



## **Board of Directors Meeting**

**July 10, 2017**

THE CHILDREN'S TRUST  
BOARD OF DIRECTORS MEETING

The Children's Trust Board of Directors Meeting was held on Monday, July 10th, 2017, commencing at 4:04 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  
Kenneth C. Hoffman, Treasurer, Miami Coalition of  
Christians and Jews  
Claudio Grillo, Secretary, United Way of Miami-Dade

The Board of Directors

Honorable Isaac Salver, League of Cities  
Miami-Dade County  
Pam Hollingsworth, Early Learning Coalition  
Gilda Ferradaz, Florida Dept. of Children & Families  
Inson Kim, Office of the Mayor, Miami-Dade County  
Esther Jacobo, State Attorney Representative Miami-Dade  
The Honorable Orlando Prescott, Juvenile Court Division  
Karen Weller, Miami-Dade County Health Department  
Dr. Susan Neimand, Miami-Dade College  
Marissa Leichter, Gubernatorial Appointee  
Mark Trowbridge, Coalition of the Chambers of Commerce  
Rodester Brandon, At-Large Board Member  
Steve Hope, At-Large Board Member  
Commissioner Xavier Suarez,  
Miami-Dade Board of County Commissioners  
Tiombe-Bisa Kendrick-Dunn, Gubernatorial Appointee  
Dr. Daniel Bagner, Florida International University  
Alvin Gainey, PTA/PTSA  
Antonia Eyssallenne, At-Large Member  
Shanika Graves, Assistant County Attorney  
Leigh Kobrinski, Assistant County Attorney

1           STAFF:

2           James Haj, President/Chief Executive Officer

3           Imran Ali

4           Bevone Ritchie

5           Carol Brogan

6           Dalia Garcia

7           Emily Cardenas

8           Ernie Perez

9           Felix Becerra

10          Gus Barreiro

11          Joanna Revelo

12          Juana Leon

13          Juliette Fabien

14          Kathleen Dexter

15          Lisa Pittman

16          Lori Katherine Hanson

17          Muriel Jeanty, Clerk of the Board

18          Rachel Spector

19          Stephanie Sylvestre

20          Vivianne Bohorques

21          William Kirtland

22          Zafreen Jaffery

23

24                   GUESTS:

25          Ramon Branger

- 1 GUESTS (continued):
- 2 Will Freyre
- 3 Gepsie Metellus
- 4 James Warring
- 5 Kerry-Ann Royes
- 6 Dalis Rosales
- 7 Claudia Sarabia
- 8 Paul Briz
- 9 Earl Maulding
- 10 Commissioner Francis Suarez
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## PROCEEDINGS

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(Recording of the meeting began at 4:04

3

p.m.)

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MS. NUELLE: Good afternoon. I'd like to

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call the meeting to order. I hope everybody is having a

6

nice summer so far. Do we have any public comments?

7

MS. JEANTY: Yes.

8

(Off the record.)

9

MS. METELLUS: Thank you very much. Good

10

afternoon. I'm Gepsie Metellus, Haitian Neighborhood

11

Center. Thank you, Madam Chair, for this opportunity to

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address you and the entire Board.

13

I stood here before you at the Board meeting

14

on June 19th, at which I made some comments, from which

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I expected, quite frankly, that I would receive an

16

apology from the Board. Unfortunately, I did not.

17

So I'm back here today to maybe make my case

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a little bit differently and hoping that I will walk

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away today with such an apology.

20

So if you recall, the apology is tied to

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some very public comments or comments for the record,

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comments which have made their way onto your minutes.

23

They're on your website for the world to see, right, the

24

comments that would indicate that Sant La has

25

performance issues, essentially.

1           That is the gist of the comments and those  
2       comments were made by the then-chair of the Program  
3       Services Committee, your Board member, Lily de Moya.  
4       Immediately after the meeting, I reached out to her and  
5       wanted to understand what the nature of her concerns  
6       were.

7           And if I recall correctly, her response to  
8       me was, well, you know, you guys always have issues or  
9       that most recently, your issues were financial. And so  
10      let me say here, once and for all, unequivocally, that  
11      Sant La has never had any performance issues at least as  
12      long as I've been executive director, which is 17 years  
13      now, since our inception.

14           We've never been on one of your performance  
15      improvement plans. And to my knowledge, we've not had a  
16      financial issue with the Children's Trust.

17           And so initially, I took those comments and  
18      thought, well, could this be a mistake, right, a case of  
19      mistaken identity. Could your Board member have been  
20      thinking about another entity and happened to accuse  
21      Sant La, but nonetheless, I think the effects were the  
22      same.

23           The effects are that now this public  
24      record -- this comment is on the record, right? This  
25      comment now has been to injure us in ways that I need to

1 spell out for you, right?

2 So when I expressed the situation to my  
3 Board, clearly, we want to pursue all potential avenues  
4 to have this situation addressed. Because on the one  
5 hand, you won't know and appreciate that.

6 When an organization works to establish its  
7 reputation, its credibility, its track record for  
8 serving and serving with excellence, that in a  
9 nanosecond, that work can be wiped out, right?

10 And so I am again expressing to you that I  
11 felt personally attacked. I felt that the organization  
12 was needlessly attacked. And I think it's an attack on  
13 reputation, an attack made in front of a number of  
14 colleagues who were in the audience, an attack made in  
15 front of all of the staff here at the Trust with who  
16 I've had the pleasure of working over the past number of  
17 years that you've been in existence, attacked me in  
18 front of Board members who potentially are my funders,  
19 Commissioner Suarez, who funds Sant La through the  
20 County.

21 So hearing such a statement, even if he  
22 walks away from this meeting thinking subliminally that  
23 Sant La has a performance issue, that has the potential  
24 to harm me, right, has the potential to harm Sant La.

25 And so beyond Commissioner Suarez, each and

1 every one of you, many of whom I know, many of whom I've  
2 hadn't had the opportunity to know personally and have  
3 you get to know my organization, get to know Sant La,  
4 get to know what we do, this comment immediately would  
5 bias you against the organization, right?

6           And so I think, the thing that I struggled  
7 with as well is that no one said anything, right? I  
8 imagine that when I referenced your duty to care as a  
9 Board, you understand better than I do, more than I do,  
10 that as a Board member, you've got the awesome  
11 responsibility to not only set the tone but also set the  
12 parameters around which you address issues, you address  
13 performance strategies with organizations and you do so  
14 in a manner that does not impugn anyone's integrity.

15           And I felt disappointed that I did not feel  
16 this from the Board. And I say this all with a lot  
17 of -- with a very heavy heart because personally and  
18 organizationally, was involved in a campaign to get this  
19 organization enacted in 2002 and again reauthorized in  
20 2008.

21           And so I am so personally invested in this  
22 initiative, so invested in this process, I call myself a  
23 godmother to the Children's Trust. And I thought I was  
24 an ally. I thought was an ally. And so I walked away  
25 questioning that.



1           And then you've got members of the community  
2   on my staff, as well as my Board, who know this history  
3   and who understand what was said here, who are asking  
4   me, well, was this an attempt to start an attacking on  
5   the Haitian organization?

6           Would you have made the same comments about  
7   other institutions or other entities that serve various  
8   segments of this community? Would you have done that?

9           I thank you very much. My time is up. But  
10   I wanted to get this issue addressed. When you are  
11   attempting to get an issue on the table that's seriously  
12   addressed by you all, I think that at the very least, I  
13   deserve a chance to express my feelings, express the  
14   feelings of my Board, express the feelings of my staff,  
15   express the feelings of my community, right?

16           A number of people were asking where this  
17   came from, right? And so I'm here to ask you, and  
18   again, to request that I receive a formal apology which  
19   my Board requests.

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

21           MS. NUELLE: Yes.

22           MR. HAJ: Gepsie, you are an ally. I have  
23   been on the job a little over a year. And in the short  
24   time I know you, I know the passion that you have and  
25   the passion that you have for the community.

1 I know that you are a tireless advocate. In  
2 speaking to people at the Trust and the community, you  
3 are on the ground floor with the Children's Trust from  
4 the get-go, and we hope to continue this partnership as  
5 we go through.

6 I do think you're incorrect in the way that  
7 when you spoke, not last Board meeting, two Board  
8 meetings ago, to say that you have met your expectations  
9 and your goals for children with disabilities. That was  
10 on the record. You had 12.5 percent in '15-'16 and 13  
11 percent in '16-'17.

12 So we did clarify that at the time, that you  
13 have met your contractual obligations. We're going to  
14 continue, just like we continue with all the providers,  
15 to continue to improve. We all improve.

16 But you are an advocate. You are a friend.  
17 You're an ally. And it's always great to see you. But  
18 I apologize for you coming here two other times besides  
19 the last Board meeting.

20 But you should cherish this relationship  
21 because we cherish this relationship with you and your  
22 organization.

23 MS. NUELLE: And I'd like to add one -- you  
24 know, I'd just like to add one other comment or a  
25 couple. You know, we had spoken, but I think from our

1 vantage point -- and I'm happy to hear about it from  
2 your vantage point.

3           From our vantage point, I think we felt that  
4 it was clarified -- you know, the issue were clarified  
5 right then and there, that there are, and we can say it  
6 again, there were absolutely no issues with the  
7 financial issues or meeting contractual obligations with  
8 Sant La.

9           I think Board members have a right to ask  
10 questions, and sometimes they need to be -- I don't know  
11 what the word is -- not corrected but find out the  
12 answers.

13           So, you know, everyone has the right to ask  
14 certain questions but to also then correct or clarify  
15 that, no, there were no issues and no problems with Sant  
16 La.

17           I felt that, in terms of our Board  
18 membership and staff membership, that there was no  
19 issues whatsoever, and I don't think it raised any other  
20 issues afterwards, you know, or discussion or questions.

21           But from your Board perspective, you know,  
22 I'm happy to hear that and understand, from your  
23 perspective, how you felt that that could damage the  
24 reputation of Sant La.

25           But on the record, we'd like to say, once

1 again, on the record, that we know that there was no --  
2 you know, there was no -- there's been no financial  
3 issues, contractual issues. You're exceeding your  
4 contractual obligations with children with disabilities  
5 and, you know, are a great partner to the Children's  
6 Trust and to the people that you serve in Miami.

7 So I'm sorry that the thought or idea of  
8 something negative was put out there. But, in fact, we,  
9 I think, all know and agree and had no further questions  
10 about the organization, your leadership or for the  
11 people that you're serving.

12 Okay. The approval of the minutes, last  
13 month's minutes.

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

15 MR. HOFFMAN: Second, Hoffman.

16 MS. NUELLE: Did we vote?

17 MS. GRILLO: I didn't say anything. I  
18 thought you were calling on me.

19 MS. NUELLE: I was calling on you. I  
20 apologize. I didn't state it.

21 MS. GRILLO: So that's it? I feel like it's  
22 a hanging thing still. So should Gepsie --

23 MS. NUELLE: We're not -- on public comments,  
24 we don't even -- aren't supposed to really engage.

25 MS. GRILLO: Okay. I'm concerned that it's

1 not closed out. And so what would we direct, like,  
2 would Jim be sitting down with Gepsie or --

3 MS. GRAVES: Madam Chair, can we vote on the  
4 minutes first.

5 MS. GRILLO: Sure. All those in favor of  
6 approving the minutes?

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

9 MS. GRILLO: Any opposed?

10 (NO VERBAL RESPONSE.)

11 MS. GRILLO: Thank you.

12 MS. NUELLE: Jim? Maybe we can push it to  
13 the CEO -- you know, push it back to the CEO report for  
14 closure.

15 MS. DE MOYA: I think it's pretty clear that  
16 this whole issue was caused by some questions that I  
17 asked and I know that the comments that I directed  
18 today.

19 I will not apologize for asking questions.  
20 I've been on this Board for six years and everybody  
21 knows, I ask a lot of questions when I see things. I  
22 ask questions according to the data that I have in front  
23 of me, and the data that I had in front of me showed  
24 under-performance in serving of children with  
25 disabilities, and everyone here knows that that is a pet

1 peeve of mine, the recruitment and retention of children  
2 with disabilities.

3           It was clarified that that was not a fact,  
4 that the data was not up-to-date. And as far as I was  
5 concerned, that was the end of it. I am sorry if it  
6 made you feel uncomfortable, but I ask those questions  
7 of many providers that come to these meetings, and I  
8 have a right to ask those questions.

9           I did not ask the questions in any way to  
10 slander, for embarrassment or any of the things that you  
11 have mentioned. And I would be more than glad to meet  
12 with you individually at any time.

13           You can e-mail me. We will set up a  
14 meeting. We will sit down and we can discuss it  
15 further. I have had other providers who have reached  
16 out to me. I have visited their sites. I have gone,  
17 questions have been answered and I have gotten  
18 information that has made me more comfortable with the  
19 information that I had.

20           And that's all I'm going to say and I hope  
21 that that puts this issue at ease. If you would like to  
22 meet with me, you have my e-mail or you can get it from  
23 Muriel. I'd be more than glad to. Thank you.

24           MS. NUELLE: Thank you. So we're going to  
25 have the Finance & Operations Committee report first.

1 The issue is the recommendation from the Finance &  
2 Operations Committee for proposed millage rate at 0.4673  
3 for fiscal year 2017-2018, and I'm going to ask Jim to  
4 open a discussion.

5 MR. HAJ: Thank you, Madam Chair. On the  
6 PowerPoint on the third tab, on your I-Pad on the third  
7 tab, you have a proposed budget PowerPoint. I'm going  
8 to take you through this briefly. And much of this, you  
9 saw at the June Board meeting.

10 So the first bullet is an additional 10.1  
11 million dollars for services. The additional funds will  
12 be allocated as per the Board's directive at the  
13 retreat; early childhood development, four million  
14 dollars, youth development, three million, parenting,  
15 three million, and health and wellness, \$135,000.00.

16 So we go from spending to the same page with  
17 expenses. Management expenses decreased \$317,000.00,  
18 mostly by decrease in staff positions, and there's a  
19 merit increase built into that of 4.44 percent.

20 Just to let the Board know, if you were not  
21 here last year, this is a two-year -- a \$788,000.00  
22 decrease over the past two years. There was a question  
23 asked at the last Board meeting as to that. We've  
24 downsized. We moved everybody from the 5th Floor United  
25 Way over to here and that happened last week. So we

1 vacated the 5th Floor of the United Way Building. And  
2 it was 20 office spaces with a conference room, a  
3 kitchen and everything else, and we've been able to  
4 downsize and move everybody over. And this has been our  
5 lowest budgeted expense, 7.5 percent, in the last nine  
6 years.

7 So those, we've gone over at the last Board  
8 meeting, at the last Finance Committee meeting. The  
9 last page is the rollback rate, which was discussed at  
10 the Finance Committee.

11 The assessed tax roll is 274.6 billion. The  
12 Finance & Operations Committee met last week and  
13 recommended the adoption of the rollback rate. The  
14 millage rate is .4673, compared to what we're currently  
15 operating at half a mill. The ad valorem tax revenue of  
16 121.9 million is a net decrease of 8.5 million dollars.

17 MR. HOFFMAN: Madam Chair, I'd like to talk  
18 about the Finance Committee's decision. First of all,  
19 the net decrease of 8.5 million is not related to our  
20 current revenue but related to revenues in the original  
21 budget as it was presented at a prior Board meeting.

22 The Finance Committee's recommendation to  
23 adopt the rollback rate instead of the .500 millage rate  
24 that we've had for the past few years is intended to  
25 address the fund balance.



1           We've talked about this at the Finance  
2 Committee over the past several years. I think it's  
3 come up in Board meetings a couple of times, that the  
4 fund balance of the Trust has grown steadily since 2013.

5           And in the past few months, we've talked to  
6 management about how we're going to plan to bring that  
7 down to the right level. Just for a perspective, the  
8 objective has been for a fund balance of approximately  
9 15 percent of total operating expenses, which is about  
10 21 million dollars. And that's based on the Government  
11 Finance, I think it's a County organization, best  
12 practices.

13           Our fund balance, at least per the budget,  
14 with the millage rate of .500, would have ended up in a  
15 budget, that was reviewed at the last Board meeting, at  
16 approximately 42 million dollars. It's been at or  
17 around that level the last few years.

18           So we had talked to management about coming  
19 up with a plan to draw down the fund rate to the  
20 appropriate level and draw down -- needing to spend the  
21 money, put more money on the street in terms of  
22 services.

23           And initially, management came up with a  
24 plan that was going to do substantially that in the next  
25 three-year cycle but it might take up to another six

1 years to actually draw the fund balance down to a total  
2 of six years.

3 So in discussing that at the Finance  
4 Committee meeting, the decision was made -- and I want  
5 to point that it was not a unanimous decision, so the  
6 other Finance Committee members can certainly speak  
7 against the proposal.

8 But the decision was made to adopt the  
9 rollback rate for this coming fiscal year which will  
10 reduce the revenues by approximate eight and-a-half  
11 million dollars of net revenues. It will also reduce  
12 the ending fund balance by the same amount.

13 That's the only change in the budget that  
14 was adopted at the Finance Committee. Jim mentioned the  
15 other budget changes or budget highlights. And Bill,  
16 maybe I'll turn it over to you just to address a little  
17 bit about that we're still going to continue to reduce  
18 the fund balance but how we're going to do it and what  
19 we're going to look at in the coming cycle.

20 MR. KIRTLAND: Sure. So our challenge in  
21 the coming weeks, months, maybe even a year, is to  
22 really analyze what our strategy will be going forward  
23 to effectively draw down those fund balance over the  
24 next several years.

25 Our main avenue to do so is primarily

1 utilized through the solicitation cycle or the amounts  
2 that we can release through the solicitation. It's an  
3 evolving process and ongoing process of what amounts  
4 maybe we can choose to release in future solicitation  
5 cycles based on future market conditions.

6 We need to consider whether or not property  
7 values in Miami-Dade County will continue to increase as  
8 they have been over the last several years. There's  
9 also items, such as pending legislation, that may affect  
10 the overall property value in Miami-Dade County and any  
11 adjustments to the homestead exemption.

12 And we'll also need to consider what millage  
13 rates will be applied in future years in order to  
14 determine the solicitation package or solicitation  
15 amount that we can release in the next coming cycle.

16 Just for a little bit of insight as to what  
17 we're discussing here in regards to the rollback rate,  
18 and I think we'll also spend some time before our TRIM  
19 meetings in September to also discuss and educate the  
20 Board members on what we're discussing here as part of  
21 the millage rate and the rollback millage rate is, when  
22 we recommend the rollback rate, we are essentially  
23 applying a rate that allows the Trust to recognize  
24 similar or the equivalent revenues as to what last  
25 year's operating budget was -- well, the revenues were

1 budgeted at.

2           And essentially, our additional spending  
3 that's proposed in this budget will be covered by  
4 existing fund balances. So this gives us an opportunity  
5 to both meet the needs of the additional services we  
6 would like to offer in the community in the coming year  
7 as well as further guide us to our goal to recognize  
8 that a fund balance or to sustain a fund balance that's  
9 in accordance with best practices as our Finance  
10 Committee chairman mentioned, the Government Finance  
11 Officers Association recommends that we do.

12           Applying this rate recognizes a zero percent  
13 tax increase, so there's no notice to the taxpayer that  
14 there is an increase as there has been in prior years.  
15 When we've applied the .5000 millage rate in the market  
16 conditions, the market value of the property values have  
17 grown.

18           So I think I'll turn it back to you, Ken, in  
19 case you want to elaborate on anything I've said.

20           MR. HOFFMAN: No, I think we'll open it to  
21 the floor for questions or comments.

22           MS. GRILLO: What is the appropriate fund  
23 balance for best practices?

24           MR. HOFFMAN: Approximately 21 million. And  
25 by doing this, we're not drawing down all that money.

1 As Bill said, the factors that will go into determining  
2 what we do in the next solicitation cycle would include  
3 the fund balance, which we're leaving substantially the  
4 excess there, as well as anticipate revenues for the  
5 coming years and millage rates and so forth.

6 If there are no other questions, we're  
7 voting on the two items. The first is to accept the  
8 recommendation of the Finance & Operations Committee to  
9 accept the fiscal year 2017-2018 proposed millage rate  
10 of 0.4673 mills, which is the equivalent of 4673 cents  
11 per thousand of property tax value in Miami-Dade County.

12 MR. SALVER: I'll move it.

13 MS. GRAVES: Judge Prescott doesn't vote on  
14 this item.

15 MS. NUELLE: Pardon me?

16 MS. GRAVES: Judge Prescott does not vote on  
17 this item.

18 MR. HOFFMAN: I'm sorry, Judge.

19 MS. NUELLE: Excuse me. We're just voting on  
20 the millage, because he can vote on the budget, right?

21 MS. GRAVES: Correct.

22 MS. NUELLE: Okay, so we have to separate  
23 them.

24 MR. HOFFMAN: I don't know if it's  
25 appropriate for any other discussion or any other

1 questions, so all those in favor?

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

4 MR. HOFFMAN: Any opposed?

5 (NO VERBAL RESPONSE.)

6 THE COURT REPORTER: Who made the motion?

7 MR. SALVER: I made the motion.

8 THE COURT REPORTER: Who seconded the  
9 motion?

10 MR. TROWBRIDGE: I did.

11 MR. HOFFMAN: All those in favor?

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

14 MR. HOFFMAN: Opposed?

15 (NO VERBAL RESPONSE.)

16 MR. HOFFMAN: Okay. Motion carries. And  
17 then the second resolution or determination of the Board  
18 to adopt the proposed fiscal year 2017-2018 proposed  
19 budget, which includes estimates of \$121,938,094.00  
20 total tax revenues, \$138,864,619.00 in expenses and  
21 ending fund balance of \$33,626,441.00.

22 MR. GAINEY: So moved, Gainey.

23 MS. LEICHTER: Second, Leichter.

24 MR. HOFFMAN: Any further discussion,  
25 questions?

1 (NO VERBAL RESPONSE.)

2 MR. HOFFMAN: All those in favor?

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

5 MR. HOFFMAN: Opposed?

6 (NO VERBAL RESPONSE.)

7 MR. HOFFMAN: Motion carries.

8 MS. NUELLE: Thank you. And thank you to the  
9 Finance Committee for a lot of work and very lively  
10 discussion.

11 MR. HOFFMAN: Were you there the whole time?

12 MS. NUELLE: I'm just laughing because I want  
13 to say -- because I thought to call in, so I know your  
14 frustration, the famous phone call where Isaac couldn't  
15 talk, where if you call in, you can call into a meeting  
16 but you cannot speak.

17 And I was out of town when we changed the  
18 committee meeting. So I was on for the entire  
19 discussion and then I actually hopped off for the  
20 resolutions because it was a very long, lively -- and I  
21 was on vacation with my grandchildren dying to go  
22 outside and play.

23 So anyway, but I wanted to hear the  
24 discussion on the budget and millage rate. And a lot of  
25 work went into that from staff and the committee. So

1     anyway, thank you for also your kind of bravery on  
2     really trying to tackle the issues.

3                 So I guess we have a performance.

4                 MS. CARDENAS: Yes, we do, in advance of the  
5     Young Talent Big Dreams resolution.

6                 MS. NUELLE: Thank you.

7                 MS. CARDENAS: A young lady, and Earl  
8     Maulding will introduce her.

9                 MR. MAULDING: Hi, everybody. So thank you  
10    all again for inviting us. It's a real treat to come  
11    out and actually see the people that are saying, Yes, we  
12    think a program serving the young performers give the  
13    community its valuable -- and we thank you very, very  
14    much for that.

15                Just real quick, our competition has  
16    continued to maintain a very high level. This is a  
17    partnership with the Actors Playhouse in Coral Gables.  
18    And we were at various locations again this year.

19                Our grand champion this year was the Dynasty  
20    Step Team from Norland Senior High and they brought the  
21    place down. And the most exciting thing for me being  
22    there, this is our 7th year, was that the groups are now  
23    starting to rise to the surface.

24                And the groups -- not just little, little,  
25    tiny but these are teenagers that have found and



1 accepted this competition as something that is serving  
2 them and their communities, and we couldn't be more  
3 pleased with the opportunity to continue to promote  
4 excellence in performing.

5 And today, we have a gift for you, the  
6 winner in one of our vocal categories, Angelina Green.  
7 And I'm going to lead in by saying, not only does  
8 Miami-Dade have talent but we have a little teaser for  
9 you.

10 MS. GREEN: Hi. I'm Angelina Green. And  
11 I'm going to be on America's Got Talent tomorrow.

12 (WHEREUPON, there was applause from all in  
13 attendance.)

14 MS. GREEN: It goes on NBC at 8:00 p.m., so  
15 you guys can watch.

16 MR. MAULDING: Do you want to tell them what  
17 you're going to sing?

18 MS. GREEN: Yes, I'm going to sing "At Last"  
19 by Etta James.

20 (WHEREUPON, Angelina Green performed "At  
21 Last" for all in attendance.)

22 (WHEREUPON, there was applause from all in  
23 attendance.)

24 MR. MAULDING: That is a splendid account to  
25 young people that took a risk and came. And that's the

1 great thing for us, giving a platform for young people,  
2 no matter their training, no matter their level, to get  
3 up on stage and take a chance on themselves.

4 And thank you, Emily and Jim, for all the  
5 continued support. And Board, thank you, thank you,  
6 thank you.

7 (WHEREUPON, there was applause from all in  
8 attendance.)

9 MS. NUELLE: Thank you so much, Angeline, for  
10 coming today, and we will be watching you tomorrow and  
11 wishing you all the luck that you deserve. So thank  
12 you. What grade are you in?

13 MS. GREEN: Well, I just left seventh grade.

14 MS. NUELLE: We'll be seeing more of you, for  
15 sure. Emily?

16 MS. CARDENAS: And Angelina played the piano  
17 at the competition. You might not have recognized her  
18 because she wasn't playing today but she accompanied  
19 herself and she's a beautiful piano player as well.

20 So Will Freyre, if you could please join me  
21 up here so we can -- you can join me at the appropriate  
22 time. Every year, when we bring the lion's share of the  
23 resolutions for the communications department, I do a  
24 little presentation.

25 And some of you may have seen pieces of this

1 in the past, but for some of you new Board members, we  
2 think it's important to review a little bit about why it  
3 is we do what we do.

4 And here we go. We need to start with our  
5 goal. And, of course, our goal is to raise awareness to  
6 better inform families and caregivers, taxpayers and  
7 other constituents about all the programs and services  
8 and issues that are important to children and families  
9 in Miami-Dade County.

10 And it's a goal that never changes, never  
11 waivers, because we have to continue doing this every  
12 year of our life.

13 And, you know, when we do this, our goal is  
14 impacted by some pluses and minuses in the marketplace.  
15 And we want to start and talk about the plus side. On  
16 the plus side, we have a great story to tell, right? We  
17 do great things. We have wonderful programs. We have  
18 wonderful providers and they do great work.

19 And, you know, nearly half of Miami-Dade  
20 County residents knew about the Children's Trust at the  
21 end of our last general market survey, which was in  
22 2013. So those are all the things that we have going on  
23 for us in our favor.

24 On the down side, nearly half of Miami-Dade  
25 County residents didn't know about the Children's Trust

1 in our last survey, right? So you've got that 50/50  
2 split.

3 Prevention programs, which is what we are,  
4 we're in the business of prevention, right, not  
5 intervention. Prevention programs are not mandated by  
6 law. Participation is voluntary.

7 We have no City-guaranteed customer base  
8 like a school system or hospitals, because you know  
9 people are always going to get sick and go to the  
10 hospital. We don't have that guaranteed base which is  
11 why we have to continue promoting what we do in the  
12 community.

13 We live in a very transient community, where  
14 residents are coming and going regularly and where new  
15 immigrants are constantly coming into the area who lack  
16 information about programs and services.

17 So that is one of the reasons why we have a  
18 rigorous communications strategy. And, of course, we  
19 want to point out that if you build it, they will come,  
20 is not true for people who might think that it is.

21 If you build it, market it and sell it  
22 really, really well, they will come. And that's what we  
23 try to do here at the Children's Trust.

24 And so in order to achieve success, you have  
25 to have a strategy, which is something that Will is

1 going to talk to us a little bit about more in the  
2 future.

3           And then you have to continue adapting to  
4 the marketplace because the marketplace is ever evolving  
5 all the time. And so you have to think, analyze, plan,  
6 try, do, do again, keep on doing it, keep on doing what  
7 works.

8           And, you know, I don't know if any of you  
9 know about the Rule of Seven. So the Rule of Seven is  
10 an old marketing adage that says, people must see or  
11 hear a marketing message at least seven times before  
12 they absorb it and take action.

13           But you know what? Research is now telling  
14 us that younger generations, like the millennials, born  
15 between 1977 and '94, and generation Z, born after 1995,  
16 they need to see messages closer to about a dozen times  
17 before they absorb it to achieve that same result.

18           So that number seven, that old Rule of  
19 Seven, doesn't really add up any more. And so you just  
20 can't engage in a marketing activity once and be done  
21 with it. Marketing has to be ongoing. It's an ongoing  
22 process in order for it to be successful so they'll  
23 trust the consumer and to develop a new kind of  
24 institutional memory where people remember the  
25 Children's Trust in their brain all the time, so even if

1 they don't use it today, they remember it. And when  
2 they do use the Children's Trust, they remember and they  
3 start accessing the programs and services that we fund.

4 And so I talk about the ever-changing  
5 strategy. And, of course, you know, the internet has  
6 changed everything, and so we have to evolve with that.  
7 People are consuming information more and more  
8 frequently on their mobile devices, particularly their  
9 cell phones.

10 And, you know, that is why much, much  
11 research is telling us that even in low-income  
12 communities, the only access to a computer is actually  
13 the phone. And so that is one of the reasons why we are  
14 moving a lot into the digital arena, which is why we're  
15 redoing our website, our entire digital platform, which  
16 is why even our marketing has changed.

17 Twenty five percent of our media investment  
18 moved into the digital arena this year and more, up to  
19 35 or 40 percent, will move into the digital arena next  
20 year.

21 And, of course, this is for you, Dr. Bagner,  
22 and others who really believe in research. We will  
23 continue -- that will continue to play an important role  
24 in our decision-making.

25 We have conducted several media consumption

1 surveys in recent years, targeting specific populations  
2 of parents, either by ethnicity or income, and this  
3 year, we will do our first general market survey to get  
4 a temperature check on the impact of our efforts.

5 So we always have research available to us  
6 through Nielsen and national. But we need to do, from  
7 time to time, our own local research to supplement that,  
8 so that we are investing our dollars where it needs to  
9 be invested.

10 It's not about what my favorite station is  
11 or what your favorite station is. It's what the  
12 research is telling us where people are. We need to  
13 reach people where they are.

14 So with that, I'm going to turn it over to  
15 Will, who is the director of innovation over at WOW  
16 Factor Marketing. And their resolution will be before  
17 you in September, but we wanted Will to chime in and  
18 give you a little more info on where we are going as an  
19 organization.

20 MR. FREYRE: Thank you, Emily. As Emily  
21 mentioned, we live in an ever-evolving marketplace where  
22 there's a lot of conversions in the way we receive or  
23 consume media, right?

24 So many of us still consume media through  
25 traditional avenues, driving around and seeing

1 billboards, watching television, seeing commercials,  
2 listening to the radio.

3           But we're also consuming a lot of  
4 information through our mobile devices, through our  
5 laptops, through even social media channels where we go  
6 in with the mindset of communicating or staying  
7 up-to-date with friends and family and communicating  
8 very effectively.

9           So we really need to align ourselves and  
10 create a really strategic foundation of first leveraging  
11 our own media content that we create on our own  
12 channels, right, our own media content; for example,  
13 narrative from story lines, video assets to support  
14 those story lines, images to support those story lines,  
15 and our own channels, I think, like, our website or  
16 social media channels, even our employees and our Board  
17 members, right, so we're all ambassadors to this brand.  
18 So we really need to align in how we're messaging and  
19 what we're messaging about.

20           But then look for opportunities to amplify  
21 those messages through earned angles, right, earned  
22 opportunities through third parties, publications who  
23 will speak about us, bloggers and influencers who might  
24 speak about us, friends of the Trust who are supporters  
25 and advocates who will vouch for us in public.



1                   And then in addition, layer in paid efforts  
2   to make sure that we're funneling these messages with  
3   paid channels in the traditional sense as well as the  
4   digital sense to targets groups of people that we know  
5   are going to move the meter for our grant.

6                   So a further breakdown of that is this  
7   little chart here in which we show a flexible marketing  
8   and communications ecosystem that really is a lot of the  
9   things that we're already doing, but we're looking for  
10  opportunities to align ourselves better.

11                  There's a lot of overlaps between the  
12  different silos that participate in some of these  
13  efforts with the Children's Trust. So we, as vendors,  
14  need to come together and really streamline our efforts  
15  and look for opportunities to align ourselves and kind  
16  of build more together than as individual groups.

17                  So this structure shows a flexible approach  
18  in which you focus on creating content first and really  
19  driving those story lines. And on the left-hand side,  
20  the earned opportunities like media outreach, influence  
21  or outreach, influence integration, social media  
22  integration, radio integration, TV shows where folks  
23  from the Board are speaking on behalf of the Children's  
24  Trust on a morning show or something along those lines.

25                  We're populating our own channels, our

1 mobile app, our website, our social media channels, any  
2 events that we're doing from a grassroots perspective,  
3 but then also taking advantage with our relationships  
4 with partners, you know, running some of those story  
5 lines, story lines that support assets through partner  
6 locations and partner social channels as well.

7           And then again, looking for opportunities to  
8 leverage pay channels such as TV, radio, print out of  
9 home, but then also be aware of opportunities within  
10 search paid social media, paid on-line video and other  
11 programmatic digital display banner efforts on-line, to  
12 try to align our messaging to all funnel to one point in  
13 which we're trying to capture leads, in particular, kind  
14 of e-mail data bases where we can repeat/speak to the  
15 same groups of people who have already kind of raised  
16 their hands as supporters and advocates of the Trust.

17           MS. CARDENAS: And so we need a lot of folks  
18 to help us do that, which is why you have these  
19 resolutions here before you. We have a very small  
20 team -- communications team at the Children's Trust. We  
21 outsource much of what we do.

22           And so before I turn it over to our Finance  
23 chair to present the resolutions, I just want to invite  
24 the principals of the entities here today to please  
25 stand. We have ImaginArt represented. We have

1 Armstrong Creative Consulting represented. M Network is  
2 represented. And WOW Factor Marketing, of course, their  
3 resolution is coming in September. And Branger Briz is  
4 here as well.

5 Thank you. Any questions before we move on?

6 (NO VERBAL RESPONSE.)

7 MR. HOFFMAN: Okay. So at the last Finance  
8 & Operations Committee, we brought up a number of  
9 resolutions related to the marketing communications  
10 budget. We had eight that were approved at the last  
11 meeting.

12 So the first is Resolution 2017-102,  
13 authorization to negotiate and execute a contract with  
14 ImaginArt Media Productions, LLC, an agency selected  
15 from the 2016-2019 vendor pool for community outreach  
16 and media buying targeting the Creole-speaking Haitian  
17 community in Miami-Dade County, for administration and  
18 oversight of the Children's Trust leased Yellow Box  
19 displays and English/Creole translation services, for a  
20 term of 12 months commencing October 1, 2017 and ending  
21 September 30, 2018, in an amount not to exceed  
22 \$156,215.00.

23 Do I hear a motion to that effect?

24 MS. HOLLINGSWORTH: So moved, Hollingsworth.

25 MR. HOFFMAN: Second?

1 JUDGE PRESCOTT: Second, Prescott.

2 MR. HOFFMAN: Any recusals?

3 (NO VERBAL RESPONSE.)

4 MR. HOFFMAN: Any questions or discussion?

5 (NO VERBAL RESPONSE.)

6 MR. HOFFMAN: All those in favor?

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

9 MR. HOFFMAN: Any opposed?

10 (NO VERBAL RESPONSE.)

11 MR. HOFFMAN: Okay. Motion carries.

12 Resolution 2017-103, authorization to negotiate and  
13 execute a second-year contract with Armstrong Creative  
14 Consulting, Inc., an agency selected from the 2016-2019  
15 vendor pool for urban media buying and community  
16 outreach targeting the African-American faith-based  
17 community in Miami-Dade County, for a term of 12 months  
18 commencing October 1, 2017 and ending September 30,  
19 2018, in an amount not to exceed \$163,785.00.

20 Do I hear a motion to that effect?

21 MR. GAINNEY: So moved, Gainney.

22 MR. BRANDON: Second, Brandon.

23 MR. HOFFMAN: Any recusals?

24 (NO VERBAL RESPONSE.)

25 MR. HOFFMAN: Questions, comments?

1 (NO VERBAL RESPONSE.)

2 MR. HOFFMAN: All those in favor?

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

5 MR. HOFFMAN: Any opposed?

6 (NO VERBAL RESPONSE.)

7 MR. HOFFMAN: Motion carries. Resolution  
8 2017-104, authorization to negotiate and execute a  
9 second-year contract with Madison South, LLC, an agency  
10 selected from the 2016-2019 vendor pool for the purpose  
11 of graphic design services, for a term of 12 months  
12 commencing October 1, 2017 and ending September 30,  
13 2018, in an amount not to exceed \$50,000.00.

14 Do I hear a motion to that effect?

15 MS. HOLLINGSWORTH: Moved, Hollingsworth.

16 MR. GAINNEY: Second, Gainey.

17 MR. HOFFMAN: Any recusals?

18 (NO VERBAL RESPONSE.)

19 MR. HOFFMAN: Okay. Any questions or  
20 comments?

21 (NO VERBAL RESPONSE.)

22 MR. HOFFMAN: All those in favor?

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

25 MR. HOFFMAN: Any opposed?

1 (NO VERBAL RESPONSE.)

2 MR. HOFFMAN: Okay. Motion carries.

3 Resolution 2017-105, authorization to negotiate and  
4 execute a second-year contract with the M Network, Inc.,  
5 an agency selected from the 2016-2019 vendor pool for  
6 creative advertising production services, offsite Miami  
7 Heart Gallery project management and select public  
8 relations projects, for a term of 12 months commencing  
9 October 1, 2017 and ending September 30, 2018, in an  
10 amount not to exceed \$276,000.00.

11 Do I hear a motion to that effect?

12 MS. LEICHTER: So moved, Leichter.

13 DR. NEIMAND: Second, Neimand.

14 MR. HOFFMAN: Any recusals?

15 (NO VERBAL RESPONSE.)

16 MR. HOFFMAN: Questions or comments?

17 (NO VERBAL RESPONSE.)

18 MR. HOFFMAN: All those in favor?

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

21 MR. HOFFMAN: Any opposed?

22 (NO VERBAL RESPONSE.)

23 MR. HOFFMAN: The motion carries.

24 Resolution 2017-106, authorization to expend monies to  
25 advertise the Children's Trust funding announcements,

1 activities, initiatives, events and programs with the  
2 Miami Herald Publishing Co., for a term of 12 months  
3 commencing on October 1, 2017 and ending on September  
4 30, 2018, in an amount not to exceed \$90,000.00.

5 Do I hear a motion to that effect?

6 MR. BRANDON: So moved, Brandon.

7 MS. LEICHTER: Second, Leichter.

8 MR. HOFFMAN: Any recusals?

9 (NO VERBAL RESPONSE.)

10 MR. HOFFMAN: Questions or comments?

11 (NO VERBAL RESPONSE.)

12 MR. HOFFMAN: All those in favor?

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

15 MR. HOFFMAN: Any opposed?

16 (NO VERBAL RESPONSE.)

17 MR. HOFFMAN: The motion carries.

18 Resolution 2017-107, authorization to issue payment  
19 pursuant to a service order agreement with Actors  
20 Playhouse at Miracle Theater, Inc., for co-production  
21 and presenting sponsorships of the Young Talent Big  
22 Dreams talent search, for a term of 12 months commencing  
23 October 1, 2017 and ending on September 30, 2018, in an  
24 amount not to exceed \$50,000.00.

25 MR. SALVER: Can I have the honor of making

1 the motion for this one?

2 MR. HOFFMAN: You may.

3 MR. SALVER: It was such an enjoyable  
4 performance.

5 MR. BRANDON: Second, Brandon.

6 MR. TROWBRIDGE: Recusal, Trowbridge.

7 MR. SALVER: Are you in the competition or  
8 something?

9 MR. TROWBRIDGE: I am not auditioning  
10 tomorrow night but I am on the Board of Trustees.

11 MR. HOFFMAN: Any questions or comments?

12 (NO VERBAL RESPONSE.)

13 MR. HOFFMAN: All those in favor?

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

16 MR. HOFFMAN: Any opposed?

17 (NO VERBAL RESPONSE.)

18 MR. HOFFMAN: The motion carries.

19 Resolution 2017-108, authorization to negotiate and  
20 execute a contract with Branger + Briz, Inc., for  
21 Phase-3 of the Children's Trust digital footprint  
22 re-design, as well as hosting and maintaining services,  
23 for a term of 12 months commencing October 1, 2017 and  
24 ending September 30, 2018, in a total amount not to  
25 exceed \$162,200.00.



1 Is there a motion to that effect?

2 MR. GAINEY: So moved, Gainey.

3 DR. NEIMAND: Second, Neimand.

4 MR. HOFFMAN: Okay. Any recusals?

5 (NO VERBAL RESPONSE.)

6 MR. HOFFMAN: Questions or comments?

7 MS. KENDRICK-DUNN: I just have one  
8 question. The multiple languages, I just want to know  
9 how many languages.

10 MS. SYLVESTRE: There's three languages;  
11 English, Spanish and Haitian-Creole.

12 MS. KENDRICK-DUNN: In the future, will they  
13 be looking at adding additional languages? Because I  
14 know in Dade County, we have the growth of Portuguese  
15 and French. I'm just wondering --

16 MS. CARDENAS: We are going to be using  
17 Google Translate so that it's a toggle and we can have  
18 as many languages as we want, actually, much like the  
19 school system's website that has multiple languages  
20 through an automated translating service.

21 Now, the problem with the automated  
22 translating service is that they're not perfect. And as  
23 a result, we are going to be hiring translators to --  
24 real translators to actually translate the Spanish and  
25 Creole, a certain number of pages that we want to make

1 sure are exactly right. And we will be laying those  
2 names annually but we will have the opportunity to use  
3 Google Translate.

4 MR. HOFFMAN: Any other questions?

5 (NO VERBAL RESPONSE.)

6 MR. HOFFMAN: All those in favor?

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

9 MR. HOFFMAN: Any opposed?

10 (NO VERBAL RESPONSE.)

11 MR. HOFFMAN: Okay. Motion carries. The  
12 last resolution is Resolution 2017-109, authorization to  
13 renew the Children's Trust Data Center Services with  
14 Quality Investment Properties Miami, LLC (QTS), for a  
15 term of seven months, in a total amount not to exceed  
16 \$62,500.00, commencing August 1, 2017 and ending  
17 February 28, 2018.

18 Do I hear a motion to that effect?

19 MS. HOLLINGSWORTH: So moved, Hollingsworth.

20 MR. GAINEY: Second, Gainey.

21 MR. HOFFMAN: Okay. Any recusals?

22 (NO VERBAL RESPONSE.)

23 MR. HOFFMAN: Questions or comments?

24 (NO VERBAL RESPONSE.)

25 MR. HOFFMAN: All those in favor?

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

3 MR. HOFFMAN: Any opposed?

4 (NO VERBAL RESPONSE.)

5 MR. HOFFMAN: Okay. Motion carries.

6 MS. NUELLE: How many -- I just have a quick  
7 question. So how many more resolutions in the  
8 communications packet will be coming back to us and  
9 when?

10 MS. CARDENAS: So in September, you have two  
11 more, WOW Factor Marketing and Rex 3. We wanted to  
12 bring those to you today but there were some questions  
13 that we wanted to clarify regarding the exact corporate  
14 name as written in Sunbiz.

15 So we clarified that for those two, which  
16 are really important ones, particularly WOW Factor  
17 Marketing. And then later on, a few months down the  
18 road, we will probably have either the resolution for  
19 the Family Expo, if we choose to do that event again,  
20 and any other -- last year we had a resolution tied to  
21 video production for Champions for Children, if we  
22 decide to do that event again. And, of course, the  
23 back-to-school giveaways, the backpacks.

24 So those will be coming later on in the year  
25 but that's really it. So in terms of the creative

1 services resolutions, the two remaining will come in  
2 September and then a few months down the pike, we'll  
3 have anything related to the big signature events and,  
4 of course, the backpacks giveaway and that will be it.

5 MS. NUELLE: Well, I'm thrilled to see that  
6 this has all been brought together really as one  
7 package, except for the two items that had to go back  
8 after Finance.

9 Over the years, it has been very confusing  
10 to Board members because we have one here, one there,  
11 and it's really hard to look at the package as a whole.  
12 So we really appreciate that.

13 And that's why I wasn't sure if there were  
14 going to be more. And obviously, we understand the  
15 specialty items, and I guess some of them have already  
16 come before us because we have Champions for Children  
17 coming or --

18 MS. CARDENAS: The events -- exactly, you  
19 know, the Family Expo is September 9th, and then you  
20 have Champions, which is August the 25th. And we hope  
21 everybody finds their tickets and tables and sponsoring  
22 and joining us for that event. Now is the time.

23 So, yes, we don't want to do that now when  
24 we haven't even had the event, so that's why we push  
25 those. And it also gives you a little time to think and

1 pause and ask ourselves, do we want to continue doing  
2 both of those events forever; do we want to do them  
3 every other and do some other things, perhaps other  
4 events.

5 So it's an opportunity to pause and think  
6 and look at our options and make some decisions about,  
7 you know, how we want to move forward, so we'll see.

8 MS. NUELLE: But I thank you for -- it's  
9 great to have the comprehensive -- to see, you know, the  
10 communications package as a comprehensive entity and how  
11 it's being broken out by language, by media, that sort  
12 of thing. And we look forward to the new and improved  
13 website and some of the digital things.

14 MS. CARDENAS: That's right, and we can look  
15 for the new website in August.

16 MS. NUELLE: Thank you. Okay. Moving on to  
17 the Programs Committee.

18 MS. HOLLINGSWORTH: Thank you, Madam Chair.  
19 The Program Services & Childhood Health Committee met on  
20 the afternoon of July 6th and we considered and voted on  
21 the three resolutions that we're bringing before you  
22 today.

23 Beginning with Resolution 2017-110,  
24 authorization for the president and CEO to accept the  
25 \$93,600.00 contribution from Miami Beach Chamber

1 Foundation, the fiscal agent for the City of Miami Beach  
2 and neighboring municipalities, to negotiate with  
3 Borinquen Medical Health Center, a funded school health  
4 provider, to provide behavioral health enhancements in  
5 all eight Miami Beach public schools, for a term of nine  
6 months commencing August 1st, 2017 and ending June 30th,  
7 2018.

8 May I have a motion and a second?

9 DR. BAGNER: So moved, Bagner.

10 JUDGE PRESCOTT: Second, Prescott.

11 MS. HOLLINGSWORTH: Any recusals?

12 (NO VERBAL RESPONSE.)

13 MS. HOLLINGSWORTH: Discussion, questions,  
14 comments?

15 MS. KENDRICK-DUNN: I have one, just that  
16 Ida Fisher is listed here as an elementary school. It's  
17 a K-8 Center. I don't know if that change can be made  
18 but it's not an elementary.

19 MS. HOLLINGSWORTH: Thank you. Any other  
20 questions?

21 DR. NEIMAND: I have a question. Don't  
22 these schools receive counseling and these kinds of  
23 services already as a supplementary to what they get?

24 MR. HAJ: Correct, they receive the  
25 services. This is supplementary. They're receiving

1 funds. We decided to put additional funds into these  
2 schools.

3 DR. NEIMAND: Thank you.

4 DR. BAGNER: From my understanding, just to  
5 add, this is in response to some of the concerns we had  
6 addressed because we didn't think there was enough to  
7 supply all services as part of these school initiatives.

8 JUDGE PRESCOTT: I'm sorry, but the question  
9 I have is, I see it starts October 1st. School begins  
10 the 22nd. So what happens the first week of school --  
11 the first month of school? Is there a gap in services?

12 MR. HAJ: No, this is just our contracting  
13 period.

14 MS. HOLLINGSWORTH: Further questions?

15 (NO VERBAL RESPONSE.)

16 MS. HOLLINGSWORTH: All those in favor?

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

19 MS. HOLLINGSWORTH: The motion carries.

20 MS. GRAVES: As amended.

21 MS. HOLLINGSWORTH: Thank you. Resolution  
22 2017-111, authorization to negotiate and execute a  
23 third-year contract renewal with Miami Children's  
24 Initiative (MCI), for a term of 12 months commencing  
25 August 1, 2017 and ending September 30, 2018, in an

1 amount not to exceed \$235,000.00.

2 May I have a motion and a second?

3 MS. JACOBO: Motion by Jacobo.

4 DR. EYSSALLENNE: Second.

5 MS. HOLLINGSWORTH: Any recusals?

6 (NO VERBAL RESPONSE.)

7 MS. HOLLINGSWORTH: Questions or comments?

8 (NO VERBAL RESPONSE.)

9 MS. HOLLINGSWORTH: Hearing none, all those  
10 in favor?

11 (WHEREUPON, the Board members all responded  
12 with "aye".)

13 MS. HOLLINGSWORTH: Opposed?

14 (NO VERBAL RESPONSE.)

15 MS. HOLLINGSWORTH: The motion carries.

16 MS. NUELLE: Can I interrupt for one moment.

17 I just want to take a moment to ask Morris Copeland to  
18 stand up for a moment, you know, just to say "thank  
19 you." You've been, I know, a strong supporter of the  
20 Trust, very much in the background, and we really  
21 appreciate that.

22 We love -- I think I speak for the Board  
23 when I saw, we love MCI and think it's a special -- it  
24 holds a special place, certainly for me, but I think the  
25 Board, as our first funder collaboration, which is



1 something that we, you know, wanted to do and want to  
2 continue to do, because I think partnering and working  
3 with lots of organizations to really built that program  
4 is the way of the future.

5 And I just wanted to say "thank you"  
6 publicly for everything that you've done for us and for  
7 these children. And I actually asked Jim, for maybe the  
8 next Program Committee, to have a little update on MCI  
9 and the changes in leadership and just what's happening  
10 so that we are aware of that.

11 MR. COPELAND: Thank you.

12 MS. NUELLE: You're welcome. Thank you.

13 MS. HOLLINGSWORTH: Thank you. Resolution  
14 2017-112, authorization to negotiate and execute  
15 contract amendments to extend the 2017-2018 Quality  
16 Counts contract year through July 31, 2018, to seven  
17 contracts and three purchase orders, and to increase  
18 funding for the month's services that are being extended  
19 in order to align the contracts with the competitive  
20 solicitation funding cycles anticipated to begin August  
21 1, 2018, in a total amount not to exceed \$772,955.00.

22 May I have a motion?

23 DR. NEIMAND: So moved, Neimand.

24 MS. HOLLINGSWORTH: Second?

25 MR. GAINEY: Second, Gainey.

1 MS. HOLLINGSWORTH: Recusals?

2 Hollingsworth, I work for the Early Learning Coalition.

3 MS. GRILLO: Grillo, United Way.

4 MS. FERRADAZ: Ferradaz.

5 MS. HOLLINGSWORTH: Discussion, questions,  
6 comments?

7 MR. SALVER: Pam, I have a question, because  
8 that, in a quick nutshell -- I understand that it's an  
9 administrative thing to line up with the contracts. My  
10 question, I guess, is mostly focused on the items that  
11 show the provider on the purchase order is paid directly  
12 by the Trust. So if they can give me a brief  
13 explanation of exactly what we're doing here with that.

14 MR. HAJ: Before I turn it over to Lori, but  
15 it is administrative. It's to align the contracts so  
16 we're prepared for the next solicitations. Lori, do you  
17 want to speak to this.

18 DR. HANSON: Sure, or Rachel probably can  
19 speak to this. But in each of the prior approvals of  
20 these agencies, the ones that show on the associated  
21 purchase order have been part of the prior resolutions,  
22 so we just are showing this here.

23 But do you want to tell us more  
24 specifically, Rachel, what they are.

25 MS. SPECTOR: The three resolutions awarded

1 for our wage supplement programs are those that are paid  
2 by the Children's Trust directly to early education  
3 teachers.

4 The scholarships are paid directly by the  
5 Children's Trust to institutions of higher education,  
6 our training facilities, Miami-Dade College, FIU,  
7 private training entities. And the support grants are  
8 paid directly by the Children's Trust to child care  
9 providers for quality improvements.

10 MR. SALVER: Thank you.

11 MS. HOLLINGSWORTH: Thank you. Any other  
12 questions?

13 (NO VERBAL RESPONSE.)

14 MS. HOLLINGSWORTH: All those in favor?

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

17 MS. HOLLINGSWORTH: Opposed?

18 (NO VERBAL RESPONSE.)

19 MS. HOLLINGSWORTH: The motion carries.

20 Madam Chair, that concludes the Programs Committee  
21 business.

22 MS. NUELL: Thank you very much. Before the  
23 CEO report, I just want to welcome a special guest here  
24 today. We have the City of Miami Commissioner Francis  
25 Suarez, also the son of our Board member, Mr. Xavier

1     Suarez. So welcome to the Board meeting. It's nice to  
2     see you.

3                   MR. HAJ: The last time I saw the  
4     Commissioner, we were at the Corporate Run taking off  
5     together. And he ended shortly after -- he probably got  
6     there in record speed, while the ladies in the double  
7     strollers were passing me.

8                   But Commissioner, you're a great asset and  
9     you're a great advocate for kids. Do you want to make a  
10    few comments?

11                   COMMISSIONER SUAREZ: I want to thank you  
12    for the opportunity to come by, stop by. It's great to  
13    know that you all are located here in the City of Miami  
14    on 12th Avenue and Coral Way.

15                   And to the extent that the City can help you  
16    in your mission, we're here to help. And, of course, we  
17    have the same objective, which is to create a strong  
18    growth potential for the children in our community so  
19    that tomorrow's economy and tomorrow's City can be as  
20    successful as possible.

21                   MR. HAJ: Thank you, sir. All right. CEO  
22    report. The media report is in front of you. You have  
23    a packet. Again, we tried to streamline all the media  
24    reports into one and we'll provide this at each Board  
25    meeting.

1 Board attendance, again, thank you. I know  
2 it's summer and we had such a wonderful turnout, so  
3 please keep it up. Champions for Children, August 25th,  
4 it's going to be at Jungle Island at lunch time. We'll  
5 send you the date. We hope all Board members are  
6 present.

7 Our Board retreat is August 31st. Muriel  
8 sent out a survey today of morning and afternoon times.  
9 So please answer that survey and then we will send out  
10 that announcement.

11 The Family Expo is September 9th. Again,  
12 we'll send it out so we can get you VIP parking and we  
13 can get you in and out. With the traffic, it's quite  
14 hard getting in there.

15 Upcoming TRIM hearings are strictly  
16 enforced. It's September 11 and September 18th.  
17 Everybody is here. We will have a training for new  
18 Board members on September 11th directly before the TRIM  
19 hearing. For those of you who have not been through the  
20 process, we will have a special meeting.

21 Legislative updates, I think we did very  
22 well, the Trust. We had a couple of legislative updates  
23 on the statewide level. We are very pleased to announce  
24 that we have had Dr. Maggie Abrahamte serving on this  
25 Board as the Superintendent's designee but has never

1     been able to vote.

2                   But the statute was changed as to the  
3     Superintendent's designee, so now Maggie will be able be  
4     a voting member. She couldn't be here today because she  
5     got sick, but it will be great to have Maggie here and  
6     her voice will be heard.

7                   Committees on early grade success, we've  
8     been talking about different early grade issues and  
9     early childhood. There's been a committee formed at the  
10    State. This all just happened July 1, so they're  
11    forming the committee and delineating who serves on the  
12    committee so they're picking committee members to look  
13    at early childhood success and evaluation and everything  
14    else. So it's nice to see that coming down.

15                   And I saved the best for last. As everybody  
16    knows, we were authorized in 2002, the Children's Trust.  
17    Then we went back to the voters in 2008 where it passed  
18    at 86 percent approval.

19                   The Children's Trust is the only Children's  
20    Service Council in the State that included a sunset  
21    provision requiring reauthorization after the first  
22    referendum.

23                   Furthermore, the reauthorization provision  
24    was self-imposed and we did it voluntarily. Subsequent  
25    to that, the legislation -- after we went the second

1 time with 86 percent approval rate, legislation was  
2 passed to attend to make -- in 2010, to make the  
3 Children's Service Councils return to voters for  
4 reauthorization.

5 And it wasn't the intent -- it was the  
6 intent to make all the other CSC's go a second time, not  
7 for the Trust go to a third time.

8 Therefore, I'm pleased to announce the  
9 legislation passed this past session simply  
10 acknowledging that the original legislation intent has  
11 been satisfied. So that is very nice to hear.

12 (WHEREUPON, there was applause from all in  
13 attendance.)

14 MR. HAJ: And that is it, Madam Chair.

15 MS. NUELLE: Two things. One, I just want to  
16 reiterate the importance of the TRIM hearing. I do have  
17 to say, I want to thank everyone that the Board  
18 attendance has been fantastic.

19 I think you know, if you get a little  
20 letter, that was what the By-Laws Committee had decided  
21 to do, that you get a letter if you miss two meetings,  
22 just as a reminder, just as a formality. So we've been  
23 trying to do that, Muriel and I.

24 So anyway, we haven't really had any  
25 problems with that. But with the TRIM hearings, we have

1 to have two-thirds of the Board present for both  
2 hearings in order to be able to -- for the vote to be  
3 authenticated. So it's very critical.

4 Muriel will send out, obviously, the  
5 information, because I think the second meeting actually  
6 begins at 5:00 p.m., correct? Usually, the first one is  
7 at 4:00 and at 5:01 is when we go into TRIM session.

8 That's the first meeting, for those of you  
9 who haven't participated in it. No matter what, even if  
10 we're in the middle of a heated debate, at 5:01, it  
11 stops and we have to go into TRIM.

12 And then the second TRIM hearing, which does  
13 not have a Board meeting attached to it but it's just a  
14 vote for the budget and millage rate, begins at 5:00  
15 p.m. So Muriel will send that out. But it's very, very  
16 important to be there at those meetings.

17 And those are confirmed, Muriel?

18 MS. JEANTY: Yes.

19 MS. NUELLE: Okay. And the other thing I  
20 want to -- I just thought I would say is, so we've been  
21 going through, like, a lot of the ordinance and looking  
22 at really what's in the governance of the Board and the  
23 roles that people have or don't have.

24 Because just because we've been doing it a  
25 certain way since the beginning doesn't mean that we



1 were doing it correctly. And we actually have found out  
2 that we weren't doing things correctly, that they just  
3 were -- we were just doing them.

4 So that's been one of my goals for this year  
5 is to sort of clean up the governance and making sure  
6 that we're doing things right and then furthermore,  
7 going, which I discussed before, looking at by-laws and  
8 seeing if -- we have certain by-laws and we either need  
9 to follow them or to change them.

10 So I will call on the By-Laws Committee to  
11 review it. And I think everyone knows that I have been  
12 working on committee structure and trying to give people  
13 more opportunity and experience.

14 But there are a few other changes. So Jim  
15 just told you about Maggie, so technically now, the  
16 Superintendent will have a designee that will be able to  
17 vote.

18 One thing that did happen is that -- so the  
19 Mayor of the County has two seats, which was never the  
20 intention, but he had a representative and also -- or  
21 the Mayor had a representative, it could be a woman  
22 there -- and the City Manager had a seat on our Board.

23 So when the City Manager's position was  
24 abolished, then the Mayor got two seats, which was never  
25 the intention for the Mayor to have two seats. So Inson

1 Kim was one and Nelson was the second one. So in that  
2 review, the decision was made by the Mayor that Nelson  
3 would remain technically the seat of the designee for  
4 the Mayor and Inson would remain as the County Manager  
5 seat.

6 And since the County Manager seat is not  
7 actually a job any more, so now Inson does not have a  
8 voting right. So now, Maggie does and Inson doesn't.  
9 But we really hope that you will continue to come and we  
10 appreciate it, and we respect your opinion on any  
11 matter.

12 And lastly --

13 MR. SALVER: Before you go on, we need to  
14 understand what changed in regard to the Superintendent  
15 of Schools. Is he permanently designating Maggie as the  
16 Superintendent seat or is it -- I mean, have they  
17 created an environment where the Superintendent can come  
18 one month, Maggie comes another month, Superintendent,  
19 Maggie, Superintendent, Maggie, or is it -- you know, is  
20 he allowed to assign a person? Was she assigned for a  
21 specific term?

22 MS. NUELLE: I think it's a good question and  
23 I don't think we have an answer for that.

24 MS. GRAVES: The Superintendent -- the  
25 amendment to the statute provides the Superintendent or

1 designee and the statute provides other positions with  
2 the designee option. And so the Superintendent designee  
3 will be treated by the Trust as the other designees have  
4 been treated by the Trust.

5           So I know, in some cases, they have said one  
6 person, if the designee is there, the position speaks,  
7 identifies the designee, the designee is the person that  
8 goes to the meetings to vote so there's not a vacuum.

9           I just want to also clarify, Madam Chair,  
10 the Mayoral position, it is -- when the County abolished  
11 a strong mayor -- I mean, created a strong mayor and  
12 abolished the County Manager, the statute provides the  
13 County Manager or equivalent.

14           So in the County, the Mayor is the  
15 equivalent, so the Mayor comes to the meetings. The  
16 Mayor can vote. At this point, Inson Kim has been using  
17 that position. She will not be a voting member or  
18 counted for quorum. But if the Mayor so chooses to come  
19 to the meeting, he can vote and he will be counted for  
20 quorum.

21           MS. NUELLE: Thank you. I don't know if that  
22 answered your question specifically, but I think I know  
23 what you're asking and it's probably something that's  
24 been addressed.

25           MR. SALVER: Yes, it sounded like he's going

1 to officially appoint someone to be his designee and  
2 that will be the designee until he un-appoints her and  
3 does something else, either comes himself or assigns  
4 another person.

5 MS. NUELLE: Okay. And then there's one  
6 other position. So Frank Manning, we have the  
7 Department of Juvenile Justice seat. So the Department  
8 of Juvenile Justice was a quirky situation because the  
9 statute does not actually have a seat for the Department  
10 of Juvenile Justice, yet the ordinance did.

11 So once again, we're really not quite sure  
12 how that came about. But then there was a seat and so  
13 for all this time, we've had a seat for the Department  
14 of Juvenile Justice as a voting member.

15 And in reviewing all of this, let me see if  
16 I say it correctly, the statute supersedes the  
17 ordinance. So at the moment, until we look into it a  
18 little more carefully, Frank Manning or the Department  
19 of Juvenile Justice will not have a seat on the Board.

20 Certainly, he or -- well, right now, it's  
21 him, is able to come and attend meetings to keep up on  
22 what's happening at the Trust but will not have a seat  
23 or a vote. So that's where we stand with some of the  
24 changes.

25 MR. HOFFMAN: Just to clarify, the

1 legislature -- the Florida legislature changed the  
2 statute but the County hasn't changed the ordinance?

3 MS. NUELLE: No.

4 MS. GRAVES: The statute provides 33 members  
5 but it only identifies 32 members. The County ordinance  
6 32 -- I mean 33 members and identifies 33 members. So  
7 the 33rd member in the County ordinance was the  
8 Department of Juvenile Justice and it's not authorized  
9 in the statute.

10 MR. HOFFMAN: As to the other changes, for  
11 example, the Superintendent, so the ordinance now --

12 MS. GRAVES: The ordinance will be amended  
13 to reflect that.

14 MS. NUELLE: And actually, the body that  
15 appoints you is actually going to require a name change  
16 because the name has changed. So, you know, we've just  
17 been trying to clean up all of this.

18 MR. HOFFMAN: Okay. I know in an Executive  
19 Committee meeting, you mentioned a few other  
20 responsibilities and things that we were not doing  
21 exactly according to the ordinance. Maybe we can  
22 address some of those changes.

23 MS. NUELLE: Yes. So as they're coming  
24 forward, since there happened to be a few, I just  
25 thought I would share it with you because there's some

1 changes, so some people -- you know, things will be  
2 different.

3           So I do have to say, Mr. Manning was kind  
4 of, I think, surprised and so were we, actually, that  
5 this happened because he, you know, enjoys being on the  
6 Board. I think there's a place for the DJJ but not  
7 legally. So anyway, I just wanted to share all of that.  
8 It's a little confusing. It's been confusing for a lot  
9 of people. So I just wanted to say that.

10           And then -- did you want to say something?

11           MS. GRILLO: Not about that.

12           MS. NUELLE: Okay. Go ahead. I wasn't going  
13 to adjourn.

14           MS. GRILLO: Two things. I wanted to point  
15 out the fabulous new equipment. And the United Way  
16 thanks the Trust for partnering with us. And you'll  
17 notice that the gentleman who did our AV is not in the  
18 room because we have this new equipment.

19           And we're working on a cheat-sheet.  
20 Everyone did beautifully today with no inappropriate  
21 utterances. But when the circle is green, you are live,  
22 so I'm just letting you know.

23           There are going to be cheat-sheets. Anyway,  
24 we're really excited about it and we're going to get it  
25 all together ultimately.

1           And then I just wanted to go back to the  
2 public comments. And the question that I had, that I  
3 was not clear about was, I was in the Program meeting  
4 when Lily asked about the services to children with  
5 disabilities.

6           But I thought I heard Gepsie say -- and I  
7 missed a couple of summer meetings so I apologize -- I  
8 thought Gepsie said that their financial condition was  
9 called into question. I do not recall that in the  
10 Program meeting.

11           So I did want to get that clarification  
12 because that's a very serious item to have out in the  
13 ether. And so could somebody clarify, because I was in  
14 the Program meeting and I didn't hear that part.

15           MS. NUELLE: Well, I mean, she can clarify  
16 it, but I think it was -- I don't have the minutes.

17           MS. METELLUS: Thank you, Ms. Grillo. And  
18 so reference to the financial statement was made by Ms.  
19 De Moya upon my reaching out to her after the meeting to  
20 inquire or ask what her concerns were.

21           So her response to me at that point was,  
22 Well, you guys always have issues, did you not have  
23 financial issues last year. Thank you.

24           MS. GRILLO: Thank you. So I just hope  
25 that, Jim, your comments regarding how we value the work

1 of Sant La and Gepsie and her representation are  
2 important and I hope that you'll keep the dialogue going  
3 with her and keep her here.

4 MS. NUELLE: And I do hope -- you know, just  
5 to wrap it up, that issue, I do hope that, Gepsie, that  
6 you meet with Lily. Or if you feel it necessary, I  
7 certainly, or Jim, or probably anyone else, will be  
8 happy to go to present to your Board, just to assure  
9 them that from our perspective, there are no issues.

10 And as I told you, you're a good partner of  
11 ours. You know that the Haitian community is very  
12 important to the Trust and to me specifically, as well  
13 as disabilities, because those are my two fields.

14 And, you know, we want to make it last.  
15 We're working hard to build partnerships and  
16 relationships with our providers. So if that's  
17 something that will help, then we'd be happy to do that.  
18 But otherwise, thank you for coming back today.

19 And with that, we're adjourned.

20 (Whereupon, at 5:29 p.m., the meeting was  
21 adjourned.)

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REPORTER'S CERTIFICATE

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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 64, 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 15th day of August, 2017.

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Fernando Subirats  
Court Reporter

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