5	48:18	85:6	37:4	48:19
#2018-80	\$23,000.00	\$788,000.00	1,700	12:00
21:12	24:12	73:23	40:8,25	5:12,14,15
#79	\$25,500.00	\$789,094.00	1,750	13
19:3	23:21	21:19	40:5	33:9 42:9
#read30	\$26,250.00	\$8,000.00	1,800	81:25
40:20,21 41:1, 2	22:22	24:12	37:3	16th
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<hr/>	\$30,000.00	\$95,000.00	58:6	19:6 21:13
\$1,000,000.00	68:17	25:12	10,271	29:22
86:7	\$31,000.00	\$961,350.00	43:4	193,000
\$1,131,000.00	24:14	50:10	100	41:10
50:9	\$36,000.00	\$985,000.00	6:18,24 8:23	196,835
\$1,300,000.00	69:6	53:20	9:24 10:20	41:6
87:6	\$39,657,971	<hr/>	57:6 71:10	1:00
\$100,000.00	15:22	0	11:00	12:21,22
67:9 68:15	\$40,000.00	<hr/>	13:12	<hr/>
\$108,347.00	61:12 63:10	0.4415	11:30	2
19:15	\$40.00	14:21,24,25	5:11,12	<hr/>
\$122,613,872	82:15	17:8,9	12	2.7
15:20	\$400,000.00	<hr/>	19:15 21:19	57:13
\$148,785.00	91:13	1	25:12 50:12	2013
55:19	\$50,000.00	19:16 21:20	51:12 55:19	28:8
\$156,215.00	69:25 70:14,24	22:22 25:13	61:12 62:9	2014
51:12	\$52,000.00	50:12 51:13	67:9 69:6	28:9
\$164,337,112	70:11	55:20 61:13	73:23 85:7	2016-2019
15:20	\$52,100.00	62:9 67:10	86:7 87:7	50:7 51:6
\$169,650.00	70:1	69:7 73:24	12-	55:15 61:10
50:11		85:7 86:8 87:7	91:13	62:5 69:4
		91:14	12-month	2017-18
			22:24 73:25	24:14 70:2

2018 19:6,16 21:13, 20 22:23 25:13 43:3 50:12 51:13 55:20 61:13 62:9 67:10 69:7 73:24 85:7 86:8 87:7 91:14	2018-91 67:3 2018-92 69:2 2018-93 69:22 2018-94 73:18 2018-95 85:2 2018-96 86:1 2018-97 86:25 2018-98 91:10 2019 19:16 21:21 22:23 25:14 50:13 51:13 55:20 61:14 62:10 67:7,10 69:7 73:24 85:8 86:8 87:8 91:14 21 29:21 211 33:9 78:11 81:7,25 82:3,5, 7 83:4 23rd 5:11 29th 41:2	2:00 12:20 3 3,000 10:21 30 19:16 21:21 25:14 38:17 40:22 41:3,5 42:10 50:13 51:13 55:20 61:13 62:10 67:10 69:7 300 70:23 71:3,7 30th 13:11,19 31 22:23 73:24 85:8 86:8 87:8 91:14 32 32:9 35,000 40:12 36 29:17 365 20:15 39 28:12 87:19 88:13	<hr/> 4 <hr/> 41 32:6 45 38:17 46 28:11 47 28:12 31:22 46:5 4:00 5:11 4:06 5:2 <hr/> 5 <hr/> 5,950 40:22 50 34:25 48:23 52 31:21 54 28:11,14 29:2 540 6:21 55 29:2 59 28:14 5th 73:16	<hr/> 6 <hr/> 6,000 41:1 43:6 600 36:23 37:6 600-household 27:18 63 28:13 64 27:20 36:12, 13,14,17 6th 13:19 <hr/> 7 <hr/> 7,500 40:11 70 34:10 72 30:6 31:8 73 28:13 75 32:17 36:13 75,000 40:8 <hr/> 8 <hr/> 80 30:9
--	--	--	---	--

86 32:21	48:4,18,19 52:24,25 54:13 57:16 59:11	action 39:17	53:9	advertising 31:8 39:13 43:13 46:19 47:13 57:22,24 58:5,22 62:6 69:24
87 33:5	60:15 63:10 65:22 68:3	active 47:19	administering 79:25	
88 30:24	70:25 71:16 72:4 75:1	activities 67:7	administration 51:9	
89 30:25	77:25 78:1,8, 21 79:3,9,10 80:24 81:9,13, 19 87:21 88:8, 12 89:16,17,20 90:9	actual 18:5 29:10	adopt 64:14	Advisory 13:5,7,10 76:7
9		actually 6:5,22 13:12, 13 14:6 20:5, 24 37:5 38:9 39:20 46:20 49:5 54:23 58:21 71:16	adopted 11:4	Advocacy 73:20 74:25
9:00 12:20,21,22 13:12	absolutely 46:2 49:17 54:18,19 84:11	ad 41:20 49:15	adoption 64:25 65:2	advocacynetw ork.org. 83:21
A	accept 15:23	add 32:5 47:10 57:21 69:24 80:4 89:10	adoptions 64:16 65:3,4	advocate 78:1
ability 82:21 83:9	acceptable 35:9	added 44:18 79:3	ads 45:21	affiliation 11:17
able 14:2 21:3 35:17,20 37:5, 12 47:15 74:10 75:13,25 76:25 78:18 80:15	accepted 15:3	adding 58:2	adult 27:23 28:12,22 34:7	affiliations 59:21
about 5:23 6:3,20 9:5,11,13,17 10:5 12:10,13 20:13 23:13 28:6,15 29:18 30:4,5,7,8,12, 18,23 31:7,17, 18 32:6 33:2, 19,22 34:12,16 35:2 36:23,25 37:3,21 40:1,3 43:14 45:6,16	accepts 14:22 17:6	addition 24:12 60:20,22	adults 28:24 29:2 30:6,24 31:9, 21 32:17	affluent 44:24
	access 20:16 77:1 84:5 88:17	additional 27:11 39:3 88:18	advance 7:1	afraid 9:9
	accessing 32:13 35:8	address 10:12 89:9	advancement 40:18	African 38:3 53:19 59:12,16,18,23 60:4,14 64:25 65:2,5,7 68:13
	according 37:11 52:17 66:8	addressed 90:17	advertise 58:20	African- american 28:17 55:17
	across 27:1	addressing	advertised 74:18 78:11	after 46:19 52:6 60:11 72:25 83:16 90:14
	Act 87:5		advertisement 39:19	
			advertisements 66:13 67:6	

after-school 63:18 76:22 79:17,19	62:4 69:3,23	22,23 77:2 78:12 79:7 80:16 81:8 83:18,23 84:4, 11,13,20,22 85:19,21 86:18,20 91:3, 5,25	altered 44:11	and-a-half 37:21 38:18 54:8
afternoon 5:4 26:4 27:14 37:18	ahead 13:20 14:14 69:23		although 8:4 44:10	anecdotally 65:7
again 16:6 18:6,9 20:3 41:21,24 56:2 60:16	aided 39:15	all-year 46:23	always 8:2,25 38:19 47:21,24 75:7	Anglo 27:24 29:21 54:13,21,25
against 8:11 38:18 56:3	air 63:19	Alliance 76:14	Amended 19:5 21:12	Anglos 28:14,18 54:15,24
age 76:12	Alicia 7:11	allocated 19:9 20:1 21:17 22:8,9 69:25	American 38:3 53:19 57:3,5 59:23 60:14 64:25 65:2 68:13	animation 65:16
Agencies 76:15	all 9:9,10 11:10, 25 12:1,24 13:1,7,18,24 15:11,13,15 16:23,25 17:2, 23,25 18:2,18, 19,21 19:25 21:6,7,9 22:13, 14,16 24:1,3,5, 25 25:2,4,22, 23,25 26:8,10, 14,16 31:6 35:15 40:14 42:16 43:8 44:22 47:6,8 48:1 49:2,19 50:22,24 51:1 54:1,15 55:2,7, 8,10 56:4,13 57:25 60:8 61:1,3,5,21,23, 25 63:11,12,19 64:2,4 65:13, 14,17,19 66:5, 6,13,21,23,25 68:21,22,24 69:16,17,19 73:5,6,8 75:9,	allows 41:15,23,25	Americans 59:12,16,18 60:4 65:5,8	announce 11:21 12:10
agency 23:15 48:22 50:7,11 51:6 55:15 61:9 62:4 69:4		almost 37:21 41:1 46:9 77:5,6	among 6:23 26:12 28:13,14,19 29:9,16 30:8, 25 32:20 35:3, 11 54:24 55:2	announcement 13:21
agenda 5:18		along 78:16	amount 19:8,14 20:7, 22 21:16,19 22:22 23:11 24:13 25:12 38:1,16 41:19 44:16 48:22 50:9 51:11 55:18 58:1,7 61:11 62:8 67:8 69:5 70:1 73:22 85:6 86:4,6 87:6 90:7 91:12	announcement s 67:6
ago 6:21 37:21,22 44:15 71:16 79:1 82:19 83:8		already 24:13 69:25 70:14 78:6		another 60:11 63:23 83:24
agree 8:23 9:3		also 5:14 9:3 13:16 20:18 27:3 29:7 32:3 54:13 58:4 63:3 75:11,14, 18 76:5,12,25 77:4 78:11,18 79:22 82:3 83:23,25 89:10		answer 44:9 48:17 49:20 52:15 78:9
agreement 19:11 24:9 25:8,10 50:6 51:5 55:14 59:13 61:9				answering 74:21
				Antuno 7:12
				anybody 43:9 59:5
				anyone 48:3

anything 47:10 48:4	Armstrong 26:21,22 53:24 55:14 60:5 68:9	Association 6:19 57:4	11 25:7 50:5 51:4 55:13 61:8 62:3 67:3 69:2,22 73:18 85:2 86:1,25 91:10	50:25 55:9 61:4,24 66:24 68:23 69:18 73:7 84:23 85:22 86:21 91:6
anywhere 43:1 49:23,24	around 46:19,23 72:11	assuming 60:17	authorize 25:10	B
app 33:10 43:6 48:13	arrange 13:2	astronomical 42:6	available 19:9 21:16 25:11 26:25 27:2 65:2 75:24 76:24 78:2 79:16 80:1	back 7:15 14:9 16:6, 8,12 17:4 18:8 40:24 41:21 70:22 73:11 80:21
applause 13:24	arriving 7:18	attempted 37:3	avenues 83:4	backpacks 70:14,18,23 71:3,6,8,10 72:2,10,16,25
approach 44:2,8	artist 66:11	attend 13:3,8,13 75:15,25 84:9, 10	awarded 79:24	bad 68:3
appropriate 53:8 64:6 76:1 89:4	aside 77:4	attendance 13:25	aware 29:14 78:12 88:11	bag 48:25
appropriately 53:16 81:5	ask 6:6,11 14:4,14 17:14 26:17 31:17 36:1 38:25 59:11 71:7,13	attended 13:17	audience 80:11	Bagner 9:24 11:24 56:17 57:16 74:2 87:10 90:13 91:19
approval 5:25 14:5	asked 30:3,22 33:1 37:19 39:24 40:1 42:7 79:23 89:11	audiences 75:5	awareness 28:8,10,19,21 29:4,5 31:2 33:14,24 35:2, 5,10,13,16,18, 19,22 39:12, 15,18 43:18 54:21,23 55:2	balance 15:21 55:5 63:11
approve 8:17	asking 66:3	audit 23:14	away 8:25 81:18	bang 70:10
approved 6:6 19:5 21:12 22:8 53:20 70:14	asks 71:15	auditing 22:21	aye 12:2 15:14 17:1 18:1,20 21:8 22:15 24:4 25:3,24	barriers 80:1
approving 53:18	assign 66:7	augment 45:23 46:15	authorization 19:10 21:17 22:19 24:8,10,	base 29:3 34:21
Arbitron 27:1	assigned 62:24,25	August 5:10 12:18 13:3 22:22 73:24 85:7 86:7 87:7 91:14		
area 34:7 37:11 53:5	assistance 76:24			
areas 77:9 87:20,24 89:18,21				

based 10:8 30:22 49:7	7:18 9:1 10:9, 15,16 11:7,18 36:25 39:25 74:13,14 81:5, 25 87:22	bit 35:5 44:9,24 53:8 72:4 87:21	91:12	Brownsville 70:17 71:3,14 72:24
basic 37:3		Black 27:24 29:20 35:3,16,20 55:1 68:10	both 29:1 31:19	buck 70:11
basically 27:16,20,25 28:6,18 33:7 34:9 63:5	believe 6:4 89:7,25		bought 45:21	Buddhist 59:19
basis 41:17 42:18 47:18,23	below 35:8	Blacks 28:13,20	Box 51:10	budget 15:18,24 19:7, 8 21:14,15 22:11 35:21 56:21 57:1,17, 23 63:1
basis 41:17 42:18 47:18,23	benchmarking 49:6	Board 5:10 6:1,4,7 8:1,19,20 9:19 12:1,11,14 13:6 14:3,11, 22 15:13 16:25 17:6,25 18:19 19:5 21:7,13 22:14 24:3 25:2,23 50:24 55:8 61:3,23 66:23 68:22 69:17 72:21 73:6 79:5 80:22 82:18 83:17 84:9,22 85:21 86:20 91:5	brand 28:7,21 38:10, 22 41:6,13,15 42:1 48:11	
become 41:24 42:15,16	benefit 11:19 33:3		Brandon 17:17 61:15 70:4 85:13	budgets 57:20,22
before 5:18 12:9 18:23 19:2 23:7 26:5,15 28:10 32:16 42:22 46:13 56:10 73:17 88:21	best 48:2		break 79:16	build 41:25 56:11
began 5:2 32:16	better 58:14		Brickell 45:2	building 41:12
beginning 70:15	between 28:22 30:8 31:12 43:1 47:4 49:23,24 52:10,12 58:17 78:15 84:2 87:18		brief 30:18	bullet 16:9
begins 58:22	beyond 48:19	Boards 13:7	briefings 83:5	bus 39:17 44:14
behalf 57:25	big 40:23 43:4 46:8 60:6 65:23 72:21 89:22	Bob 57:9	briefly 45:16	buses 44:17
Behavior 11:3		BOHORQUES 12:21	bring 18:8 26:6 72:13 73:16 88:2 89:9	business 21:3 24:15
Behavioral 27:8	bigger 90:20	book 52:7	bringing 38:22 90:16	buy 47:7
being		Books	broken 40:14	buying 48:16 50:8 51:7 55:16
			brought 52:7	buys 49:14

by-laws 23:14	9:25	cases 7:10	38:18	28:25 33:3
<hr/>	Cancer 57:5	casting 43:22	challenged 38:6,21 39:1, 24	56:5 64:13,14 65:1,9 66:9 72:11 75:14, 22,23,25
<hr/> C <hr/>	CARDENAS 26:4 34:18	cause 8:5	challenges 37:22,25	76:13,14 79:4 82:1 87:3,23 88:1 89:1,4,23, 25
calculator 54:7	36:8,15 43:20 45:5 46:1,7	CCDH 73:19	Champions 66:9	Children's 8:2 13:9,11 14:3 19:12 22:21 26:11 29:6,15,18 30:4,5,7,10,18, 23 31:2,7 33:25 35:2,11 38:2 41:7 42:15 43:7 49:1 51:9 54:24 67:5 73:21 76:17 77:23 85:5 86:2
calendar 84:12	47:1,16 52:15 53:11,23 54:5, 10,18 56:10,22	cell 32:15 33:10	change 19:25 22:7,11	
calibrate 47:22	57:12,14 58:19 59:22 60:23	census 52:8	changed 73:1	
call 5:5 82:21 83:9	62:23 63:5,16, 25 64:11,19, 21,24 65:14	Center 86:3	changes 38:11 47:18	
called 40:19 41:25	66:2,7 67:25 68:17	centers 88:24 89:2	Channel-7 52:21	
calls 77:19 78:10,15	care 9:17 33:3,9 65:1,8 76:23 89:2	centralize 57:24	channeling 52:25	
came 71:7	Career 86:3	cents 43:2 49:23,25	charge 10:7	
camp 43:7,8	Careful 9:2	CEO 74:25	check 89:12	choose 36:20
campaign 39:13 40:19,21 41:2 43:13 44:11,13,15, 16,20,21 47:22 48:2,4,7 53:18 65:16,19	carefully 9:11	certain 9:4 44:6 58:24	chief 72:22	chose 36:21
campaigns 46:4 63:12,19 64:4	cares 10:24	certainly 9:20	child 10:21,22 39:5 80:7 89:2	Christian 59:19
campus 58:20 63:18 66:2	carries 85:1,25 86:24 91:9	chair 6:15 7:5,23 8:7,14,22 9:18 11:3,12 14:6, 16 16:3 19:1, 24 73:11,14 82:17	childhood 73:15 88:23	Christian- based 60:17
can't	carry 32:23	challenge	children 6:3,10,20 7:18 8:10 9:5,14,17, 22,25 10:20,21 11:5,9,10,19	churches 59:17,21,24 60:17
	carved 39:21			cities 55:5

city 12:25 37:1 88:24 89:16,22	combination 66:16 84:1	5:7,8 15:9 16:21 17:21 18:16 19:23 22:4 23:5,24 24:23 25:20 42:19,20 50:20 51:20 56:1 58:8 60:24 61:19 62:17 65:7 66:18 67:17 68:18 69:14 70:9 71:20,25 73:2 74:7,8 84:15 85:17 86:16 87:15 91:1,23	communicatio n 30:14 56:8 88:23	compared 32:8
clarification 7:17,22 89:11 90:14,23	combining 82:7		communicatio ns 19:2 26:5,22 53:24 57:24 68:9 70:19 81:9	comparison 49:16
clarify 56:18	come 5:13,15,20 10:1 14:9 26:14 32:14 35:24 37:19 46:13 56:12,13 77:20 80:21,22 84:3		communities 76:19 88:8	compete 46:21,22 47:2, 3
clarifying 81:13	comes 10:6 63:10		community 9:8 26:12 29:14 35:1,3,6, 10,14,16,18, 20,22 38:2 39:8 42:22 44:25 46:11,14 51:7,8,23 52:2 53:3 54:21,25 55:1,16,17 56:15 57:8,14 59:20,22,24 64:9,18 67:24 68:8,13 70:17, 20 71:4,7,12, 14 72:4,18,19 76:6 77:8,9	competitive 60:11 67:4
clear 36:2 70:18 71:2,6,10 72:2, 9,15	comfortable 42:23	commercial 52:20,21		complete 8:24
clearly 33:12	coming 12:19 43:15 44:25 70:22 77:24 83:25 89:23	commercial s 66:1		completed 37:4
click 41:8	commencing 19:15 21:20 22:22 25:13 50:12 51:12 55:19 61:13 62:9 67:9 69:6 73:23 85:7 86:7 87:7 91:14	Commissioner 8:16		completely 8:23
close 27:22 54:10		Commissioner 6:1		complexity 82:23 83:2
closely 32:12 75:12		Committee 14:15,17,21,23 17:7 73:15 76:7		comprehensive 24:15 87:2
club 52:7		committees 76:6		concentrated 53:1,2
co-signers 6:23		communicated 87:17		concept 31:14
Coalition 89:1		communicatin g 33:17	companies 44:3	concern 6:2 11:5 54:13 60:18
Coconut 45:1	comment 11:12 41:8 51:22,23 56:7 58:9 59:10 67:18,19 70:10 87:16 90:2		company 23:7 63:23	concerned 9:17 87:21
collectively 71:13			comparable 23:20 49:9	concerns 88:13
College 91:11	comments		compare 56:22	concludes 73:12
				concrete 27:11 48:17

confirmed 12:24	contract 22:20 26:7 54:1 60:5	47:14,21 48:5, 8 49:4,7,12,15, 22	7:14	Dans 26:19 27:10 33:19 37:18 44:9 47:11,17 49:10,17 50:3
congratulate 13:22	73:19 79:8 80:5,20 85:3	costing 49:13	create 39:12 81:11	dark 46:18,21
congratulations 13:23	86:2 87:1 91:11	costs 47:13	created 82:19 83:7	data 45:14,17,24 72:14,15,17,21 74:17 87:19
connect 59:24	conversation 77:25 79:9 89:7	couched 11:8	creating 44:10	date 13:10,11,20
conservatively 37:8	coordinate 66:6	Council 76:14	creative 55:14 62:5	daughters 77:22
consider 73:16	coordination 76:23	country 7:13 9:8 27:1 60:1	Creole 26:10 27:19 46:10 53:19 63:24 64:1,3 67:23 68:5,6,7	Davenya 26:21
considering 43:19	Coral 45:1,7	County 5:25 6:1,22 10:20,22 15:1 17:10 27:23,24 30:1 32:18 34:5,20 37:14 51:8 52:2,9 55:3,18 56:24 57:10 72:3,7	Creole-speaking 51:8	day 38:18
consisted 44:16	core 38:9	couple 74:8	critical 10:13	days 40:22 41:3,6 42:10
consists 20:15	Corp 25:8	course 5:15 10:11 77:2	cross-racial 65:4	DCF 62:22
constructing 6:12	Corporation 19:11	cover 89:13	culturally 53:7 64:6	DE 8:22 12:6 18:6 23:6,10,17,23 74:8 75:2,19 77:13 78:20 80:24 81:23 82:6,11 83:11, 13 90:2
construed 8:6	correct 7:20 13:23 19:7 21:15 22:6,7 23:9 36:19 53:19,22 57:16 71:12	covers 11:4	cycle 58:3 79:22	dealing 83:3
consultation 5:25	correlate 58:13	coyote 10:16	D	December 46:20 47:4
Consulting 55:14	correlated 72:15	coyotes	d/b/a 69:23 73:19	
consults 64:5	correlation 58:17		Dade 5:24 27:23,24 72:3,7	
contact 75:16	cost		Dadeland 44:21	
continue 14:2 35:19 41:16 60:10				

decided 78:10	desire 39:12	89:3	14:25 15:1 17:9 20:22 48:23 49:7 57:22	16:15 19:20 24:18 36:1 43:11 55:22
definitely 9:19 27:5	desk 13:4	Directors 19:6 21:13		during 43:7
delayed 89:24 90:19	details 12:18	directs 79:2	done 11:18 38:24 63:22 66:10 74:13,14,19	<hr/> E <hr/>
delays 87:3,24	develop 39:3	disabilities 73:20 74:25 75:15 76:13 79:4 82:1 87:5 90:9	Donworth 19:18 67:12	e-mail 20:17 88:21
deliberate 88:22	development 73:21 83:16 85:4	disappointed 6:23	door 44:3,5	e-mails 87:18
delivered 79:1	developmental 87:3	discussed 82:18	double-digit 40:15	each 20:16,20 47:14 57:23
delivery 58:18	difference 23:10,11 28:22 31:12 32:10	discussion 10:6 74:6,9 78:5 85:16 86:15 87:14 91:23	down 29:8 31:24	earlier 87:18 90:1
demand 52:17,18 58:22	different 20:12 23:7 38:23 47:17	discussions 5:22	downloading 48:12	early 86:3 87:2 88:2, 9,23 89:2 90:15,18,22
demographic 39:4,6	demographics 58:25 66:8 75:4 83:4	displays 51:10	downloads 43:6	eat 5:15
demos 39:3	difficult 43:22 71:15 72:8	disseminate 52:19	dozen 59:7	economical 66:15
depending 58:7	digging 32:15	distributed 36:24	drawn 37:8	ed 76:8 79:12
depends 47:16	digital 65:17	district 8:15 88:7	Drive 20:19	editing 63:8
design 61:11 65:15 79:24 80:9,23	direct 43:25 44:1	diversity 37:23	driving 44:25	educated 76:2
designed 78:25 80:17,20	direction 9:15	dollar 48:17	dual 44:23 45:4	Education 6:20 87:5
designing 79:5	directly 7:8 62:21 71:23 82:25	dollars	Duran 11:23 15:25	effective 71:11

effects 8:9	34:23	64:2,3,12 67:22 68:2	ethnicities 55:2 59:14	52:24
efficiencies 57:23	emphasize 11:8	English-creole 51:10	evaluated 47:21 88:3 90:15	exactly 47:1 67:25
efforts 27:12 35:12 45:11 55:3 57:25 62:23	employee 20:20	enormous 41:19 48:22	evaluation 27:15	example 42:15 43:25 44:2 49:18 58:20 59:18,20 63:10 66:9
eight 53:22 65:23	encumber 86:5	enough 28:3 42:24 90:19	even 21:1 35:4 37:7 58:10 64:14, 24,25 71:18 72:25 78:7 80:14 88:6 90:11	examples 27:12
Eighty 33:5	end 31:24 45:21 47:22 48:6 49:2,3	enrollment 81:7,12	ensuring 89:8	exceed 19:14 21:19 22:22 24:13 25:12 50:9 51:11 55:18 61:12 62:8 67:9 69:6 70:1 73:23 85:6 86:4,6 87:6 91:13
either 30:9 41:7	ended 28:9	enter 50:5 51:4 55:13 61:8 62:3 69:2	event 40:7	events 67:7 77:2
EI 67:21 68:1,2	ending 15:21 19:16 21:20 22:23 25:13 50:12 51:13 55:20 61:13 62:10 67:10 69:7 73:24 85:7 86:8 87:7 91:14	Enterprise 20:8,15	ever 64:17	Excel 20:16
eligibility 87:4	engage 48:6	entire 57:17 89:21	every 13:10 28:9 37:13 47:17 48:17 49:23 54:5 83:18,22	exception 46:10
eliminated 46:9	engagement 70:20 72:18 77:8	entity 79:24 89:4	everybody 5:9 26:4 30:14, 20	exceptional 76:7 79:12
Elizabeth 46:12 64:5 68:5	engagements 41:6	equivalent 14:25 17:9	error 19:6 21:14 37:6	excess 48:22
else 47:10 48:3 62:25	engaging 38:9 42:24 45:22 48:11	error 19:6 21:14 37:6	especially 58:1	exclusive 60:7
embarking 10:15	English 26:9 27:19 34:12 63:23	estimates 15:19	ethnic 28:9,16,19	exclusively 60:6 68:2 77:6
embarrassing 68:3		ethnic 28:9,16,19	evidence 10:8	excuse 75:19
Emily 18:24 26:3 47:18			exact	execute
emphasis				

22:20 73:19 85:3 86:2 87:1 91:11	11:20	families	86:19 91:4	55:14 59:13 61:9 62:4 69:3
exists 74:19 90:5,12	extensively 75:6 77:7	8:10 9:17,22, 25 11:6 26:13 43:14 45:8	fee 23:21	Finance 14:15,17,20,23 17:6 73:12
expand 81:24	extra 48:19	53:7,15 64:13 75:24 77:20 78:7 79:12	feel 30:24 65:8 71:16 72:22 77:9 81:17	financial 22:20
expect 53:5	extremely 44:7 68:7	80:11 81:21 89:13 90:10, 21,22	feels 42:23	find 15:19 33:8 64:20,21,22 78:3,7 81:19
expectation 81:14	<hr/> F <hr/>	family 46:19 63:17 66:12 75:7 90:24	fees 50:11	finish 16:11 74:10,20
expend 67:4	fabulous 49:5 68:11	fan 42:15,16	fellow 9:19	fire 31:12
expended 24:13	Facebook 31:25 32:8 40:4,8,12,17, 25 42:16 43:4	fans 40:8,12	felt 30:5,6	first 16:8,9 28:6 36:9,11 43:3 45:14 75:1 80:19,20 81:9
expenditure 15:21 24:10,11 58:17	facing 37:23	far 57:20,22 77:15 78:22	FERRADAZ 58:9	fiscal 14:21,23 15:18 17:7 19:10 21:17 24:14 25:10 70:1
expenditures 25:11	fact 30:11 31:23 35:15 59:25	farm 66:14	few 5:9 7:8 52:12	five 19:2 23:15,18 29:5 31:10 53:21 89:24
expensive 46:25 47:1	Factor 26:19,20 27:11 50:6 53:23	fascinating 45:25	Fiddlers 88:2	flex 79:25
experience 8:1	Fair 40:6	fast 58:20	field 12:12	floored 90:7
experiences 81:22	faith 60:2	favor 11:25 15:12 16:24 17:24 18:18 21:6 22:13 24:2 25:1,22 50:23 55:7 61:2,22 66:22 68:21 69:16 73:5 84:21 85:20	fifty 53:21 70:19,21	Florida 31:18,22
explained 88:1	faith-based 55:17 59:11, 15,16 60:6		file 20:18	
Expo 46:19 63:17 65:21,23 66:12	false 56:12		fill 56:16 58:20 78:4	
exposure 38:1	familiar 40:21		final 32:25 60:8	
express			final-year 50:6 51:5	

flyers 66:4 79:11	49:25 73:24 85:8 86:8 87:8 91:15	<hr/> G <hr/>	83:8 90:10	greater 54:23
focus 59:15 60:6 64:15 68:7	fourth 44:16	Gables 45:1,7	given 20:22 29:25 44:17	GREEN 77:14
focused 34:23 52:13 59:14 77:5	Free 91:12	gain 57:23	glad 83:13	grew 43:4
folks 36:3 65:6	fresh 39:20	Gallery 62:7,25 63:2,6, 7,9,15,17,25 64:1 65:21	goes 12:9 13:17 45:2 77:3	Grimes-festge 15:6 18:13 25:17
follow 27:11 80:7	front 20:2	Gardens 89:17	gone 77:17	group 13:10 28:9,18 50:7 75:8 79:5
follow-up 36:2	full 47:19 78:6	gave 71:1	good 5:4 26:4 27:14 31:4 37:18 46:2 56:4 74:24 75:4,21 77:13 82:10,15 83:18 84:7,19	groups 28:16 29:2 31:20 57:4 60:3
following 6:5 18:24 33:4	fully 27:4	geared 79:11	Gospel 68:11	Grove 45:1
force 47:19	fund 15:21 63:13 81:7 84:14	general 28:23 31:3,13 54:4 81:6,12	government 21:1	grow 38:6 78:12
forget 75:8	funded 30:19 89:11	generated 33:24 43:6	growing 35:16	grown 33:13 40:10
formal 67:4	funding 23:11,13 25:11 58:2 67:6 71:22 79:22 80:22 89:14	getting 31:15 32:2,3 49:3 58:11 64:13 77:11 82:20,23 90:14	governmental 89:4	growth 40:16
forty 53:22 65:22	funds 77:23 79:25	giant 48:24	grab 5:13	Guerin 46:12 64:5 68:5
Forum 86:2	further 44:10 84:15 90:25	give 8:9 14:15 26:23 27:11 35:24 38:23 39:25 48:16 49:18,21 70:12,14 82:19	Grace 26:20	guess 7:3 36:5 58:16 64:9 65:25 81:3 87:17
forward 45:17	future 60:19		graphic 61:11 65:15 66:11	guide 27:6 90:11
foster 65:1			great 33:1 37:14 40:9 42:17 45:19 71:17	
found 79:14				
four 22:23 43:2				

guns 10:5	handouts 83:19,20	headed 75:8	67:5,20 68:1,2	50:17 55:23 62:12,18,20 63:3,15
guys 37:20 38:25 40:4,20 42:8	HANSON 52:6,22 53:14 78:24 81:3 82:2 84:11 89:10	health 43:15 73:15 76:9	here 7:9,14 10:1,25 13:4 26:16,17, 22 27:15 28:6, 17,23,25 29:8, 18,23 31:1,8, 25 32:7,9,13, 17,25 39:25 46:12 57:25 63:22 70:16 74:22 78:2 88:22	hip 27:5
H	happen 88:4	hear 33:19 81:19		hire 53:5
Haitian 27:24 28:17 46:11,14 51:8 59:22 64:8,13, 14,18 67:23 68:6,7,8	happened 42:22	heard 53:1 54:14 72:4 81:9		Hispanic 27:22,23 28:1 29:14,17 30:1 33:13 34:3,5, 12,13,15,20, 21,23,25 35:6, 10,14,18,22 36:4,12 38:2,4, 6 89:19
Haitian-creole 51:24 52:10,13	happening 11:18 76:12,21 83:13	Hearing 84:20 85:19 86:18 91:3,25	heritage 34:13	
HAJ 16:3,8 19:1,24 22:7 23:9,13, 18 57:16 70:13 71:2,12,24 72:17 82:14,17	happens 48:21 75:5,9	Heart 57:3 62:6,25 63:1,6,7,9,15, 16,25 64:1 65:21	high 29:3 35:3,4 56:20 68:12 88:13,18	Hispanics 28:2,13,17,19 29:17 35:7,11 36:6,10
half 43:3	harassment 13:6	heavily 57:21	high-income 88:16	historic 59:24
hand 37:9 88:15	hard 43:21 56:22 58:12	Helene 74:21,22,24 75:19 83:12 84:18	high-poverty 87:23 88:8,19 89:18	historical 60:13
handle 66:4	hardware 19:13	Helene's 79:5	higher 28:10 33:24 87:20	historically 64:12
handled 63:20	harm 35:21	help 56:17 72:19 77:21 78:11 82:21 89:5	higher-risk 90:21	history 11:14
handles 68:5	having 9:10 81:17,21 82:20,25 84:2	helping 56:5	highest 38:14	hit 40:15
handling 63:6	he'll 27:9 33:22	Helpline 33:9	highly-charged 9:20	hits 76:14
handoff 82:10	head 49:19,22 52:11	Herald	Hincapie 7:5,7,20 10:14, 19 12:4 17:18	hitting 81:17 83:8
				holding

80:15	26:2 47:12	households	9:10 20:11	income-
holidays	49:6,12 50:2,4,	27:21 28:12,24	28:15 29:7	parents
46:22 47:3	16,18,20,22	huge	32:4 41:15,19	88:18
Hollingsworth	51:1,3,16,18,	40:13 41:4,11	42:14 46:10	increase
6:15,17 9:18	20 55:6,10,12,	42:2,6	90:16,24	23:22 28:7
21:23 25:16	24 56:1,7 58:8,	hundred	importantly	29:8,13 42:5,
61:16 67:14	16 59:9 60:24	53:21,22 65:22	48:10	10 58:17
73:14 74:4,6,	61:1,5,7,17,19,	hybrids	impression	increased
22 83:12	21,25 62:2,13,	84:1	41:16 47:14,	29:9 54:21
84:15,18,20,24	15,17,19		15,21 48:5,8	increases
85:1,11,14,16,	66:17,18,21,25	I	49:4,7,8,13,16,	29:24
19,23,25	67:2,13,15,17		24	increasing
86:13,15,18,	68:18,20,24	idea	impressions	35:22 55:2
22,24 87:12,14	69:1,10,12,14,	46:2 87:5 90:9	48:9,16	increasingly
90:25 91:3,7,9,	16,19,21 70:5,	identified	improve	34:5
18,20,22,25	7,9 71:20,25	45:10	35:13	indicate
Hollingsworth	73:2,4,8,10	ignoring	improvement	30:11 31:13
21:24	74:3 77:6	60:2	28:19	indicates
Homeland	85:10 86:12	Imaginart	in-between	33:21
5:24 6:2 8:11	91:17	51:5 53:25	13:19	individuals
honest	hopefully	imagine	inappropriately	76:25 87:4
64:24	13:2	9:25	81:18	industry
hope	hoping	immigrants	included	49:8,10,16,25
5:19 10:4	83:4	53:3	19:6 21:13	influencer
11:12,14 14:16	hotline	impact	82:3	39:7 44:24
15:5,7,9,11,15,	74:16,17,19	19:7,8 21:14,	includes	information
17 16:2,7,13,	77:13,14,20	15 26:24 27:15	15:19	12:17 20:6
17,21,23 17:2,	78:13,17,22	33:1 56:8	including	30:16 31:18
4,15,19,21,23	80:25 81:4,6,	58:14	37:15 79:3	32:2,7,22 33:2,
18:2,9,12,14,	24 82:7,8,12,	impacting	inclusion	8 35:25 63:22
16,18,21,23	13 83:7	35:15	76:3	74:12,16 76:18
19:4,19,21,23	hotlines	implemented	inclusive	87:22 90:3,5,
20:4 21:5,9,11,	82:18	44:20	50:10	11
25 22:2,4,12,	hour	important	income	informed
16,18 23:3,5,	38:17,18	5:21 6:13 7:2	37:15	46:3
24 24:1,5,7,19,	House			
21,23,25 25:4,	88:25			
6,18,20,22,25				

Initially 13:9	45:2 50:5 51:4 52:2 53:12 55:13 61:8 62:3 69:2 77:20 89:1	item 18:5 70:13	jump 34:18	78:16
initiative 75:9		items 70:2	June 19:6 21:13	KIRTLAND 23:20 57:19
initiatives 44:4 63:13 64:3 67:7	intrinsically 65:16	itself 33:10 84:2	<hr/> K <hr/>	knew 30:4 78:8
inroads 30:1	invest 31:7 57:20 68:1	<hr/> J <hr/>	Karen 14:5	Knight 67:8 68:15
insist 8:7	investment 71:17	January 47:4	keep 13:17	knock 44:3,5
installed 29:3	investments 27:4,6 46:9,16 64:15	JCS 78:11	keeps 26:11	knowing 10:23 72:10
instead 19:9 21:16	invitations 66:4	JEANTY 5:7	Kendrick-dunn 20:5 21:4 36:22 37:15,17 51:22 59:10 60:12 63:21 64:7,17,20,22 67:18 69:9 72:1 83:14 84:6,8 87:16 89:15	Knowledge 35:2
insurance 89:13	invite 42:16	Jim 6:7,12 9:11	known 29:18	KOBRINSKI 14:6,8,12 16:5, 11,19 17:12 18:4,7 60:8
intelligent 72:10	involves 10:15	job 31:4	Konica 24:14	
intent 7:19 9:16	IP 25:8	Jose 26:19 27:10 33:19 35:24 47:7,10,12	<hr/> L <hr/>	
interestingly 28:3	Isaac 8:16,23	Jose's 47:5	kid 80:5	labor-intensive 44:7
International 19:11	issue 6:14 9:13,21, 23 10:2,5,12, 13,17 28:7 31:1 32:4 64:23 72:21 89:22 90:20	journey 10:15	kids 10:9,10 33:8 62:22 64:14 71:3 72:11 90:14,18	Ladner 27:8,14 34:4, 16 36:11,16,19 37:2,16 45:15 57:11,13
internet 25:9 32:3,12 33:7,18 46:8		Judge 16:3,9 17:20 18:15	kind 9:1 42:12 62:21 75:3	language 19:8 21:15 34:13 36:20 42:25 52:8
Internets 33:5		July 13:11,19 22:23 73:16,24 85:7 86:8 87:7 91:14	kindergarten 89:23	
intervention 65:10 87:2 90:1	issues 8:3,18 10:8 30:13 90:16		kinds	
into				

53:6 79:3	leadership 14:19	19:12 20:9,13	44:9,24 53:8	40:7 43:14
languages 51:24 52:3,12, 14 53:12 54:2	Learn 91:12	life 88:10	70:11 72:4	44:17 54:12
large 20:22 29:4 31:24 32:10 37:1,8 42:19 56:24 57:15	Learning 86:3	light 38:22	78:21 87:21 89:3	60:4 65:6,8 66:12 72:7 75:16 88:16 89:21,24 90:15
last 13:21 14:17 19:25 22:8,9 23:21 27:13 29:8 32:18 33:14,25 34:24 39:25 40:21 41:5 42:3,7 54:22 60:9 88:21 89:7	least 12:11	like 5:5 6:6,17 8:16 20:10,21 30:12 40:10 41:7,10 42:13 43:21 44:7,15 45:17 46:5 47:13 52:3 54:11 56:25 57:4,20 65:20 66:3,5 72:12,16 74:21 75:2 81:18 82:15 83:6 84:4,10 88:3	live 7:13	lots 72:11
late 88:12	left 72:23	liking 33:25	lived 37:12	Lotus 88:25
later 80:9	legal 65:10	Lily 75:1	lives 39:7 45:3	loves 10:23
latest 45:14	less 29:19 37:6 52:8	Linda 69:23	LLC 51:6 61:9	low 64:25 68:7
launch 79:21	let 7:1 37:2,9 83:1,9	line 81:14 82:3 83:24	LLP 22:20	lower 45:21 88:14
launched 40:19 41:2	letter 5:24 6:1,7,12, 19,20 8:6,24 11:7 12:6	lines 78:16	local 27:3 31:18	lower-income 45:8
Laurie 65:10	level 31:2 33:24	lion's 64:15 65:3	located 52:23	lowest 48:5
Lawther 11:3 16:1,16, 20 24:20 71:22	Liberty 12:25 88:24 89:16,22	literally 44:5	long 7:16 8:17 12:11,14	lunch 5:13,15 12:23
leaders 70:17 71:4	license 20:9,14,23	little 35:5 41:3 43:3	looked 28:22 34:24 52:1 58:12	<hr/> M <hr/>
	licensed 20:24		looking 20:7 32:11,22 48:14 59:14,17 67:20 77:21 83:25	Madam 6:15 7:5,23 8:14,22 9:18 11:3,12 14:6, 16 73:14 82:17
	licenses		looks 65:19	made 7:14 29:24 35:12,13 40:18
			Lori 74:9 78:20	Madison 61:9 66:10,15
			lot 13:18 20:10	

mail 44:1	Marcum 22:20	74:1 76:25 80:5 82:5 85:9 86:10 87:9 91:16	41:5,14,23,25 42:5 43:20 45:19,24 46:23 49:22 50:8,10 51:5,7 55:16 68:10	84:22 85:21 86:20 91:5
maintain 8:2	Mark 45:12			men 7:8 10:16
maintenance 19:14	market 27:23,24 28:1 29:18 30:1 32:11,21 33:13,15 34:3, 5,9,10,13,15, 17,24 38:3,4, 15 50:8,11 54:14,15,17	maybe 10:4 12:25 20:6 23:21 44:16 45:23,24 60:21 77:17 80:2,14 81:13 82:19 83:4 84:3 88:6	medical 90:5	mental 76:9
majority 26:6 34:19 41:9,10 65:1,3			medicine 87:2 90:9	messages 75:5
make 5:20 41:16 47:23 49:24 53:15 58:14 64:5 75:25 78:15 90:2,13, 23	marketing 26:10,19 39:13 41:14 50:6 53:24 56:19 57:22 80:11 81:8	Mayor 5:25 6:8	medium 47:16,17	met 14:17 73:15
making 38:10 48:9 67:20	marketplace 37:24	MCI 88:25 89:16	mediums 41:18 52:19	Metromover 44:20
manage 63:5	markets 33:17	mean 34:3,4 41:20 42:4 54:12 55:4 60:10 64:9 72:14	meet 12:15 46:17 87:4	metropolitan 34:7
management 24:16 62:7 86:3	material 84:4	meaning 34:14	meeting 5:2,5 13:7 14:11 42:7 58:25 59:8 81:10	Metrorail 44:14,20,21
managing 63:7	materials 53:12 83:20	means 32:10 39:15,18 41:12 42:11,22	meetings 53:2 84:3	Miami 34:6 62:6,24 67:5,20 68:10, 11 87:1 89:17
mandatory 13:7	math 54:6	measure 39:13	member 8:1 20:17 84:9	Miami-dade 6:22 10:22 15:1 17:10 30:1 32:18 34:5,20 37:13 51:8 52:2,9 55:3,18 56:24 57:10 91:11
many 9:22 32:14 40:20,24 47:25 48:8,16 54:6 56:11 57:9,11 58:4 59:6 60:5 63:12 65:6 76:5,17 87:23	matter 72:18	measuring 40:2 47:25	members 9:19 12:1,15 15:13 16:25 17:25 18:19 21:7 22:14 24:3 25:2,23 50:24 55:8 61:3,23 66:23 68:22 69:17 73:6 75:11 79:5 83:17	Microsoft 20:7,14
	may 8:14 19:24 41:2 45:16 49:2 62:25 67:13 72:20	meat 28:1 32:20 33:12 34:2,14		middle 71:3 72:2
		media 31:25 32:4,8, 12 40:3,17		might 11:16 20:21 43:12,25 44:1

56:17 79:13 81:21 89:3	month 22:8,9 42:3 45:19 71:16 82:15	51:24 56:23 60:17 77:10	8:22 12:6 18:6 23:6,10,17,23 74:8 75:2,19 77:13 78:20 80:24 81:23 82:6,11 83:11, 13 90:2	11:4 native 42:25
mild 87:3	month's 20:1 22:10	mother 59:18	Nay 12:4	necessarily 39:8 45:6,20 59:8 71:10 77:22 80:4
millage 14:21,24 16:6, 12 17:8	monthly 45:24	motion 7:4 11:22 15:2, 23 16:11,14 17:5,11,12,15 18:4,10,23 19:17 21:22 22:25 24:17 25:15 50:14 51:14 55:21 61:14 62:11 67:11 69:8 70:3 74:1 85:9, 10 86:10 87:9 91:16,17	much 11:11 20:4 37:14 43:13 48:15 49:3 54:3,4 56:6 68:15 70:10 73:13 82:12,13	need 7:3 11:22 15:2, 5 16:6,8 17:5 26:13 39:18 45:8 53:15 57:8 76:2,3 77:10 79:13 80:3,17 81:12 82:24 89:25
Miller 87:1	months 6:21 19:15 21:20 25:13 32:19 42:6 43:5 50:12 51:12 55:19 61:12 62:9 67:9 69:6 73:23 79:1 80:19 82:19 83:7 85:7 86:7 87:7 91:13	move 15:4 18:11 38:7 50:4 62:12	multi-layered 26:9	needed 35:5 78:8
million 48:23 54:8 56:4 57:13	moral 11:19	moved 11:23 15:25 17:17 19:18 21:23 23:1 24:18 25:16 50:15 51:15 55:22 61:15 67:12 69:9 70:4 74:2 86:11 87:10	multi-lingual 26:9	needs 66:8 76:13 80:13 81:20 90:3
mills 14:24 17:8	more 9:7 12:18 27:4, 16 33:19,22 34:23 35:5 36:24 40:16 43:12 44:24 45:11 47:1 48:3,10,15,17 57:6 58:8 60:24 66:15 79:13 80:3,13 88:8 89:1,18 90:22	moving 17:4 31:2 61:7 65:17 74:6 85:16 86:15 87:14 91:22	multi-tiered 26:15	negative 35:15
mind 14:13 26:12 39:21	most 11:17 26:13 27:7 45:9	MOYA	multiple 19:13 21:18 39:2	negotiate 22:19 48:19,24 73:19 85:2 86:1,25 91:10
Minolta 24:14			Muriel 5:6 13:16	neighborhoods 45:3 53:13
minutes 14:5,9 38:17			must 16:4	Neimand 51:15 52:24 70:6 86:11 91:21
mirroring 37:23			<hr/> N <hr/>	
miscellaneous 33:11			name 45:10 74:23 75:8	
moms 43:4			national 6:19 11:3 57:2	
money 7:15 20:10 31:15 48:22, 24,25 54:12 57:15 58:5 80:3,4,6			nationwide	
monies 67:4				

net 43:22	non-hispanic 34:6	10:18 11:2,10, 13,21,25 12:3, 5,8,22 14:1,7, 10,13 17:14 18:8 36:13,17 65:11,20 66:3 73:12 82:12	October 19:15 21:20 25:13 46:20 47:4 50:12 51:12 55:19 61:13 62:9 67:10 69:7	one 6:8 8:4 11:12 12:5,23 16:4,6, 9,10 20:16,19 28:5,21 29:1,9, 10,12,23 30:3, 13,15,17,25 31:8 37:25 38:5 42:23 48:3 49:21 52:9 53:20,21 54:8 56:2 58:9, 13 60:3 65:12 67:21 71:15 72:2,8 83:24 84:9
Network 26:21 47:5,7 53:25 62:4,24 63:6,20 64:5 65:12 66:4,13 73:20 74:25	non-partisan 9:23		off 32:2,3 49:19, 21 52:11 80:10,15	31:8 37:25 38:5 42:23 48:3 49:21 52:9 53:20,21 54:8 56:2 58:9, 13 60:3 65:12 67:21 71:15 72:2,8 83:24 84:9
neutrality 8:3	none 82:14 84:20 85:19 86:18 91:3,25	Nuevo 67:21 68:1,2	Office 20:15	67:21 71:15 72:2,8 83:24 84:9
never 14:13 42:9,22	normally 48:20	number 5:23 14:18 20:24 29:4,13 32:1 36:23 38:19 40:13,23 41:11 43:5 45:9 49:15 58:23 79:2,5 81:11 87:22 89:9	offices 90:4	67:21 71:15 72:2,8 83:24 84:9
new 23:8 45:17 69:25 75:6,7,8 79:22 81:11	not-for-profit 56:23		official 7:4	67:21 71:15 72:2,8 83:24 84:9
news 31:18,22,23	not-for-profits 56:23		offsite 62:6	one-month 40:25
newsletter 77:3	note 7:2 20:16	numbers 30:11 35:7 38:6,24 41:4 42:1,6 43:3 45:25 49:4,19 52:18 58:11, 14,15 59:8 68:3 79:21	often 87:24 89:23	one-provider 80:5
newspaper 68:12	noted 6:14		oftentimes 79:18	ones 45:7 90:17
next 14:11 19:2,25 22:10 29:12 31:6 53:21 58:2 80:6 81:2	nothing 56:3		old 56:11	only 23:15 29:21,22 30:11,25 33:11 34:12 40:25 41:3 59:17 60:15,16 64:1 65:21 72:8 75:14 77:5,15, 19
next-door 59:2	notice 28:15 29:1	nuts 63:7	older 10:16	60:15,16 64:1 65:21 72:8 75:14 77:5,15, 19
niche 39:21	notify 13:16	<hr/> O <hr/>	on-line 31:25 32:7 33:7 39:16 83:25 84:2,5	open 84:14
Nielsen 26:25	Nova 85:3	object 8:5	on-site 79:7	Operations 14:15,23 17:7
nine 49:23	November 13:18,19 46:20	obviously 45:18 80:25	once 80:22	opinion 8:9 11:1 27:8 30:10 33:15
	NUELL 5:4,8 6:16,25 7:6,17,21,24 8:13,21 9:3	occurred 70:15		

35:9 38:13 72:9	out-of-school 76:22	oversight 51:9	parent/family 75:7	partnership 88:23
opinions 30:15 34:17	outcome 73:1	Overtown 12:25 88:25 89:17,22	parents 6:3 7:9,10,17 29:3 30:8,25 31:4,10,12,22 32:1,11,20 33:2 43:14 53:13 74:15,19 75:11,12 78:1 79:11,16 82:1, 8,20,25 83:6 88:1,7,11,16, 19 89:2	partnerships 76:16,18,20
opportunities 5:21	outdoor 44:11,13	overwhelming 35:19		parts 87:5
opposed 12:3,6 15:15 17:2 18:2,21 21:9 22:16 24:5 25:4,25 51:1 55:10 61:5,25 66:25 68:24 69:19 73:8 84:24 85:23 86:22 91:7	outlet 81:19	own 27:3 32:18 65:9 81:8		pass 8:15
opposition 13:23	outlining 6:2	owned 32:18		passes 15:17 17:4 18:23 21:11 22:18 24:7 25:6 26:2 51:3 55:12 61:7 62:2 67:2 69:1, 21 73:10
option 36:20	outnumber 58:22		parsed 28:16	
order 5:5 25:10 35:4 86:5	outreach 51:7 55:16 59:2,23 74:13 75:1,2,3 77:6 79:10 88:7	P	part 23:14 30:20 37:13 60:13 65:23 80:14 81:9 88:9 89:11 90:20	past 58:10
organization 6:13 37:22 40:10 59:7 89:8	outside 52:24	p.m. 5:3	participants 79:20	patience 5:5
organizations 11:15 56:19,25 57:1,2	over 17:5 19:2 25:8 26:3 28:8,23, 25 29:5 32:8 33:14,25 37:3 40:21 41:3,5, 23,24 42:5 66:5 70:21,23	packet 53:10	participate 76:17 90:22	paying 43:1 49:24
organizing 12:12	over-indexing 38:3	page 40:4,23 41:2 43:2	participation 58:13,15 80:1	payment 89:12,14
ourselves 39:21	overall 28:11 29:2,16 30:6,24 31:9, 21 32:17 47:9	pages 48:14	particular 43:21 59:7 65:19 72:6 75:15	pediatricians 43:15,25 90:7
	overcome 80:3	paid 67:4	particularly 26:12 68:10	pediatricians' 90:4
		Palley 69:3	parties 8:19	penetration 89:1
		Pam 73:13		people 29:5,9,13,25 30:4,12 31:4, 17,24 32:22 33:6 37:4,10
		paper 13:5		
		parent 39:4,5 75:7,9		

38:9,15,16	53:17 54:3,8,	pick	political	post
39:21 40:5,22,	11,18 55:4	13:19	8:3,6,11,18,20	42:4,5
24 41:1,12,19,	56:2 57:18	piece	9:1,2,14,20	post-
25 42:21 45:9,	58:4 70:10,13,	13:5 59:12	10:2,7,12	engagement
22 47:6 48:1,3,	25 71:9,18	pilot	11:17 47:2	42:4
6 49:15 56:13	72:20	79:24 80:9,15,	pool	post-tests
57:8,9,10,12	performing	20,22	50:8 51:6	83:20
59:20,25 76:23	40:2	Pinecrest	55:15 60:9	posted
79:14 82:4	perhaps	45:1,7	61:10 62:5	83:23
83:8	77:11	place	69:4	posting
percent	period	72:12 81:16	population	42:17
6:18,24 8:23	41:1 48:6	82:9	28:1,23 29:20,	poverty
9:24 10:20	permission	places	22,25 31:3,13	87:20 88:14
27:21 28:2,11,	6:7,12 7:3	12:25 48:22	32:6,8 34:7,20,	Powerpoint
12,14 29:2,3,	Perrine	plan	21 39:3 54:15	20:16 27:10
17,21,22 30:6,	88:24	5:12 77:7	populations	Powerpoints
9,24,25 31:9,	person	78:23	52:4	83:19
10,21,22 32:6,	49:23	planning	portfolio	PR
9,17,21 33:5,6,	personal	12:12	58:2	62:23 63:9
9,10,11 34:10,	20:19 44:8	plans	portion	pre-
25 36:3,4,6,8,	personally	52:16	31:24	83:19
12,13,14,16,	77:17	play	Portuguese	predominantly
17,18 37:7	perspective	47:9 49:1	52:4 53:14	66:10 68:8
42:5,10 46:6	9:21 26:23	playing	position	preferred
48:19 52:9	53:9 81:16	49:2	8:3,7,11 11:4	28:3
57:17 58:6	pertains	pockets	77:5	prepared
71:10 81:25	33:8	32:23 77:11	positions	49:20
87:19 88:13	pharmaceutical	point	8:20	Prescott
percentage	44:2	9:4 38:7 56:18	positive	16:4 17:20
28:10 29:24	phone	89:6,10 90:13	30:5,6,7,9,25	18:15
31:19 34:6	33:10 79:2	police	31:2 33:15	present
36:10 42:20	81:11	72:22	35:23	18:23
81:25	phones	policy	possible	presentation
percentage-	32:15	71:19	22:23 83:15	15:19 18:25
wise			84:8	
56:20				
Perez				
8:14 13:22				
22:1,5 34:2,14				

26:3 27:10 33:23 presented 14:18 president 74:24 Pretty 54:10 previous 16:6 43:12 price 23:19 primarily 77:6 primary 39:4 52:14 print 24:16 66:14 68:6 print-based 66:10 prior 42:5 private 80:11 probably 12:19 43:15 45:9 56:20 60:17 80:12 88:20,21 90:7 problem 14:8 72:25 81:5,17 83:1 problems	82:20 90:16 PROCEEDING S 5:1 process 45:16 procurement 67:3 produce 54:1 produces 47:6 producing 63:8 product 38:22 48:7,11 production 47:8 54:1 62:6 63:12,20 65:13,14,18 Productions 51:5 profession 43:21 professional 73:21 83:15 85:4 professionals 44:6 program 52:23 53:4,5, 16 57:21,23 58:18 73:15,20 78:4,24,25 79:18 80:16	81:18 84:13 85:4 90:24 91:12 programmatic 53:7,9 programming 56:5 79:13,15 programs 26:11 33:2 53:11 56:9,14, 15 57:21 58:1 63:13,18 67:7 75:22 76:1,21, 22 79:1,7,17 81:6 84:13 project 62:7 71:5 79:25 projected 15:21 19:9 20:2 21:16 22:10 projects 62:8,21 promote 56:13 57:25 63:14 81:1,6 promoted 64:1,2,3,8 promotes 26:10 69:3 promoting 63:17,18 75:20 80:24 81:14 82:8	promotion 66:9 promotional 70:2 promptly 5:14 property 15:1 17:10 proposed 14:21,24 15:18,24 17:5, 8 protocol 78:14 proud 40:11 provide 5:13 27:15 76:3 provider 44:24 57:19 58:15 82:21 83:1 providers 12:16,23 43:13,16,18 44:11 45:6,7 58:10,24 73:22 74:14 75:24 76:19 82:24 85:5 providing 61:11 74:13 psychological 8:9	psychologist 88:10 PTA 71:3,13,23 public 5:7,8 26:12 27:8 31:14 62:7,20 69:5 74:13,18 75:2, 3 publicly 84:14 publish 63:14 Publishing 67:5 purchase 50:10 69:23 86:5 purchased 70:16,19,23 purpose 30:19 44:23 45:4 61:10 81:3,13,24 purses 32:24 pursuant 25:9 pushed 9:15 put 52:20 63:13 72:12 79:21, 22,23 83:3
---	---	--	---	--

putting 32:16 38:1 59:5	quiet 77:14	re-ask 74:11	reasonable 20:25	51:18 55:24 61:17 62:15 67:15 69:12 70:7 74:4 85:14 86:13 87:12 91:20
<hr/> Q <hr/>	quite 20:25 27:22 30:2 40:11 52:10,12 75:6	reach 32:22 34:23 39:2 41:19 44:6,11 45:10 57:8 60:4,5 88:6	reasons 59:1,6,7	
qualify 90:18	quo 60:15	reached 48:3 64:18	recap 33:12	recuse 16:4,9
quantify 37:19 47:15	<hr/> R <hr/>	reaches 38:16 44:23	receive 12:8	reduce 80:1
quarterly 45:25	races 55:2	reaching 27:16 34:10 45:20 54:13,17	recent 27:7	reducing 71:6
question 10:11 20:6 23:6 36:5,22 37:14 40:1 43:11 46:17 47:12 49:11 52:1,5 58:16 59:11 62:18 63:21 64:8 67:23 68:14 72:1 75:1 83:14 87:25	radical 38:10	read 17:5 18:6 30:18 42:19 76:11 91:11	Recently 40:19	refer 78:17
questions 30:3 34:1 36:2 38:25 43:10 45:13 66:19 68:18 71:20,25 74:9,10,21 84:16	radio 38:14,20 46:9, 10 68:8	readership 68:4,6,13	recognition 34:25	reference 83:20
quick 27:9 36:2 43:11 45:13 68:14	raise 35:5,18,19	realities 7:13	recommendati on 14:20,22 17:6	referrals 43:15 88:4
quickly 78:5	Ramos 26:20	realize 33:1	reconsideratio n 17:13,15	referring 34:19
	rate 14:21,24 17:8 21:1,2,3 23:22 37:6 64:25	really 5:12 14:10 35:8 36:1 37:2 42:17 43:2,3,4 44:1 49:4 52:16,17,18,19 56:3 77:5,25 79:14,20 90:20	reconsidered 18:5	refining 5:17
	rated 38:14	reason 8:16 34:22 48:21	record 7:25 13:17 71:9	reflect 19:8 21:15 46:16
	rates 35:9		recording 5:2	refugees 10:1
	rather 8:10 76:11		records 40:14	regarding 8:9,24
	ratify 19:11 24:9 25:7 69:22		recusals 15:7 16:2,17 17:19 18:14 19:21 22:2 23:3 24:21 25:18 50:18	regardless 11:17 75:23
				regular 21:2 41:17 42:17 47:18,22

related 43:12 59:21 63:12,15 67:6, 19 77:22	39:25 76:11	residents 90:8	16:18,22 17:3, 22 18:3,17,22 19:22 21:10 22:3,17 23:4, 25 24:6,22,24 25:5,19,21 26:1 50:19,21 51:2,19,21 55:11,25 60:25 61:6,18,20 62:1,16 66:20 67:1,16 68:19, 25 69:13,15,20 70:8 73:3,9 74:5 84:17,25 85:15,18,24 86:14,17,23 87:13 91:2,8, 24	risky 38:7
relates 56:8 68:15	renew 19:12 21:18	reso 19:24,25 20:1	77:22	rivers 31:11
relating 9:22	renewal 26:7	resolution 19:4,5,7 21:11, 12,14 22:18,19 24:7,8,11 25:6 26:2 46:13 50:5 51:3 55:12 61:7 62:2 67:2,20 69:1,21 73:10, 18 85:1,2,25 86:1,24,25 91:9,10	25:5,19,21 26:1 50:19,21 51:2,19,21 55:11,25 60:25 61:6,18,20 62:1,16 66:20 67:1,16 68:19, 25 69:13,15,20 70:8 73:3,9 74:5 84:17,25 85:15,18,24 86:14,17,23 87:13 91:2,8, 24	roads 45:2
relations 62:7,20 69:5 74:18	renewals 22:24 73:25 85:8 86:9 87:8 91:15	resolutions 14:18 18:24 26:5,14 53:18 73:16	77:22	Robert 27:8
relationship 41:12 42:1	report 14:15 45:19 46:15 73:13	resources 88:17 90:10	77:22	robust 46:8
relative 32:1	represent 26:8	respond 37:10	77:22	role 14:3 47:9
relatively 46:21	representation 37:13 40:9	responded 12:1 15:13 16:25 17:25 18:19 21:7 22:14 24:3 25:2,23 36:3, 18 50:24 55:8 61:3,23 66:23 68:22 69:17 73:6 84:22 85:21 86:20 88:21 91:5	77:22	rolled 74:17
reliance 33:17	representing 26:21	results 27:7,12 47:24 54:19	77:22	rollout 78:22
religious 59:21	represents 27:22	retreat 5:10	77:22	room 5:16
rely 27:5	require 43:25 44:1	retroactively 19:10 24:8 25:7 69:22	77:22	rotate 23:16
relying 31:20	required 13:7 79:8	revenue 15:20	77:22	roughly 37:21
remaining 73:25 85:8 86:8 87:8 91:15	requirements 87:4	reviewed 14:17	77:22	rug 38:8
remarkable 30:2	requires 44:7	rights 9:5	77:22	running 46:4 53:4
remarks 5:9	research 26:24,25 27:1, 4,6,9 33:21	RESPONSE 15:8,10,16	77:22	runs 44:22
remember	50:9,11 87:22		77:22	Russian 52:3,8,13,20, 21 53:3

S	60:8 65:5,20 72:20	33:2 52:7	seen 8:18 9:1 10:2 42:9 72:11 77:17	40:18 serve 23:15 76:5,10, 12
sacrificed 54:25 55:1	saying 8:1,16 9:20 31:9 56:11 89:16	season 43:8 47:2	segments 39:2	served 81:5 87:19
said 8:24 20:1 30:25 39:11 40:4 47:18 56:10 58:6 87:19	says 34:11 63:22	seat 13:22	select 62:7	serves 45:3
sake 82:17	schedule 13:2,6	second 9:24 11:24 15:5,6 16:1,10, 14,16 17:18 18:12,13 19:19,20 21:25 22:1 23:2 24:19,20 25:17	selected 50:7 51:6 55:15 61:10 62:5 69:4	service 25:9 76:16,17, 20 80:1 90:14
Salver 7:23,25 15:4 18:11 23:2 51:17 68:14	scheduled 5:10	36:5 45:18 50:16,17 51:16,17 55:23 61:16 62:13,14 67:13,14 69:10,11 70:5, 6 74:3 85:12 86:12 87:11 91:18,19	send 6:7 7:14 82:24	services 21:18 22:21 24:16 25:9 26:11 33:3 34:15 35:8 39:8,19 45:9 48:12 50:8 51:11 59:25 60:10 61:11 62:6 69:5 73:15,21 77:1, 21,22 78:8,16 79:18 85:5 87:3 88:9,17, 18
same 23:12,13 30:14,15 35:14,21 65:19 70:21	scholarships 86:4,6	secondary 39:6	sense 56:18	sent 6:1,8,20 7:9,14 20:6 81:20
sample 27:22 36:23,25 37:6,8	school 6:4 8:15,20 14:3 59:2 70:15,18 71:15,19 72:3, 6,8,13,20 75:6, 10 80:12 83:5 87:2 88:6,10	seconded 16:19	sensitive 53:8	separated 7:10,18 10:9 11:6
samples 83:15	school's 72:5	Secretary 5:24 6:2	sent 6:1,8,20 7:9,14 20:6 81:20	separating 6:9 8:10 9:25
saw 39:16,17 41:20 81:24 87:18	schools 72:7,23 75:10, 11,13,15,16 90:6,8	section 19:7 21:14	separation 6:3	separating 6:9 8:10 9:25
say 7:3 8:23 10:14 20:21 29:4 31:10 34:2,4 38:15 41:10 42:4 49:14 52:6,22 54:11	schoolteachers 43:16	Security 5:24 6:2 8:11	September 19:16 21:20 25:13 50:13 51:13 55:20 61:13 62:10 67:10 69:7	separating 6:9 8:10 9:25
	science 10:8,14 27:9	seeks 19:7 21:15	serious	separation 6:3
	screenings 89:5	seems 20:10,21		set 14:23 17:7 77:4 78:9
	search			setting 12:16 31:11 76:4 78:14
				seven 33:6

Seventy 28:2 31:10 36:8,15,16,17	43:18 90:5	single 28:9 37:13	slots 58:23,25 78:4, 6,7 79:15,19 80:15	somebody 10:23 39:7 42:7 54:7
several 6:22 26:5,16 29:8 33:25 82:18	shouldn't 10:11	sir 62:19	small 49:5	somehow 82:7
sexual 13:6	show 13:14,15	sit 45:15	smallest 34:6 54:14	someone 78:16
shaking 38:21	showing 33:18	site 40:22	smart 72:10	something 10:4 12:10 44:4 62:25 65:21 72:13,20 78:2 84:4 88:22 89:6
shame 40:5 56:5	shows 32:25 72:15 87:23	sitting 84:2	smartest 66:16	sometimes 9:7,9 11:16 44:6 47:23 58:10,21,24 59:1,3,4 88:11
share 6:19 41:8 64:15 65:3 83:24	sic 10:10	situations 9:1	Smartphone 32:19	sons 77:21
shared 79:9	side 8:18 9:2 44:14	six 32:18 33:10,11 43:5 80:19 82:19 83:7 89:24	social 11:20 31:25 32:4,7,12 40:3, 17 41:5,14,23, 24,25 42:4 43:20 45:24 46:23 49:22	sorry 14:7 16:3,7 24:9 76:10
Sharepoint 20:18	sides 10:12	sixty 65:22	Society 57:5	sort 9:5 46:18
SHI 19:11	sign 77:17 79:2,14	size 27:23,24 29:25 36:25 37:7 57:15	soft 79:20 82:10	sorts 30:19
shift 47:23	signers 6:21	slaves 7:9	software 19:13 20:23 21:18	soup 63:7
shoot 27:5	significant 35:7 79:13 80:3,13	sleep 10:23	solicitation 60:11 67:4 79:23 80:19	source 30:15
shoots 63:8	signing 79:16	slide 31:6 32:13,25 36:9,11,12	Solution 20:15,17	sources 89:12
should 7:1,10 8:8 10:2,3,25 15:18 20:1 22:9 31:7 32:14 39:9	signs 77:16 78:24,25	slight 23:22	Solutions 24:15	South 31:18,22 61:9
	Silver 67:8 68:15	slot 81:1		
	similar 6:7			
	simultaneously 35:17			

66:11,15	spent 70:20	44:21	85:10 86:12 91:17	strongly 33:18
Southeastern 85:3	spoke 87:17	state 6:18 23:14 74:23	still 35:15 52:9 71:19 73:1	student 76:8 80:2
spaces 56:16	spoken 51:25 65:6	stated 13:13 19:8 21:16 22:9	stop 46:19 58:21	students 79:12 81:21 87:19
Spanish 26:10 27:19 28:3 34:11 36:7,9,14,18, 21 42:20,21 51:24 53:19 63:23 64:2,4, 12 67:21	sponsorship 67:8 68:16	statement 28:6 30:18	storage 20:18,19	stuff 37:20 83:5
speak 42:25 53:6	spot 39:16	States 34:8 54:16	stories 45:21	stun 32:16
speaking 34:16 42:21	spring 79:16	statewide 90:21	strain 88:3	sub- committees 76:8
speaks 28:7	staff 20:11,17 51:23 53:5 56:7 73:22 75:11 76:2 85:5	station 38:14 44:22	strategic 26:9	subject 25:11
Special 76:13	stand 9:4 10:3,7 11:16 26:17	statistically 57:9	strategies 33:20	substantial 29:24 57:18 58:6
Specialties 69:24	standard 21:2 50:1	stats 39:25	strategize 45:15 46:18	substantially 54:22
specific 44:10 57:23	start 5:14 32:23 43:18	status 60:15	strategizing 47:5	successful 64:13
specifically 41:21 45:11 79:11	started 27:19 37:20 40:4 74:9 78:21 79:10 88:25	stay 8:25 14:2	strategy 26:10,15 44:12 47:9	such 6:18 11:8,15 52:3 72:24
spend 48:18,20 49:7 56:6,19 57:3 82:13	starting 19:3	stayed 52:13	stratified 37:11	suffer 38:10
spending 31:14 49:14 54:4 57:4,5,6	starts	step 52:10	strictly 62:24 66:11	suggestions 9:10
		Stephanie 87:18 89:15	strides 35:13	suit 6:5
		Steps 88:2 90:15,18, 22	strong 11:7	sum 57:15
		Steve 14:14 74:3	strongest 28:18	

summer 43:7,8 58:20 63:18 66:2 77:24 78:4 79:13,14,15,18	6 54:20	90:18	25:8	texted 71:4,16
Superintendent	surveying 52:2	talk 5:23 7:11,12 28:5 37:5 41:16,21,23 43:12,14 68:3 81:12	telephone 25:9 37:9 82:2	than 8:10 9:8 28:10 29:19 37:7 40:16 48:3,15 52:8 57:6 76:11
's 76:7	surveys 36:24 37:3	talked 27:20,21 28:2 30:23 32:6 33:6 40:3 78:11	television 31:20 32:3 38:14,16,17,19 39:16 41:18 46:3,8,23 66:13	their 6:2,3 7:13 9:25 10:9 11:6 12:16 30:10 31:18,21,23 32:2,7,23 33:9, 15 42:25 44:3 53:12,13,15 57:21 58:11,25 59:8 65:9 70:18 75:8,25 77:21 88:1 89:4 90:10
support 6:9,10,18,24 7:7 8:4,5,24 10:24 11:7 19:14 27:4 31:14 35:10 53:6 54:24 72:19 73:21 77:10 80:22 81:7 85:4	suspect 56:20	talking 12:10,13 29:17 34:12 45:6 52:23,25 79:10	telling 31:4	term 19:15 21:19 22:11 25:12 50:12 51:12 55:19 61:12 62:9 67:9 69:6 73:23 85:6 86:7 87:6 91:13
supportive 9:6	suspicious 89:3	target 27:17 29:25 32:11 34:17 39:3,4,6 43:21, 24 45:3	ten 49:23	themselves 72:23
supports 75:24 76:1,3	swiping 38:8	targeted 36:24 45:11 68:10 72:6	terminology 60:20	theory 89:25
sure-fire 60:3	SYLVESTRE 20:14 88:20	targeting 43:17 51:7 55:16	terms 9:11 11:8 28:21 31:12 33:14,15 34:21 35:9 37:23 40:17,18 41:5 47:14 49:3,6 63:6 68:4 76:20,21 91:15	thing 7:2 9:6 10:10 35:23 38:12 39:1 42:14 44:19 76:12
surpassed 43:8	system 20:19,20 75:6, 10 80:12 83:5 90:21	tax 15:1,20 17:10	terrific 6:25	things 9:22 28:5,22 29:1,23 30:17, 20 31:1,8 38:5, 21 39:23 40:7 42:17 47:24 66:5,7 70:11, 25 72:12 80:16
surprise 32:14	T	taxpayer 39:7	test 80:10	
surprised 90:6	tablet 54:20	team 14:19 26:20 47:5 72:18 77:8		
surrounded 10:16	take 10:11 11:15 27:9 29:7,20, 21 31:19 33:16 34:11 79:15 89:4	Telcomm		
survey 27:8,18 28:4,8 29:10 30:21 34:11,24 36:3,	taken 79:19			
	takes 80:3,10			
	taking 8:6,10,18,20 9:1 65:8 82:7			

thinking 12:19 38:8 81:15,20 89:17	5:20 12:14 13:10,11,19 26:6 35:14,22 48:1 54:20 60:18 78:5 89:24	topic 52:24	translation 51:11	Trust-branded 70:2
third 50:5 51:4 55:13 61:8 62:3 69:2	times 13:13 47:19,20 57:6 68:10,11 88:16	total 19:14 21:19 22:21 24:13 25:11 50:9 51:11 55:18 61:11 62:8 67:8 69:5 70:1 73:22 85:6 86:4,6 87:6 91:12	traumatic 10:10,17	Trust-funded 82:20
thought 6:13 40:14	tiny 43:3	totality 56:3	tremendous 29:13	Truth 68:11
thousand 14:25 17:9 23:19 65:22 70:20,22	Title-1 75:10,16	town 37:7,12	tried 8:2,25 44:4	try 35:4 64:14 71:14 76:11 80:9 83:8
three 12:5 28:16 29:10,19 33:14 37:7 52:14 53:17 54:1	TM 24:9 25:8	tracks 52:8	triggered 39:17	trying 57:24 79:8 80:8
three-week 40:6	today 26:16,22 32:16 40:11 41:20 44:17 46:13 73:17 81:25 87:18	traction 42:12	trip 12:12	turn 19:2 26:2 73:11
through 19:1 20:17 26:25 27:9 45:11 63:14 75:5,6 76:19 78:19 81:5,20 82:22 83:5,10	together 26:8 32:5 45:15 46:18	trained 76:2	trouble 58:11	turned 81:18
throughout 11:14 54:15 76:6	told 13:12	training 13:6,8,20 83:19,22 84:12,14	Trowbridge 23:1 45:13 46:5,25 50:15	Trust 8:2 10:3 13:10 14:4 19:12 22:21 26:12 29:6,15,19 30:5,7,10,18, 23 31:3,7 33:25 35:3,11 38:2 41:7 42:15 43:7 49:2 52:1 54:24 64:17 73:22 75:21,22 77:2,7,23 81:5 88:5
Thursday 5:10 14:17	tomorrow 41:22	trainings 83:17,24 84:9, 12,14	Trust's 13:11 51:9 67:6 76:17 85:5	TV 31:22,23 46:5 68:8
tied 26:15 65:15, 17,18	took 36:6 70:21,23	transit 44:15		twenty 23:18
time	tool 41:14	transition 76:8		two 5:23 6:20 12:5, 25 20:2 27:13 32:5 36:1 37:21 39:14 40:13 43:1 45:13 49:25 65:22 71:5 83:25
	top 49:19,22 52:11	translate 53:12		type 20:8
				types 20:12 81:22

typo 22:5	understanding 27:20 49:17	20:24	VERBAL 15:8,10,16	violence 71:6,19
<hr/>	understood 81:4	using 20:23 39:8 48:12 70:21 72:9,25	16:18,22 17:3, 22 18:3,17,22 19:22 21:10 22:3,17 23:4, 25 24:6,22,24 25:5,19,21 26:1 50:19,21 51:2,19,21 55:11,25 60:25 61:6,18,20 62:1,16 66:20 67:1,16 68:19, 25 69:13,15,20 70:8 73:3,9 74:5 84:17,25 85:15,18,24 86:14,17,23 87:13 91:2,8, 24	virtual 42:1
U <hr/>	unfortunately 72:24	usually 8:20	77:1,16 78:19, 25 69:13,15,20 70:8 73:3,9 74:5 84:17,25 85:15,18,24 86:14,17,23 87:13 91:2,8, 24	virtually 83:22
U.S.A. 24:15	unit 49:15	utilize 26:24 38:13	versus 49:8	visit 40:22 41:1
un-related 63:16	United 34:8 54:16	utilized 89:14	Vice 82:17	visual 84:10
unable 78:7	University 85:3 87:1	<hr/>	Victor 7:12	vocal 9:5
unacceptable 7:15	unofficial 65:9	V <hr/>	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	vocally 6:8
unaided 39:12,18	unpopular 11:16	valuable 48:15	Victor 7:12	voice 25:8
unanimous 8:15	until 10:19,21 13:18 88:11	value 15:1 17:10 44:18 48:18 54:17	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	vote 15:11 16:23 17:23 18:8 21:5 22:12 24:1,25 50:22 55:6 61:1,21 66:21 68:20 73:4
unanimously 15:17	upcoming 77:4	variety 75:4	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	voted 12:7
under 33:3,9 34:25 49:25	urban 55:16	various 63:19 76:8,16	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	<hr/>
under-indexing 38:4	US-1 44:22,25	vast 58:1	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	W <hr/>
under-serving 37:25	usage 40:17	vendor 50:8 51:6 55:15 60:9 61:10 62:5 69:4 70:21	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	waiver 67:3
under-staffed 59:4	use 33:4 58:4 59:24 75:5,10 78:17 80:16	vendors 19:13 21:18 26:7,16 47:8 66:8	video 41:8,9,11 47:6, 7 63:11,20 65:13,14,16,18 66:14	wall 81:17
underneath 38:8	used 81:25		view 41:8 43:2	walls 83:8
understand 9:19 13:14 49:11 54:12 60:13 65:12 80:25	users		views 41:9,11	

want 5:9 6:11 7:25 8:22 28:5 31:17 32:21 46:21,22,24 47:2,3,10 48:10 56:7 64:9 65:11 67:19 72:13 74:20 77:12 80:4,6 81:1 90:2,23	63:9 64:11 77:3,15 79:3, 21 82:4,5 83:3, 18 84:12 websites 31:25 32:7 33:7 week 14:17 welcome 75:22 84:7 welfare 10:21,22 11:5, 8,10 well-deserved 14:1 Weller 62:14 69:11 87:11 went 39:11,16 77:16 Weston 69:23 whatever 33:21 36:20 66:16 78:10 WHEREUPON 12:1 13:24 15:13 16:25 17:25 18:19 21:7 22:14 24:3 25:2,23 50:24 55:8 61:3,23 66:23 68:22 69:17 73:6 84:22	85:21 86:20 91:5 whether 30:4,14 44:14 48:13 76:6 while 7:7 31:11 35:14,21 44:25 78:25 88:21 white 28:18 whites 34:6 wide 43:22 wildfire 42:13 will 5:18,20 6:19 8:5,17 9:11 12:8,18,19,24 14:2 27:11 38:10,19 40:12 46:15 49:21 56:12,13,15 76:23 77:5,24 78:17 83:25 88:16 wish 6:25 within 32:18 63:1 without 65:10 women 7:8	won 13:22 wonder 58:11 88:12 wonderful 30:11 wondering 20:8,12,13 36:25 43:13,17 59:13,15 60:13 72:3,5 88:5 89:20 word 19:25 20:16 22:7 31:15 77:10 82:23 worded 60:21 words 54:4 wordsmithed 8:8 work 20:11 27:16 48:4,7 65:17 66:6 72:22 75:12,16 76:5 77:7 82:21 83:9 89:12 worked 7:8 79:4 working 5:17 42:11 47:23 70:16 71:6,13,17 72:5,18 75:13,	14 88:25 89:3, 8 works 6:6 world 48:2 56:14 worry 9:16 60:14 worth 48:18 Wow 26:19,20 27:10 50:6 53:23 wrapping 43:9 writing 8:5,7 12:6 60:20 written 11:7 13:9 <hr/> Y <hr/> year 14:22,24 15:18 17:7 19:10 21:17 24:14 25:10 26:6 27:13 29:10 34:24 37:21 40:1 44:15 48:23 54:6,22 60:8,9 63:10 70:1,15 77:4 80:6,9,20 81:2 89:7
--	--	--	---	--

year-round

79:18

years

23:15 29:5,8,

11,19 33:14

34:1 37:21

40:13 42:9

54:6 56:11

71:5

Yellow

51:10

yet

6:6

young

6:20 7:8 76:13

younger

76:14

Youth

40:6 89:1

YWCA

88:25

Z

zoom

84:3