



Board of Directors Meeting

April 16, 2018

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THE CHILDREN'S TRUST

BOARD OF DIRECTORS MEETING

The Children's Trust Board of Directors Meeting was held on Monday, April 16th, 2018, commencing at 4:02 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
Karen Weller, Secretary, Miami-Dade County
Health Department

The Board of Directors

Dr. Miguel Balsera, Gubernatorial Appointee
Dr. Magaly Abrahante, Miami-Dade Public Schools
Esther Jacobo, State Attorney Representative Miami-Dade
The Honorable Orlando Prescott, Juvenile Court Division
Representative Nicholas Duran,
Miami-Dade Legislative Delegation
Mindy Grimes-Festge, United Teachers of Dade
Alvin Gainey, PTA/PTSA
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
Frank Manning, Florida Department of Juvenile Justice
Rodester Brandon, At-Large Board Member
Steve Hope, At-Large Board Member
Tiombe-Bisa Kendrick-Dunn, Gubernatorial Appointee
David Turino, Miami-Dade County
Student Government Association
Antonia Eyssallenne, At-Large Member
Mary Donworth, United Way of Miami-Dade

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

3 STAFF:

4 James Haj, President/Chief Executive Officer

5 Imran Ali

6 Bevone Ritchie

7 Danielle Barreras

8 Deborah Robinson

9 Donovan Lee-Sin

10 Emily Cardenas

11 Felix Becerra

12 Glenny Reynoso

13 Jorge Gonzalez

14 Josefina Greene

15 Juliette Fabien

16 Kathleen Dexter

17 Lori Katherine Hanson

18 Maria-Paula Garcia

19 Muriel Jeanty, Clerk of the Board

20 Rachel Spector

21 Sabine Dulcio

22 Stephanie Sylvestre

23 Tatiana Canelas

24 Vivianne Bohorques

25 William Kirtland

1 STAFF (continued):

2 Yesenia Reyes

3 Zafreen Jaffery

4 Andrew Suarez

5

6 GUESTS:

7 Fiorella A. Christie

8 Alison Gonzalez

9 Norma Schwartz

10 Dasiely Cruz

11 Nayree Navarro

12 Jackie Romillo

13 Daniel Santisteban

14 Elyssa Linares

15 Julie Anderson

16 Amy Rubinson

17 Maite Mena

18 Erika Coles

19 Lynne Kunins

20 Kristine Perez-Carrion

21 Daniela Foerch

22 Jason Jent

23 Allison Weinstein

24 Shellie Solomon

25 Shareeka Druid

1 Althea Birch

2 GUESTS (continued):

3 Silvia Valdes

4 Shirley Barbe

5 Milagros Hernandez

6 Dr. Brittany Birken

7 Elizabeth Goings

8 Michele Watson

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PROCEEDINGS

(Recording of the meeting began at 4:02 p.m.)

MS. NUELLE: Good afternoon. I'd like to call the meeting to order. Muriel, I thought we had a public -- someone from the public, no? Okay. So, Karen?

MS. WELLER: The Board of Directors met on March 12th, 2018 and the minutes are in your packet. May I have a motion for approval?

COMMISSIONER SUAREZ: Moved, Suarez.

MR. BRANDON: Second, Brandon.

MS. WELLER: Any discussion or any corrections?

(NO VERBAL RESPONSE.)

MS. WELLER: All those in favor?

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

MS. WELLER: Opposed?

(NO VERBAL RESPONSE.)

MS. WELLER: Motion carries.

MS. NUELLE: Thank you. So, I am very happy and honored to introduce you -- many of you have already met Dr. Brittany Birken, who is the -- I don't know what your exact title is, executive director of the -- is

1 that the chief executive officer of the Florida
2 Children's Council.

3 So, Brittany is going to be reporting on the
4 early childhood initiative a little bit later, but I had
5 asked her, as well, when we were waiting to, you know,
6 she was already down here, to talk to the Board about
7 the Florida Children's Council and CSC's.

8 And as most of you know, though we have some
9 new membership, that we are a member of that
10 organization and we also pay dues to be a member of the
11 organization.

12 So, I thought it would be nice for Brittany
13 to come and talk to us about the Florida Children's
14 Council and what it does and our role, etc., etc.,
15 especially because legislatively, before, we had Diana,
16 who kept us abreast of all things going on, as Donovan
17 is doing as well. But anyway, as part of our
18 membership, I thought we should understand it better.
19 So, thank you, Brittany.

20 DR. BIRKEN: Thank you so much. It's a
21 great pleasure to be with you all this afternoon. And I
22 really appreciate the opportunity to tell you a little
23 bit about the Florida Children's Council, the work we do
24 day in and day out, as well as highlight some of our
25 recent accomplishments and where we're going next.

1 The Florida Children's Council is the
2 Association of Children's Services Councils. So, there
3 are three tenets to our work. The first is that of a
4 traditional association, so allowing Children's Services
5 Councils and facilitating exchanges of operational
6 procedures, best practices, really getting to understand
7 opportunities for innovation, to understand the
8 challenges and barriers that communities experience in
9 trying to make strategic investments.

10 And that really plays nicely into the next
11 tenet, which is working on public policy, understanding
12 to do really good work within your communities and make
13 the strategic investments and improve child, youth and
14 family outcomes, that we need to make sure there are
15 really effective policies in place at the state level.

16 We work really closely with the executive --

17 MS. NUELLE: Wait just one second. Can you
18 hear okay? It seems like there's a little --

19 (Off the record.)

20 MS. NUELLE: Sorry. I just wanted to make
21 sure everyone could hear okay.

22 DR. BIRKEN: That's okay. So, we work
23 really closely with the executive and legislative
24 branch. And as we work with each Children's Services
25 Council community to understand particularly trends,

1 right, where are their opportunities to think about more
2 effective public policies, where are their challenges
3 that are systemic and impact a number of our communities
4 that we want to make sure that we have the right
5 policies in place, and then using that to really have a
6 prenatal to career public policy agenda.

7 As you might imagine, that's very robust and
8 ambitious, and so we work hard to make sure that there
9 are initiatives that we lead, there are legislative
10 issues that we partner on and legislative issues that we
11 support.

12 We work with our local public policy folks,
13 so, Donovan in this case, each year, to determine where
14 are there opportunities so it's trending legislatively,
15 where do we anticipate there to be a lot of focus and/or
16 how do we create momentum for issues that are incredibly
17 important to the Children's Services Council and social
18 services that impact and benefit children, youth and
19 families.

20 The last couple of years, we've been really
21 successful in passing legislation. There was the Kid
22 Care legislation a few years ago that focused on
23 lawfully-residing immigrants and the ability to make
24 sure there was access to children's health insurance.

25 Last year, you all may remember, there was

1 the child welfare legislation we worked really closely
2 on that included some provisions directly related to the
3 Trust.

4 This year, we partnered with a number of
5 stakeholders in the Early Learning Space to work on
6 early learning legislation we'll reference a little bit
7 later when we talk about early childhood investments.

8 But this was a really momentous piece of
9 legislation. For the first time in Florida's history of
10 the school readiness program, we now have minimum
11 expectations for quality, so quality is defined in
12 statute, which is really significant.

13 So we're making sure that from the state's
14 perspective and from the dollars that you all invest,
15 that we can really move the needle and make sure
16 children at greatest risk of school failure have access
17 to high-quality early learning experiences.

18 So continue to work on legislative
19 priorities throughout the year. As you all likely know,
20 that is a year-round activity to make sure that we're
21 maintaining relationships, looking for opportunities and
22 continuing to work and build momentum.

23 The third tenet and focus of our work is
24 related to Children's Services Council expansion. So we
25 also provide a lot of information and resources as

1 communities are looking at this model and thinking about
2 whether or not this is a good ultimately for other
3 counties.

4 We know that Alachua will have the
5 Children's Services Council on the ballot this November
6 for referendum. We're also supporting a number of other
7 communities that are at different levels that have been
8 working with Leon, Lee, Orange and Brevard.

9 We're also exploring whether or not to
10 create a Children's Services Council now or in the next
11 couple of years, so that's a big part of our work.

12 To make sure that we can do our due
13 diligence and really promote ultimate system
14 development, we emulate a lot of the great collaboration
15 that happens here at the local level by supporting a
16 number of initiatives.

17 So we provide strategic leadership and
18 partnership for the First Thousand Days initiative,
19 which is a group of cross-system, cross-discipline and
20 subject matters experts to come together to say, the
21 first years of life are incredibly important, what can
22 we do to all focus and create a common vision for what
23 can happen in that first three years of life, how we can
24 better support families with young children that are
25 those ages.

1 We're working toward a summit this fall that
2 will be an incredible opportunity. It's a lot like a
3 national summit that happens to be in our own back yard.
4 It's going to be in Palm Beach, and an opportunity to
5 come and learn and share all the great work that's
6 happening in Florida but how we might expand that work
7 as well.

8 We also have the opportunity to provide
9 leadership and partnership through the Early Learning
10 Consortium, which was the group that very much focused
11 on the early learning bill that I spoke of earlier.

12 It includes the Children's Movement, the
13 Children's Forum, the United Way, the Association of
14 Early Learning Coalitions and other key stakeholders
15 that come together and say, we know that early learning
16 is incredibly important to student success, so how do we
17 make sure it's in its proper posture, how do we make
18 sure that we've got good standards and how do we make
19 sure that we're moving towards increased funding at the
20 state level.

21 We then house Florida's Grade Level Reading
22 Campaign, knowing that third grade reading is incredibly
23 important. We were fortunate enough to have the
24 opportunity to be funded through the Helios Education
25 Foundation for three years, which we're wrapping up this

1 month. And I actually received an expansion grant so we
2 have another three years of funding to continue to do
3 that campaign.

4 Among other things, that's allowed us to
5 really partner in a meaningful way with the business
6 community. The Florida Chamber of Commerce, their
7 Business Alliance for Early Learning was created with
8 these funds and supported by these funds. And we also
9 support a state policy network as well as a community of
10 practice through that.

11 And then we house Florida's After-School
12 Network, which has foundational funding from the Charles
13 Stewart Mott Foundation, that allows us to really focus
14 on the needs of elementary school, middle school and
15 high school-aged students.

16 So it is about student development, youth
17 development and really making sure that we can promote
18 quality standards for after-school and work on issues of
19 access.

20 We have, the last few years, also taken a
21 look at the needs of families with young children in
22 poverty. We had an opportunity with funding through the
23 Wellspring Philanthropic Fund to look differently at
24 social services.

25 The question, when they contacted us, that

1 we were able to ask is, what are the needs of families
2 with young children that might be different than the
3 needs of individuals in poverty.

4 So, you all have in front of you this
5 report. It will be formally released and launched in
6 the next few weeks. This is the result of about three
7 years of work and analysis.

8 And the short version of what we learned is
9 that social services in Florida were very much designed
10 with individuals in mind. So, if you are an individual
11 in poverty accessing social services, while I would
12 never suggest it's easy, there's the potential for a
13 straight line trajectory to economic self-sufficiency.

14 If you are a family with young children, as
15 your wages increase, your loss of key supports, like
16 children's health insurance and child care are greater
17 than your wage increases, so there's a cliff effect.
18 So, how can we think differently about the needs of
19 families with young children than we do individuals and
20 want to make policy changes.

21 So, this also has policy solutions. This
22 last legislative session, we worked to make it sort of
23 an educational year. The two generational strategies
24 we're framing, we want that to be more familiar to the
25 legislature before we move forward with legislation.

1 So that is going to be the work of the
2 future. I think this is work that's going to be in play
3 for a number of years within the legislature as we have
4 an opportunity to think a little bit differently.

5 And so that's a little bit about the work
6 that we do day in and day out and the work that we have
7 coming up in the very near future. We appreciate the
8 opportunity to work with you all, for you all.

9 As the saying goes, where Miami goes, so
10 goes Florida, right? So this is a very big, important
11 community in the work that we do for you all in the
12 state. Thank you.

13 MS. NUELLE: Any questions?

14 (NO VERBAL RESPONSE.)

15 MS. NUELLE: We're very fortunate and lucky
16 to have Brittany -- we're very fortunate and lucky and
17 grateful to have Brittany and her team in Tallahassee.
18 And we're really making a big difference in the Florida
19 laws and children and families.

20 And we're, you know, happy to be partners
21 and happy to be, you know, be available for any kind of
22 advocacy work. And it's like you did that entire thing,
23 it looks like, without notes, so you are very -- I don't
24 know how you can remember all those things that you do
25 every day.

1 So, thank you very much and we look,
2 obviously, very forward to working now on the early
3 childhood piece, which everyone will be hearing more
4 about a little bit later in the meeting. Thank you so
5 much, Brittany.

6 Okay, Ken? Oh, wait one second. I'm going
7 to go back. Since we didn't go into the actual agenda
8 yet, we do have a speaker, Liz Goings.

9 MS. GOINGS: Good afternoon. I'll be quick.
10 My name is Liz Goings. I'm an attorney here in Miami
11 but I've spent the past 25 years, prior to being an
12 attorney, working with non-profits, either for them, and
13 I was a volunteer for the grant review process.

14 This was my first time working with the
15 Children's Trust. I've worked with about 35 non-profits
16 from Virginia in innovative technology through social
17 programs.

18 And I wanted the Board to know, this has got
19 to be, in that number of years, the best volunteer
20 experience I've ever had. It was a lot of hours. It
21 took about 40 hours of my time. But the computer
22 program that I saw and was able to utilize for the
23 process was simply stellar.

24 This usually takes a lot longer than 40
25 hours. And to have that computer program with such

1 excellent staff, you simply do not see that level in a
2 non-profit setting. Usually, there's budgetary
3 concerns, etc. And I just felt the Board would need to
4 know how well it worked.

5 I even mentioned to one of the staff, it's
6 something that you should license this to other
7 non-profits because it works so smoothly. Grant review
8 is very tedious. There's a lot of layers to it.

9 And when you're a volunteer, it's difficult
10 sometimes to come in and be able to be part of that
11 process. And it was just a stellar experience. And I
12 just thought, it's nice to catch people doing something
13 correct instead of incorrect, so I thought the Board
14 should know. I was just extremely impressed.

15 MS. NUELLE: Thank you very much. We've been
16 working hard on that. And since us as Board members
17 aren't allowed to participate, so we really appreciate
18 having that kind of insight from someone with as much
19 experience as you have.

20 MS. GOINGS: Well, I don't know the specific
21 staff, but you all will probably know, but they should
22 be well-rewarded. There's many experiences I've had
23 that I simply do not return, but this is something that
24 I could get other people to volunteer.

25 MR. HAJ: Madam Chair, thank you. Liz,

1 thank you very much for being here. I think, we've been
2 talking about this for the last year, the amount of work
3 that the staff has put in to automate and to build the
4 IT.

5 And I'm glad it was flawless because on the
6 back end, there's been a lot of nights and weekends. So
7 I do want to recognize staff for their work to make this
8 go so smooth. And I'd like to thank Liz. And there's
9 been about a hundred reviewers, excellent reviewers who
10 gave their time, 40-plus hours to review.

11 So we are looking at, since solicitations
12 are over in May, to bring all the reviewers back just to
13 thank you for your effort and your contribution to this,
14 so I appreciate it.

15 MS. GOINGS: And just notify the staff,
16 great job. It was incredible.

17 MS. NUELL: Thank you. Okay. Ken?

18 MR. HOFFMAN: Okay. First of all, I'd like
19 to also thank Stephanie and staff for doing an excellent
20 job on the RFP's and the review process. I think, after
21 seeing so many presentations on this, we're glad it
22 actually worked.

23 The Finance & Operations Committee met last
24 on April 5th and we have three resolutions to come
25 before the Board.

1 First is Resolution 2018-51, authorization
2 for a procurement waiver from formal competitive
3 solicitation for catering services at the 2018 Champions
4 for Children event and to expend a total amount not to
5 exceed \$35,000.00 with Ovations Food Services, LP, to
6 cater the 2018 Champions for Children event at Jungle
7 Island Treetop Ballroom.

8 Do I hear a motion to that effect?

9 MR. GAINEY: So moved, Gainey.

10 MR. HINCAPIE: Second, Hincapie.

11 MR. HOFFMAN: Okay. And just for
12 clarification, the \$35,000.00 we're spending, we expect
13 to receive back in ticket sales and sponsorships. That
14 was our experience last year.

15 Any questions -- any recusals?

16 (NO VERBAL RESPONSE.)

17 MR. HOFFMAN: Any questions or comments?

18 (NO VERBAL RESPONSE.)

19 MR. HOFFMAN: All those in favor?

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

22 MR. HOFFMAN: Opposed?

23 (NO VERBAL RESPONSE.)

24 MR. HOFFMAN: The motion carries. Next is
25 Resolution 2018-52, authorization to enter into a

1 purchase agreement with Ahead Advertising Specialties
2 for the following Trust-branded promotional items: 7,850
3 book bags for annual back-to-school outreach efforts in
4 low-income neighborhoods; Champions for Children
5 awards/trophies bestowed upon honorees; and other child
6 development materials to be used for targeted outreach
7 efforts, for a total amount not to exceed \$50,000.00,
8 for a term of 5 months commencing on May 1, 2018 and
9 ending on September 30, 2018.

10 Do I hear a motion to that effect?

11 MR. GAINEY: So moved, Gainey.

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

13 MS. NUELLE: Are we having show-and-tell?

14 MR. HOFFMAN: Emily is displaying the book
15 bag portion. Are there any questions or comments?

16 (NO VERBAL RESPONSE.)

17 MR. HOFFMAN: Okay. All those in favor?

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

20 MR. HOFFMAN: Opposed?

21 (NO VERBAL RESPONSE.)

22 MR. HOFFMAN: The motion carries. Finally,
23 Resolution 2018-53, authorization to negotiate and
24 execute an amendment to the existing contract with WOW
25 Factor Marketing Group, Inc., executed on January 3rd,

1 2018, to extend the existing digital and broadcast
2 marketing strategy to the #Read30 campaign at a cost of
3 \$100,000.00 (to be funded through the existing fiscal
4 year 2017-18 communications budget), for an amended
5 contractual amount not to exceed \$1,131,000.00, through
6 September 30, 2018.

7 Do I hear a motion to that effect?

8 MR. TROWBRIDGE: So moved, Trowbridge.

9 MR. HOFFMAN: And second?

10 MR. GAINEY: Second, Gainey.

11 MR. HOFFMAN: Okay. Any recusals?

12 (NO VERBAL RESPONSE.)

13 MR. HOFFMAN: Any questions or comments?

14 (NO VERBAL RESPONSE.)

15 MR. HOFFMAN: Okay. All those in favor?

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

18 MR. HOFFMAN: Opposed?

19 (NO VERBAL RESPONSE.)

20 MR. HOFFMAN: The motion carries. And I'll
21 turn it over to Karen.

22 MS. WELLER: The Program Services &
23 Childhood Committee met on Thursday, April 5th, 2018,
24 and we have 14 resolutions to bring before the Board.

25 Resolution 2018-54, authorization to

1 negotiate and execute a funder collaboration contract
2 with Big Brothers Big Sisters of Miami, Inc., for youth
3 and family supports, in a total amount not to exceed
4 \$125,000.00 for a term of 12 months, commencing April
5 1st, 2018 and ending March 31st, 2019.

6 May I have a motion?

7 COMMISSIONER SUAREZ: Motion, Suarez.

8 JUDGE PRESCOTT: Second, Prescott.

9 MS. WELLER: Any recusals?

10 (NO VERBAL RESPONSE.)

11 MS. WELLER: Discussion?

12 (NO VERBAL RESPONSE.)

13 MS. WELLER: All in favor?

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

16 MS. WELLER: Opposed?

17 (NO VERBAL RESPONSE.)

18 MS. WELLER: The motion carries. Resolution
19 2018-55, authorization to negotiate and execute a funder
20 collaboration contract with Hosanna Community Foundation
21 to support its participation in the Annie E. Casey
22 Foundation's Evidence2Success initiative promoting
23 healthy child development, in a total amount not to
24 exceed \$50,000.00 for a term of 12 months, commencing
25 April 1st, 2018, and ending March 31st, 2019.

1 May I have a motion?

2 JUDGE PRESCOTT: Motion, Prescott.

3 MR. HOPE: Second, Hope.

4 MS. WELLER: Any recusals?

5 (NO VERBAL RESPONSE.)

6 MS. WELLER: Discussion?

7 MS. DE MOYA: I have one comment. I know
8 that it was done to save time or space, but the
9 attachment to this is very long and it wasn't on the
10 website, so there was no opportunity to look at it, and
11 I would have liked to have seen it beforehand. It's
12 here. I mean, I have it now, but it's 16 pages long, so
13 I can't look at it now.

14 MS. WELLER: Okay. Any other comments?

15 (NO VERBAL RESPONSE.)

16 MS. WELLER: All those in favor?

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

19 MS. WELLER: Opposed?

20 (NO VERBAL RESPONSE.)

21 MS. WELLER: The motion carries. I'm going
22 to turn it over to the chair for the next presentation.

23 MS. NUELL: Once again, I'm going to invite
24 Brittany and Michele Watson to come forward and talk to
25 the Board about the early learning strategic investments

1 that have come into place on a state level.

2 So, this is something that our early
3 learning work group started working on two years from
4 our perspective to really examine, you know, improvement
5 of quality child care. And this is the outcome, so
6 there's a lot of very exciting changes that we hope are
7 going to really improve and make a big difference for
8 children and families. So, Brittany and Michele?

9 DR. BIRKEN: Yes. I am going to start and
10 let Michele jump in any time. It was my honor to be
11 part of a lot of those work group discussions a few
12 summers ago and have the opportunity to continue to work
13 and think in new ways with staff who have brought
14 forward a really interesting perspective and unique
15 opportunity looking at the local context.

16 But before we dive into the opportunity, I
17 thought it would be good to do a little bit of landscape
18 on where we are, why this is an area for needed focus
19 and what the opportunity is.

20 So, first is to address the readiness gap.
21 And so, you know, we know intuitively that third grade
22 reading is really important and we hear a lot about why
23 third grade is such an important milestone.

24 Everything before third grade, you're
25 learning to read. Everything after third grade, you're

1 reading to learn. And so we know that developmentally,
2 there is a lot of opportunity to think about a birth to
3 eight continuum.

4 But very often, what is not part of that is,
5 as much as the Thirty Million Word Gap has gotten a lot
6 of attention and understanding that by age three,
7 children from low-income families have heard 30 million
8 fewer words than children from professional families.

9 Still, not a lot of considerable focus on
10 that birth to five. What really put an exclamation
11 point on this, though, is when Stanford replicated the
12 Thirty Million Word Gap study, and what they actually
13 found was by 18 months of life, we can see a readiness
14 gap.

15 So, we can see there's a very clear
16 readiness gap that has a lot of folks sort of
17 rethinking, what does that mean from an early learning
18 standpoint? What can we do differently? How do we
19 support children at greatest risk of school failure and
20 how do we really create the strong educational
21 continuum?

22 So, some of the conversation that has been
23 happening over the last couple of years is, what would
24 an organized system of quality look like in Florida and
25 how would we move towards an organized system of

1 quality?

2 And part of what has to be contemplated,
3 that we talked a lot about last summer when we sat down
4 with a lot of the key stakeholders I mentioned before,
5 the Early Learning Consortium, and I may not have
6 mentioned it before but I should, that early learning
7 providers themselves were part of these discussions, an
8 important part of these discussions, and talked about
9 the landscape.

10 In 1999, when the School Readiness Act was
11 put into law, there was a lot of local discussion. And
12 so what that means is, since 1999, with great intentions
13 and to really meet the needs of communities, there's
14 variation in early learning payment rates for school
15 readiness, there's variation in capacity in all 67
16 counties, and there's variation in the quality
17 initiatives to support improvements in quality, that all
18 become important context for thinking about how we can
19 move towards an organized system of quality in Florida.

20 So, some of this we've had on the books for
21 a while and some we haven't. But when we start this
22 conversation, what we need is a common definition of
23 "quality" to think about, right?

24 So the first, structural quality, is
25 something that's been recognized in Florida, which is

1 accreditation. Accreditation measures structural
2 quality. So, those are things like ratios, how many
3 adults per how many children, group size, how many can
4 be within one classroom, what is the square footage
5 requirements, all these structural things about the
6 physical space that do have an important role in
7 quality.

8 Process quality, though, has been linked to
9 child outcomes in the most strong fashion. And so with
10 House Bill 1091 that I referenced earlier, we now have
11 the opportunity to look at process quality as part of
12 this definition.

13 And, in fact, that legislation also had
14 funding to begin to have baseline scores. So, the Early
15 Learning Coalitions will be working for school readiness
16 providers and determining where are they on the level of
17 quality.

18 That's going to be information that's really
19 helpful to you all as you begin to make different
20 strategic investments and monitor the impact of those
21 investments.

22 What are some of the provider challenges?
23 Some of the provider challenges in a state as diverse,
24 particularly in a community like Miami are we actually
25 learned from the University of Florida a number of years

1 ago that from a numbers perspective, we have more early
2 learning providers than we have children to serve, which
3 means that many providers have capacity issues.

4 And from a business perspective, if I need
5 100 children to meet my business needs and I have 50,
6 then I've got some funding challenges, right? Or
7 conversely, there is also the opportunity for a
8 challenge to be that our school readiness payment rates
9 have been really low.

10 For a number of years in law, Early Learning
11 Coalitions had to prioritize the number of children
12 served over addressing the payment rates. While that is
13 no longer in law, that's new to have come out of law, so
14 there's still some disparity.

15 So when we have really low payment rates,
16 that's another financial challenge. How do you meet
17 higher quality standards if you do not have the funds to
18 meet sufficient minimum levels of quality, let alone
19 higher levels of quality?

20 So these are part of the local context and
21 the opportunity to think a little bit differently about
22 how we might approach this.

23 COMMISSIONER SUAREZ: Madam Chair, may I
24 interrupt, point of clarification?

25 MS. NUELLE: Sure.

1 COMMISSIONER SUAREZ: When you say "in law
2 and out of law," what do you mean by that?

3 DR. BIRKEN: So in general law -- it's a
4 great question -- in statute. So in Florida statute,
5 there's the school readiness program, which is the Child
6 Care Tuition Subsidy Program. So it focuses mostly on
7 low-income working families.

8 And so when something was in statute or in
9 law, the Coalitions were not able, for example, to
10 adjust payment rates unless there were no children on
11 the wait list. For Miami-Dade, that's sort of a feat,
12 right? So that's one of those inherent challenges.

13 What it came out of law, it means that
14 legislation passed that actually changed the school
15 readiness statute that corrected that, that took that
16 out of the law. Is that helpful?

17 COMMISSIONER SUAREZ: It sounds like the
18 reference to "in law and out of law" is really a
19 reference to funding levels and whether they meet the
20 goals of the legislation.

21 And if so, I guess what I wanted to know is,
22 to what extent does the State of Florida, when it
23 mandates these things, also provides the funding, or
24 does it rely partly on the community, you know, in the
25 county in question? Does the county in question provide

1 some funds?

2 DR. BIRKEN: So, there are some requirements
3 for some community investments to be made as well.
4 These are part federal funds, part state funds that come
5 down. Your point is well made in that if there were
6 more dollars, no matter what was in the statute, we
7 would be able to do both. We'd be able to serve more
8 children and pay providers closer to the next accessible
9 threshold level.

10 But when there is less money, then, yes, the
11 guiding law does give direction to the Early Learning
12 Coalitions to say, first you have to make sure your
13 priority is serving children before you begin to address
14 payment rates.

15 So that now not being part of that statute
16 creates an opportunity for us to think a little bit
17 differently. One of the things that's really not been
18 thought about before, which is part of what we were able
19 to work on here -- and Michele is going to take you down
20 and provide some of the details -- is how do you use
21 that business model?

22 How do you use what we know about what it
23 costs to provide quality care to really drive quality
24 and incentivize quality, which is the concept behind
25 this model or proposal?

1 MS. WATSON: And what you'll see here with
2 both Option A and B is that a provider could be both. A
3 provider could have a decreased capacity and not enough
4 enrolled students as well as also be receiving a
5 depressed rate as well, so that's a double whammy.

6 So it's not in one or the other. There is
7 potential where in areas, it can be both.

8 DR. BIRKEN: So, Florida Strategic Framework
9 for Quality began addressing this a number of years ago.
10 There was opportunity to think differently and think
11 about performance funding, performance funding being if
12 providers can meet higher quality standards, then there
13 can be a financial reward or an incentive for meeting
14 those higher standards.

15 This was really important work because it
16 provided the framework for defining quality but it
17 continues on and it is an opportunity, as the Early
18 Learning Coalition is working on performance funding,
19 for you all to think about some complementary strategic
20 investments that are going to allow quality to be moved
21 further faster, particularly for children at greatest
22 risk of school failure.

23 MS. WATSON: So, what we've done is, we went
24 ahead and worked with the Trust to really perform some
25 data analysis. And so I'm going to take you down in the

1 weeds a little bit. I am a data geek so I'm going to go
2 full nerd on you.

3 So, we went ahead and we looked at all of
4 the providers that had historically participated in
5 Quality Counts. And what we did is, we know that they
6 have really strong intentions to want to improve the
7 quality of their centers.

8 And that is wonderful, that they have been
9 able to participate in this initiative. But then we
10 really, as Brittany said, we looked at their business
11 models. What do their business models tell us based on
12 data that we've collected?

13 So, what is their private pay rate? How
14 many subsidized children do they serve? What areas are
15 their centers located in?

16 The reason why we looked at where they're
17 located is because the market drives how much you can
18 demand. So, if I am a provider and I know it costs
19 \$160.00 a week on paper to serve an infant, but in my
20 area, the market will only demand \$120.00 an hour, I
21 have to figure out how I'm going to make that work.

22 So, we really went down and did some really
23 strategic analysis of providers to make sure that we
24 could go ahead and start working from both the aspect of
25 quality and the business model, so that any investments

1 made by the Trust would be extremely strategic.

2 And this is where this is actually
3 groundbreaking. There have been a lot of quality system
4 developments across the nation and there have been a lot
5 of business model analytics developed, but they've never
6 been combined to really make sure that you all are
7 looking at both very complementary, so this really is
8 the opportunity to expand this work and really have a
9 really amazing demonstration project after time.

10 So, with that being said, the Early Learning
11 Coalition of Miami-Dade and the Children's Trust sought
12 permission from Florida's Office of Early Learning --
13 Florida's Office of Early Learning, if you don't know,
14 oversees the subsidized child care program -- to say, we
15 like the parameters around the performance funding
16 project in that providers are allowed to receive
17 differentials, but we would like the ability to provide
18 a differential outside of the attendance that you put in
19 the performance funding.

20 So, for example, right now, performance
21 funding allows up to a 15 percent differential,
22 depending on what levels of quality you care for. And
23 in Miami, we said, you have got to because the market is
24 so depressed here after our analysis, you can allow
25 Miami to come up with different differential numbers

1 tied to those minimum thresholds of quality so that
2 those providers can actually begin to sustain that
3 quality and move forward with their quality
4 implementation.

5 The other thing that we looked at is, where
6 are we at with capacity? So as Brittany stated, we
7 looked and we realized that there are absolutely --
8 there's a 40 percent vacancy rate in Florida. That
9 means providers all across the State of Florida, on
10 average, there's 40 percent vacant enrollment slots that
11 they have available.

12 In Miami, it's about 78 percent. But we
13 know, through strategic modeling, that a provider has to
14 at least have 85 percent of enrolled capacity in order
15 to meet minimum thresholds of quality.

16 So, how do we then begin to move forward?
17 So, through a contract with the Early Learning Coalition
18 of Miami-Dade, we are proposing that they allow for an
19 expansion of the early learning performance project
20 along with the ability to set differential rates that
21 will allow providers to sustain quality.

22 And the next is, we went ahead and we did
23 the analysis and said, okay, how are we going to
24 prioritize these providers? Well, first --

25 DR. ABRAHANTE: I'm sorry. I want to

1 clarify. The 78 percent is vacancy rate or usage rate?

2 MS. WATSON: Usage, usage. And that --

3 DR. ABRAHANTE: So it's 22 percent vacancy?

4 MS. WATSON: Yes, in Miami.

5 DR. ABRAHANTE: As compared to 40 in the
6 State?

7 MS. WATSON: Correct.

8 DR. ABRAHANTE: Thank you.

9 MS. WATSON: And that's an average. So, if
10 you were to go neighborhood by neighborhood, it would
11 differ. So, the other thing we did is, we made sure
12 that through our analysis, anybody that would
13 participate would at least be serving 30 percent school
14 readiness children. We wanted to make sure that anybody
15 that was allowed to receive funding was serving a
16 majority of children who need access to high-quality
17 care.

18 The other thing that we did is, we made sure
19 that those providers were prioritized in high-need zip
20 codes so that providers that offered services and want
21 to participate in this program were available in
22 high-need zip codes where quality was not always an
23 option because of either vacancies or what the market
24 demands.

25 And then lastly, there's funding to address

1 achievement and maintenance of quality standards.

2 That's that differential. That would be then developed
3 based on that baseline data that Brittany stated, the
4 State was going to begin collecting so, what is the
5 baseline of class data?

6 And how many of you know what "class" is?
7 "Class" looks at the teacher/child interactions. So, as
8 part of this moving forward -- I'm going to be my own
9 driver.

10 So, as part of the class scores and setting
11 a minimum threshold -- now, remember, this is a minimum
12 threshold for participation. Obviously, as it relates
13 to quality, we want providers that are meeting those
14 higher thresholds of quality to participate, but you
15 have to set a minimum to be eligible to participate in
16 the program.

17 So, looking at that, the other area of
18 concern when we did the analysis is that there are not a
19 lot of providers that serve infants and toddlers. So,
20 infants and toddler care in Miami, you all have about
21 26,000 infants and you only provide services for around
22 2,500 on average.

23 The reason why is because infant and toddler
24 care is so expensive. It is the most expensive type of
25 care to offer. And it actually is mostly how providers

1 end up upside down.

2 So, if my vacancy rate is 22 percent but I'm
3 serving more infants and toddlers, end up having three,
4 four and five-year-olds, I'm actually backwards. I'm in
5 the red.

6 So, we also want to incentivize and not say,
7 okay, providers, we're going to give you more money but
8 you only serve three through five-year-olds because, as
9 Brittany said, the achievement gap starts at 18 months,
10 we want to make sure that there is a landscape out there
11 where providers that are participating are serving
12 infants, toddlers, three, four and five-year-olds so
13 that we can support a comprehensive business model.

14 So, with that being said, we would give
15 priorities to those that already have that structural
16 quality, are already Gold Seal-accredited. The reason
17 why that that is, not only would they have the
18 structural quality in place but they also receive a 20
19 percent differential already on top of every child
20 served so it helps bridge that gap in the payment rates.

21 If they participate in the child care food
22 program, the child care food program is extremely
23 important because it diversifies their revenue streams.

24 And then lastly, teacher turnover. If their
25 scores are based on the interactions between the teacher

1 and the child, then we want to make sure that those
2 teachers are staying in place and that there's
3 consistency in care across levels as this program is
4 being implemented.

5 So, how will this work and what are your
6 expected outcomes? So, you will have children at
7 greatest risk for school failure will be prioritized.
8 High-poverty zip codes will be prioritized to really
9 have a maximum impact.

10 Child care providers will have financial
11 supports and incentives to increase quality. The early
12 Learning Coalition will be able to provide payment
13 differentials through their payment system. And since
14 they are already paying school readiness providers, so
15 there is administrative efficiencies that are being had.

16 And then the Trust will model variances in
17 identifying and addressing the financial differences,
18 so, if you said, this will really be a demonstration
19 project that the Trust will be able to look at over time
20 and determine impact as it relates to providers.

21 So, based on data analysis completed, we are
22 recommending a 12-million-dollar investment. This
23 12-million-dollar investment will be broken up into two
24 sections.

25 About a third of those dollars will be used

1 to provide differentials to providers that participate
2 in this program and two-thirds will be based on ensuring
3 that providers have enough capacity to make -- to be
4 able to have a viable business model.

5 So, like I said, you are going to have some
6 providers that have the A and B scenario. They need
7 \$160.00 a week for an infant and they need more children
8 in that care. So, that is how we're proposing to spend
9 these dollars.

10 The other thing that we wanted to discuss
11 was the early learning performance funding project has
12 been analyzed and determined impact by the University of
13 Florida Lastinger Center in conjunction with Yale
14 University, that evaluation will be ongoing over time.

15 And so, as that evaluation is ongoing, since
16 Miami will have a larger sample size of providers
17 participating, there is the ability to carve out and
18 determine impact through a national model and evaluation
19 methodology.

20 The other thing is that this does not
21 circumvent or take away from any of the Children's
22 Trust's other strategic initiatives, which is investing
23 in the wages program and supplemental strategies for
24 increasing the work force in early childhood.

25 Any other questions?

1 MR. HINCAPIE: So --

2 MS. NUELLE: Nelson, I think, if anyone has
3 questions in this case, just introduce yourself and
4 where you are, you know, in the organization.

5 MR. HINCAPIE: Sure. I'm Nelson Hincapie.
6 I'm a Board member here and I work with kids in foster
7 care from high-risk areas. So, one of the things that I
8 have seen is that it's the people that work within the
9 system that really make a difference, especially at this
10 level.

11 High turnover is one of the biggest problems
12 that you have. And these are all kids whose grades are
13 stressed because of the issues that they have at home.
14 How is this going to increase the amount of time that a
15 teacher is there for the kids and how are we helping the
16 families ultimately?

17 DR. BIRKEN: So, I'll start and then you can
18 add in. We know one of the challenges and the causes of
19 instability does come from challenges with the budget
20 and therefore challenges to make the investments in the
21 classroom, whether that be teacher salary, professional
22 development, materials.

23 Part of this would be structured to sort of
24 guide and make sure those investments are smart and
25 strategic in alignment with things that would lend

1 themselves to continuity of care.

2 MR. HINCAPIE: So, this is helping the day
3 cares retain the teachers?

4 DR. BIRKEN: That's a piece of it, making
5 sure they're supported. So, part of what the Early
6 Learning Coalition would continue to provide are a lot
7 of the supports that they do now through performance
8 funding, like, making sure there's professional
9 development and training and coaching available to
10 support higher levels of quality, increasing teachers'
11 knowledge about how to facilitate young children's
12 development, understanding how important that is, both
13 in recognizing trauma in children and supporting
14 positive development for children at greatest risk of
15 school failure. And so, a lot of that, then, is
16 partnerships with families that are supports through the
17 early learning programs. Do you have any other --

18 MS. WATSON: And the hope and the end goal
19 would be that teachers would stay, teachers would be
20 valued through wage supplements, through the ability to
21 have more funding.

22 So, therefore, they would provide that
23 continuity to that child who obviously comes with
24 adverse childhood experiences and be able to hopefully
25 be a stabilizing factor in their life.

1 MS. NUELLE: Maggie?

2 DR. ABRAHANTE: One question. Who will be
3 implementing the class tool at the day care centers?

4 DR. BIRKEN: So, the assessments are done
5 through the Early Learning Coalition, not the early
6 childhood teachers themselves. They would get the
7 results, which would help inform the quality improvement
8 strategies, but the Early Learning Coalition is
9 responsible for --

10 DR. ABRAHANTE: Staff -- Early Learning
11 Coalition staff?

12 DR. BIRKEN: Or contracting out but, yes.

13 DR. ABRAHANTE: Independently?

14 DR. BIRKEN: Correct. It would be a third
15 party.

16 DR. ABRAHANTE: Thank you.

17 MS. NUELLE: No more questions? Jim wants to
18 close out.

19 MR. HAJ: Madam Chair, thank you. This
20 again, just to reiterate, this happened a year
21 and-a-half ago where there was five Board members who we
22 convened and the Board chair convened an early childhood
23 work group.

24 Unfortunately, all five are not here in this
25 room. Dr. Perez was the last one and she just stepped

1 out for a moment. But Dr. Bagner chaired the group and
2 wanted to let everybody know their full support.

3 This is something that -- a directive that
4 was given to staff. Staff, with Brittany and Michele,
5 the ELC, both local partners, statewide partners have
6 been working this for a year and-a-half.

7 So, there was a lot of effort to bring this
8 back. But it's been a year and-a-half to two years and
9 this is what's back before you now. Thank you.

10 MS. NUELLE: And, you know, I thought it was
11 really critical for everyone to understand, we've been
12 talking these things for a little longer, for a few
13 years to even get to having an early childhood work
14 group to examine some of these issues.

15 And, you know, we will always have to be
16 asking those questions; are our investments the right
17 ones, are we making the impact? Just because we've been
18 doing it a long time doesn't mean that that is the best
19 use of our limited resources.

20 So, I thought it was critical for everyone
21 to understand what was happening. It's been a lot of
22 work. It's a major shift. I mean, the fact to start in
23 Miami-Dade is just really ambitious but very exciting.

24 And I know that our staff at the Trust and
25 certainly at the Early Learning Coalition knows this

1 space better than anyone else and certainly, I think, is
2 up to the task. So before you -- you know, we're going
3 to have the resolution before you because this is a big
4 investment and a big, you know, shift.

5 At the committee meeting, which I guess I'll
6 steal for a second, one question came up about reporting
7 and, you know, when and how we would probably be
8 receiving reports. Obviously, there won't be a lot of
9 data in the first year, but I think we'll all be curious
10 to see how, you know, how things are working or not
11 working because it is a demonstration project.

12 So, I don't know if you all or Rachel is
13 prepared to answer something like that. Come to think
14 of it, I didn't ask in advance to be prepared. But, I
15 mean, we're really excited about this opportunity.

16 MR. HINCAPIE: Madam Chair, just one comment
17 quick. So, I think this is phenomenal how we're moving
18 forward, how we're providing for taking care of our
19 children. I'm really excited about it and really
20 excited to hear the answers.

21 Now, I would hope -- there are a lot of good
22 child care centers here that are doing amazing things.
23 I would hope that you partner with those centers that
24 are doing things, outside the box type of things,
25 working with a lot of recycled materials.

1 And I hope that you look to the community to
2 those places that are not necessarily traditional or,
3 you know, Quality Counts for many reasons, but their
4 quality is above, you know, so I would hope that you
5 partner with them.

6 MS. NUELLE: Sorry to put you on the spot,
7 Rachel.

8 MS. SPECTOR: It's okay. So we spoke about
9 this briefly, I think, at the committee, and some of the
10 data that we anticipate being able to bring back during
11 the first year is around teacher turnover, around number
12 of slots that we're funding by care level and maybe by
13 neighborhood, by, you know, geography, payments and
14 payment amount, number of payments, how much providers
15 are receiving.

16 We're hoping to be able to collect
17 information about how programs are spending their money,
18 so are they investing in teacher salaries, are they
19 investing in capital improvements, are they investing in
20 supplies and materials. So, we'll be collecting that
21 type of data.

22 And then, I think, as we work out the
23 implementation phase as well, figure out what else we
24 can share moving forward.

25 MS. NUELLE: Thank you. Thank you so much

1 for coming today, coming down here and sharing this
2 information. We're really -- we're really excited.

3 DR. BIRKEN: Thank you.

4 MS. WELLER: Okay. As was mentioned
5 already, we did discuss at the Program Committee meeting
6 this resolution. Resolution 2018-56, authorization for
7 a procurement waiver from competitive solicitation for
8 tiered payment differentials and contracted slot
9 payments; and authorization to negotiate and execute a
10 contract with The Early Learning Coalition of
11 Miami-Dade/Monroe for up to \$12,000,000.00 for tiered
12 payment differentials and contract slot payments to
13 early learning programs that meet various quality-level
14 thresholds, for a term of 12 months, commencing August
15 1st, 2018 and ending July 31st, 2019.

16 May I have a motion?

17 MR. HINCAPIE: So moved, Hincapie.

18 JUDGE PRESCOTT: Second, Prescott.

19 MS. WELLER: Any discussion? Oh, I'm sorry,
20 recusals first.

21 (NO VERBAL RESPONSE.)

22 MS. WELLER: Discussion?

23 MR. HOFFMAN: I have one question which is
24 along the lines of Nelson's comment. Is this limited to
25 the Quality Counts participants or is it open to all

1 child care facilities? And if the latter, how are they
2 going to be selected and included?

3 MS. SPECTOR: This will be -- so, we're
4 going to prioritize entry into the system for our
5 currently participating Quality Counts providers but it
6 will be open to all providers.

7 And although there are criteria, as Michele
8 and Brittany mentioned, so we're looking to serve the
9 ones that are either located in the low-income census
10 tract or serve 30 percent of school readiness and then
11 other criteria for accreditation, so, providers will be
12 prioritized in that way.

13 MS. WELLER: Any other questions?

14 (NO VERBAL RESPONSE.)

15 MS. WELLER: All those in favor?

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

18 MS. WELLER: Opposed?

19 (NO VERBAL RESPONSE.)

20 MS. WELLER: The motion carries. Resolution
21 2018-57, authorization to negotiate and execute a
22 contract with The Children's Forum for up to \$250,000.00
23 for the administration of the Child Care WAGES Florida
24 program for the education and employment stability of
25 child care practitioners and for The Children's Trust to

1 encumber a purchase order in the amount of \$1,200,000.00
2 for wage supplement payments, for a term of 12 months,
3 commencing August 1st, 2018 and ending July 31st, 2019.

4 May I have a motion?

5 MR. GAINNEY: So moved, Gainey.

6 MS. WELLER: Second?

7 MS. DONWORTH: Second, Donworth.

8 MS. WELLER: Recusals?

9 (NO VERBAL RESPONSE.)

10 MS. WELLER: All those in favor?

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

13 MS. WELLER: Opposed?

14 (NO VERBAL RESPONSE.)

15 MS. WELLER: The motion carries. Resolution
16 2018-58, authorization for a procurement waiver from
17 competitive solicitation for the Professional
18 Development Registry; and authorization to negotiate and
19 execute a contract with The Children's Forum for the
20 administration of the Professional Development Registry,
21 in a total amount not to exceed \$365,000.00, and for a
22 term of 12 months, commencing August 1st, 2018 and
23 ending July 31st, 2019.

24 May I have a motion?

25 MS. GRIMES-FESTGE: Move, Grimes-Festge.

1 MS. LEICHTER: Second, Leichter.

2 MS. WELLER: Any recusals?

3 (NO VERBAL RESPONSE.)

4 MS. WELLER: Questions?

5 (NO VERBAL RESPONSE.)

6 MS. WELLER: All those in favor?

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

9 MS. WELLER: All those opposed?

10 (NO VERBAL RESPONSE.)

11 MS. WELLER: The motion carries. Resolution
12 2018-59, authorization for a procurement waiver from a
13 competitive solicitation for the Web-based Early
14 Learning System (WELS); and authorization to negotiate
15 and execute a contract with WELS System Foundation in a
16 total amount not to exceed \$200,000.00 for the use of
17 WELS, for a term of 12 months, commencing August 1st,
18 2018 and ending July 31st, 2019.

19 May I have a motion?

20 MS. DONWORTH: So moved, Donworth.

21 MS. WELLER: Second?

22 MR. DURAN: Second, Duran.

23 MS. WELLER: Any recusals?

24 MS. DE MOYA: Recusal.

25 MS. WELLER: Any discussion, questions?

1 MR. HAJ: Madam Chair, if I may. For the
2 last 10 years, we have been paying \$250,000.00 for
3 services. This year, it will be \$200,000.00 and next
4 year, this will be the last year we will be moving
5 funding this. We'll be moving to the statewide system.

6 We're very pleased that 10 years ago, we
7 started to support this program with Carlos and now it's
8 more at the state level. WELS will be running at the
9 state level. We will not be funding it directly from
10 the Trust.

11 MS. WELLER: Any other comments?

12 (NO VERBAL RESPONSE.)

13 MS. WELLER: All those in favor?

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

16 MS. WELLER: Opposed?

17 (NO VERBAL RESPONSE.)

18 MS. WELLER: The motion carries. Resolution
19 2018-60, authorization to negotiate and execute a
20 one-year contract with The Early Learning Coalition of
21 Miami-Dade/Monroe for a local funding match in the
22 amount of \$1,230,000.00 to draw down funds from The
23 State of Florida Child Care Executive Partnership child
24 care subsidy program, commencing July 1st, 2018 and
25 ending June 30th, 2019.

1 May I have a motion?

2 MR. GAINEY: So moved, Gainey.

3 MS. WELLER: Second?

4 MS. DONWORTH: Second, Donworth.

5 MS. WELLER: Any recusals?

6 (NO VERBAL RESPONSE.)

7 MS. WELLER: Discussion or questions?

8 (NO VERBAL RESPONSE.)

9 MS. WELLER: All those in favor?

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

12 MS. WELLER: Opposed?

13 (NO VERBAL RESPONSE.)

14 MS. WELLER: The motion carries.

15 Resolution 2018-61, authorization to negotiate and
16 execute a one-year contract with Redland Christian
17 Migrant Association for local funding match to draw down
18 federal-state funds to subsidize child care for the
19 working poor, in a total amount not to exceed
20 \$100,589.00, commencing July 1st, 2018 and ending June
21 30th, 2019.

22 May I have a motion?

23 COMMISSIONER SUAREZ: Motion, Suarez.

24 MR. HOPE: Second, Steve Hope.

25 MS. WELLER: Any recusals?

1 (NO VERBAL RESPONSE.)

2 MS. WELLER: Discussion?

3 MS. NUELL: I hope it's quality child care.

4 MS. WELLER: Okay. Any other comments?

5 (NO VERBAL RESPONSE.)

6 MS. WELLER: All those in favor?

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

9 MS. WELLER: Opposed?

10 (NO VERBAL RESPONSE.)

11 MS. WELLER: The motion carries. Resolution
12 2018-62, authorization to negotiate and execute a
13 contract with The United Way of Miami-Dade for match
14 funding for the federal Early Head Start-Child Care
15 Partnership grant in a total amount not to exceed
16 \$420,000.00, for a term of up to 12 months commencing
17 August 1st, 2018 and ending July 31st, 2019.

18 May I have a motion?

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

20 MS. WELLER: Second?

21 MR. BRANDON: Second, Brandon.

22 MS. WELLER: Any recusals?

23 MS. DONWORTH: Donworth.

24 MS. WELLER: Any discussion or questions?

25 MS. WELLER: All those in favor?

1 DR. ABRAHANTE: I may have to recuse because
2 we have a working partnership with this program, the
3 school district.

4 MS. WELLER: Okay. Any further questions or
5 comments?

6 (NO VERBAL RESPONSE.)

7 MS. WELLER: All those in favor?

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

10 MS. WELLER: Opposed?

11 (NO VERBAL RESPONSE.)

12 MS. WELLER: The motion carries. Resolution
13 2018-63, authorization to negotiate and execute a
14 one-year contract with Catalyst Miami, Inc., for a local
15 funding match to a federal grant for the Public Allies
16 program, in a total amount not to exceed \$100,000.00,
17 commencing July 1st, 2018 and ending June 30th, 2019.

18 May I have a motion?

19 MS. DONWORTH: So moved, Donworth.

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

21 MS. WELLER: Any recusals?

22 (NO VERBAL RESPONSE.)

23 MS. WELLER: Discussion?

24 COMMISSIONER SUAREZ: Question. I can't
25 vote against this because it would create problems with

1 my paralegal in the County Commission, but what is the
2 Public Allies program?

3 MR. HAJ: It's an internship. Bevone or
4 Stephanie?

5 COMMISSIONER SUAREZ: It sounds like
6 diplomacy or something.

7 MS. RITCHIE: It's a leadership
8 development -- Bevone Ritchie from the Children's
9 Trust. It's a leadership development and civic
10 engagement program. As Jim mentioned, it is an
11 apprenticeship program, so the allies receive training,
12 many hours of training, and then they are placed within
13 community-based organizations, usually child-serving
14 organizations, and they fulfill project development in
15 those organizations.

16 And our support supports the -- each entity
17 where the children are placed, they have an obligation
18 of providing the stipends that are paid to the young
19 adults.

20 Not every organization can do that because
21 of the nature of the organizations, a small
22 community-based organization, so our funds go to support
23 the stipends to the allies.

24 COMMISSIONER SUAREZ: For what age group,
25 please?

1 MS. RITCHIE: Young adults. I believe it's
2 up until 24.

3 COMMISSIONER SUAREZ: Okay. Thank you.

4 MS. WELLER: Any other questions?

5 (NO VERBAL RESPONSE.)

6 MS. WELLER: All those in favor?

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

9 MS. WELLER: Opposed?

10 (NO VERBAL RESPONSE.)

11 MS. WELLER: The motion carries. Resolution
12 2018-64, authorization to negotiate and execute a second
13 contract renewal with 14 Family and Neighborhood Support
14 Partnerships providers, identified herein, in a combined
15 total amount of \$8,274,814.00. Each contract will be
16 for a term of 12 months, commencing August 1st, 2018 and
17 ending July 31st, 2019, with two remaining 12-month
18 renewals. You can see the attached chart in the
19 resolution.

20 May I have a motion?

21 COMMISSIONER SUAREZ: Motion, Suarez.

22 MS. WELLER: Second?

23 MR. DURAN: Second, Duran.

24 MS. WELLER: Any recusals?

25 (NO VERBAL RESPONSE.)

1 MS. WELLER: Questions or comments?

2 COMMISSIONER SUAREZ: Yes, I have a
3 question. May I assume that the almost capacity crowd
4 that we have here today is related to this item?

5 MR. HAJ: I believe so.

6 COMMISSIONER SUAREZ: That's all.

7 MS. DE MOYA: I have a question. On page
8 39-40, there's a chart of the progress. I wanted to
9 know if there was anyone here from LGBTQ or if anyone
10 from the staff could address the low numbers in the
11 actual families enrolled and the percentage of children
12 with disabilities served.

13 MS. GREEN: Hi. I'm Pauline Green. I'm the
14 executive director at the Alliance for GLBTQ Youth. I'm
15 not sure who I'm directing -- who asked the question.

16 MS. DE MOYA: It doesn't matter.

17 MS. GREEN: Okay. So just to clarify, so,
18 there have been a lot of changes at the Alliance for
19 GLBTQ Youth over the past about eight months or so. I
20 am the new ED as of September of 2017.

21 Prior to that, there was a massive staff
22 turnover at the Alliance with four folks being either
23 terminated or leaving the organization under the former
24 ED.

25 And after that, and I came in in September,

1 there were only two folks there and there was only a
2 clinical coordinator and no staff. So, there were no
3 care coordinators or family specialists to do the work.

4 It took some time to hire new staff and we
5 had new folks come in in January of 2018. With that,
6 there has been an increase in the numbers of folks who
7 have been served, our LGBTQ youth.

8 The numbers now are 47 who are receiving the
9 care coordination and 36 who receive individual
10 counseling that are now being shifted, understanding
11 that the program, the service delivery model should have
12 always been care coordination. Those 36 are being
13 adjusted to receive care coordination rather than just
14 individual counseling.

15 Further, the numbers that were showing up in
16 the system don't reflect the group counseling that's
17 being received, which we serve 162 LGBTQ youth across
18 Miami-Dade County or the prevention education that our
19 subcontractors provide which is, we have 1,336 folks
20 across the County who have received that service.

21 MS. DE MOYA: Okay. Thank you. I think my
22 next question is directed to staff. The recommended
23 amount is \$565,000.00 and it sounds like you had almost
24 a six-month lapse.

25 MS. GREEN: Right.

1 MS. DE MOYA: So, what's going to happen and
2 why are we recommending that funding amount?

3 DR. HANSON: I can take that. So, this is
4 the expected annualized amount to run the program if
5 fully staffed and fully operating. We expect next year
6 that they will be fully staffed and fully operating, so
7 we are renewing at that amount.

8 We have a history with this organization and
9 with the services being successfully delivered. As you
10 heard, it's really been a number of organizational
11 issues with staffing that have caused this unexpected
12 lapse this year.

13 MS. DE MOYA: Okay. Good luck in your new
14 position.

15 MS. GREEN: Thank you.

16 MS. DE MOYA: Thank you.

17 MS. WELLER: Any other questions?

18 MS. DE MOYA: Yeah, I had another question.
19 On the Advocacy Network for children with disabilities,
20 is anyone here from there? So, Lori, maybe you can
21 answer. I would like to know how the hotline is going
22 that was implemented. And do you have any data yet on
23 its success or not?

24 DR. HANSON: We have done a soft rollout of
25 the hotline with messaging information out on our

1 website, our website that has a page about services for
2 children with disabilities.

3 I think, in front of you, you all have our
4 new promo sign that all of the programs must be
5 somewhere visible when people come into the program to
6 see that the program is funded by the Children's Trust.
7 And notably, there's been some text to the tagline to
8 really emphasize that all of our programs are for all
9 children.

10 And so what we have to do next, that we've
11 been discussing with the Advocacy Network, is to craft
12 some messaging materials that are geared towards parents
13 of children with disabilities that can be disseminated
14 then through -- ideally through the school districts
15 where we've had lots of discussions with them about
16 high-need families that have more need for
17 accommodations, maybe, in programs that we've not been
18 reaching fully in our programs.

19 So that is going to take place as we lead
20 into summer. Like, we figure, you know, summer, you
21 know, these last couple months of school, we want to be
22 able to get that out leading into the summer program
23 enrollment period.

24 And then, of course, as we ramp up for the
25 next school year, we can do another push and really --

1 because that number that we set up, for those of you who
2 are not aware, we asked the Advocacy Network to have a
3 dedicated phone line that would be used not just -- not
4 the same way as, like, just where do I find service for
5 my child but more as a liaison service for any families
6 that felt that they had not been welcomed into a
7 Trust-funded program environment, that they, you know,
8 felt like maybe they had been turned away or not gotten
9 the accommodation or consideration that should be due.

10 So, this would be way to kind of have a path
11 to resolve some of those concerns and get a place that
12 is a good fit. So, we know that that number needs to be
13 messaged out, not to providers, per se, but really to
14 parents and families, so that's what we're working on.

15 MS. DE MOYA: Thank you.

16 MS. WELLER: Any other comments or
17 questions?

18 (NO VERBAL RESPONSE.)

19 MS. WELLER: All those in favor?

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

22 MS. WELLER: Opposed?

23 (NO VERBAL RESPONSE.)

24 MS. WELLER: The motion carries.

25 COMMISSIONER SUAREZ: Madam Chair, point of

1 personal privilege. Before Mr. Nelson Hincapie leaves,
2 I'd like to recognize the article that he wrote in
3 today's Miami Herald and recognize all of you. It was
4 thoughtful and empathetic and I was pleased and honored
5 to re-tweet it and it's gotten a lot of good responses.

6 MR. HINCAPIE: Thank you.

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

9 MS. WELLER: Okay. Resolution 2018-65,
10 authorization to negotiate and execute second-year
11 contract renewals with nine providers, identified
12 herein, for Family Strengthening services, in a combined
13 total amount of \$2,401,321.00, commencing August 1st,
14 2018 and ending July 31st, 2019. This is for Citrus
15 Health Network, Empowering Youth, Florida International
16 University, Gang Alternative, Inc., Haitian Neighborhood
17 Center Sant La, Institute for Child and Family Health,
18 Sunbury Foundation, Inc., The University of Miami School
19 of Education and Human Development, and the University
20 of Miami Miller School of Medicine.

21 May I have a motion?

22 COMMISSIONER SUAREZ: Motion, Suarez.

23 MS. WELLER: Second?

24 MR. BRANDON: Second, Brandon.

25 MS. WELLER: Any recusals?

1 DR. EYSSALLENNE: Eyssallenne, University of
2 Miami.

3 MS. WELLER: Okay. Anyone else?

4 (NO VERBAL RESPONSE.)

5 MS. WELLER: Any questions or comments?

6 MR. HOFFMAN: I have a question similar to
7 the last one, which is, it looks like about five of the
8 nine programs have very low utilization rates. And I'm
9 wondering first if there's a reason for this. And
10 second, is the proposed funding based on the lower
11 utilization rates or the expected rates from last year?

12 DR. HANSON: So we talked about this at the
13 committee meeting as well, so great question. This
14 Family Strengthening initiative is brand-new to the
15 Children's Trust.

16 So, some of you may recall that we entered a
17 new area of service delivery with this initiative that
18 was really based on feedback from the community about a
19 need for more of these clinical -- family-oriented
20 clinical supports for children and families that are
21 having trouble with mental health issues, substance
22 abuse issues and other things that we've heard about
23 through our Together for Children meetings and partners
24 that we have there.

25 So, number one, first year rollout of a

1 brand-new initiative, we expected -- we didn't expect
2 perfect performance. For many of the agencies that got
3 funded here, there was an implementation of new
4 evidence-based models that we included in our RFP.

5 And so that implementation -- and these are
6 intensive evidence-based models, so these are not
7 simple, standard, you know, follow a curriculum, deliver
8 a group. These are clinical services, so you really
9 have to find a qualified staff who have the clinical
10 background and licensure. You have to get those staff
11 hired and trained up on intensive models.

12 Many of the models require continued
13 agreements with the developers of the EBP's to do
14 ongoing supervision and build up -- ramp up that
15 capacity to deliver the evidence-based program.

16 And then, of course, the outreach and
17 recruitment has been aided by Together for Children
18 partnerships and neighborhoods as well as the system
19 partners through the Juvenile Services Division.

20 But those have been, you know, kind of
21 established and built once we got the providers who
22 would be funded. So that's been all a work in progress
23 that we've been working in partnership with providers
24 on.

25 With that said, there are slightly different

1 stories behind each one of these participation rates.
2 Some of them, you'll notice that maybe have a lower
3 percentage of number of families served, actually
4 have -- the reason we included the average number of
5 sessions is because they have a higher number of
6 sessions.

7 So, some people are running into, wow, these
8 families need more than we initially planned for, and so
9 if we're going to see them for longer, we're going to
10 see less -- necessarily see fewer families so that we
11 can do those additional sessions.

12 Some of them are related to, you know,
13 staffing and staffing up. We have one that moved into a
14 new facility and, you know, had the opening of that
15 facility for the place of the services.

16 So there's sort of different reasons. And
17 then, of course, we always like to mention the
18 hurricane, which was a real reason for things ramping in
19 a different rate, at least that's for part of last fall.

20 So those are kind of in a nutshell. All of
21 them have been really fully explored with our staff and
22 the providers and all of the amounts are recommended
23 based on, you know, as I said on the last reso, where we
24 think we're going to be with the full year in full swing
25 next year.

1 MS. WELLER: Okay. Any other comments or
2 questions?

3 (NO VERBAL RESPONSE.)

4 MS. WELLER: All those in favor?

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

7 MS. WELLER: Opposed?

8 (NO VERBAL RESPONSE.)

9 MS. WELLER: The motion carries. Resolution
10 2018-66, authorization for a procurement waiver from
11 competitive solicitation for the food program for
12 school-age children and youth attending Trust-funded
13 programs; and authorization to negotiate and execute a
14 contract with Florida Introduces Physical Activity and
15 Nutrition Youth, Inc., also known as "FLIPANY", with
16 four possible renewals, for after-school snacks, meals
17 and nutrition services, in a total amount not to exceed
18 \$600,000.00, for a term of 12 months, commencing August
19 1st, 2018 and ending July 31st, 2019.

20 May I have a motion?

21 MR. GAINEY: So moved, Gainey.

22 MS. WELLER: Second?

23 MS. DONWORTH: Second, Donworth.

24 MS. WELLER: Recusals?

25 (NO VERBAL RESPONSE.)

1 MS. WELLER: Questions or comments?

2 MS. KENDRICK-DUNN: I have a comment. It's
3 probably going to be similar to the comment that I made
4 during the committee meeting. My concern surrounds the
5 fact that the nutrition is very important to children.

6 And there are different -- there are many
7 different ways people look at nutrition now, and I just
8 think that -- I'm going to try not -- I'm trying to be
9 real sensitive.

10 But for kids that may be vegetarian, may be
11 vegan, may be sensitive to dairy, I'm just hoping that
12 maybe in the future when we're looking for providers,
13 that we'll look for providers that serve food that, I
14 guess, with a more diverse quality of food for the
15 different backgrounds of children, you know, that have
16 less sugar, maybe more organic, vegetables and fruits
17 and things like that.

18 MS. SYLVESTRE: So, just a point of
19 clarification with our nutrition. So, we adhere to the
20 USDA guidelines. Or if a program decides that they want
21 to have a special meal, we allow for that special
22 dispensation and we to pay for their food out of a
23 different funding than from the nutrition provider.

24 So, I think, last time around, we neglected
25 to provide that point of clarification.

1 MS. KENDRICK-DUNN: I still -- I just think
2 the guidelines -- and this is just my personal
3 opinion -- are antiquated because, you know, a lot of
4 that still involve dairy products and meat and things
5 like that.

6 And I just, you know, with more information
7 coming out about nutrition, I just think that our
8 providers, I guess, should reflect that. So that's
9 basically -- I know that with children, the nutrition,
10 from the day that -- before a child is born -- when the
11 mother is pregnant and the child comes along later, that
12 nutrition is very important.

13 I watch children in my schools not eat very
14 well. So, you know, I just think that some of the meals
15 and snacks that are provided could, you know, I believe
16 that they're nutritious but they can be -- you can start
17 teaching different ways to eat that may be better for
18 them.

19 MS. WELLER: Any other comments?

20 (NO VERBAL RESPONSE.)

21 MS. WELLER: All those in favor?

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

24 MS. WELLER: Opposed?

25 (NO VERBAL RESPONSE.)

1 MS. WELLER: The motion carries. Resolution
2 2018-67, contract amendment to reflect the addition of a
3 sub-contractor to contract YAS 1814-4360 with Early
4 Childhood Quality Consultants, d/b/a Playing The Game of
5 Life, Inc.

6 May I have a motion?

7 MR. BRANDON: Moved, Brandon.

8 MR. HOFFMAN: Second, Hoffman.

9 MS. WELLER: Recusals?

10 (NO VERBAL RESPONSE.)

11 MS. WELLER: Any questions or comments?

12 (NO VERBAL RESPONSE.)

13 MS. WELLER: All those in favor?

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

16 MS. WELLER: The motion carries. And Madam
17 Chair, that concludes the resolutions.

18 MS. NUELL: Thank you. Jim?

19 MR. HAJ: Madam Chair, thank you. I know
20 it's late in the afternoon, but we have a lot of great
21 things to talk about. I'd first like to introduce, you
22 know, any position we have open, we're going to hire the
23 best and the brightest.

24 And we have a young man who started with us
25 part-time and is going to be helping out. And you'll

1 see him at the Board meetings setting up and preparing.
2 And that's Mr. Suarez. Andrew, could you stand up back
3 there. So, Andrew will be joining us.

4 (WHEREUPON, there was applause from all in
5 attendance.)

6 COMMISSIONER SUAREZ: I really approve of
7 that last name.

8 MR. HAJ: Solicitations, I think you know,
9 health was brought back before you and approved last
10 month. Youth development and parenting will be coming
11 back before you next month.

12 Miami Heart Gallery -- I know it's late. We
13 have a one-minute video. We did a shoot about three
14 weeks ago or a month ago for adopted children to kind of
15 promote these children and have them adopted.

16 We have a very great success story. They're
17 siblings. There were four siblings together. And
18 parents took interest. They were in the process of
19 having those four adopted.

20 So, we know this reso comes before you every
21 year. And sometimes we look at data, but it would be
22 nice to show the Board what goes on behind the scenes
23 and success stories about having these children adopted,
24 and these parents just changed these four kids' lives
25 forever and all the other kids they have adopted.

1 (WHEREUPON, a video was played.)

2 MR. HAJ: So later tomorrow, we'll be
3 sending an e-mail to the Board members giving you the
4 link for the Heart Gallery. And if you know anyone
5 who's interested in adopting, if you can get it out to
6 your network, just to get it out there, I think it's a
7 phenomenal thing. I think we have 60 students -- 60
8 children on the website right now looking to be adopted.

9 Young Talent/Big Dreams, the finale is
10 Saturday, April 28th at 7:00. I know last year, we
11 had -- yes, sir?

12 COMMISSIONER SUAREZ: When you say
13 "adopted," do you mean, like, adopted/adopted or
14 mentored?

15 MR. HAJ: Adopted.

16 COMMISSIONER SUAREZ: Wow.

17 MS. LEICHTER: Commissioner, those children,
18 their parents' right have all been terminated. They're
19 all coming from the dependency system and so they're
20 free for adoption. And they can't be on the Heart
21 Gallery unless the parents' rights have been severed.

22 COMMISSIONER SUAREZ: Are they involved in
23 dependency proceedings? I guess I just forgot. Thank
24 you.

25 MR. HAJ: Again, Young Talent/Big Dreams,

1 April 28th. Last year, we had a number of Board
2 members. We'll send you an e-mail. If you would like
3 to attend, please let us know how many and we'll have a
4 seat reserved for you.

5 Summer youth internship program, we're very
6 pleased, we're going into the third year. We have 300
7 businesses already signed up. We have some great news,
8 and I'm glad Commissioner Suarez is still here because
9 he's the one who spearheaded this many years ago.

10 Royal Caribbean just announced they're
11 coming in with an extra \$400,000.00 and JP Morgan Chase
12 is coming in with an extra \$175,000.00, and we're
13 looking at getting more.

14 (WHEREUPON, there was applause from all in
15 attendance.)

16 MR. HAJ: Early childhood research
17 demonstration project will be, we're going to have --
18 Rachel, do you want to talk about this just for a
19 minute, the date we're going to have this event?

20 MS. SPECTOR: Sure. The date is March --
21 sorry, May 31st at 1:00 to 3:00. We're going to invite
22 all of you to come. We have eight early childhood
23 research demonstration project that have been happening
24 since May of last year.

25 And we're inviting them in to give 10-minute

1 presentations, each project, to talk about what their
2 project is, what they're looking at, what data
3 collection they've, you know, been able to accomplish so
4 far, and talk about some other services that they're
5 providing, just so everyone can have an idea of what's
6 happening with those projects.

7 MR. HAJ: Thank you. And again, this will
8 be going out by e-mail. We'll send it all together and
9 ask you to reserve and we'll get the information. Are
10 we doing it here in the Ryder Room?

11 MS. SPECTOR: It's here in the Ryder Room
12 from 1:00 to 3:00.

13 MR. HAJ: All right. A couple other great
14 things happening. We just went over 30,000 Facebook
15 users this week, so we're happy with our social media
16 campaign. Facebook users, our TCT sticker, which we
17 alluded to earlier, welcoming children with
18 disabilities, was added to the bottom as well for our
19 social media campaign.

20 Nelson -- the Commissioner stole my thunder.
21 Nelson had a beautiful article that was today. And I
22 know he didn't want to get mentioned but Commissioner,
23 congratulations for having a granddaughter.

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

1 COMMISSIONER SUAREZ: It's number 10
2 grandchild.

3 MR. HAJ: Thank you.

4 MS. CARDENAS: Champions for Children?

5 MR. HAJ: I'm sorry?

6 MS. NUELL: Champions for Children.

7 MS. CARDENAS: Champions for Children.

8 MR. HAJ: Champions for Children, June --

9 MS. CARDENAS: June 14th.

10 MR. HAJ: June 14th.

11 MS. CARDENAS: We need sponsors.

12 MR. HAJ: We do need sponsors. Our goal is
13 \$100,000.00, like we've done in years past. As of
14 today, we have about \$40,000.00 and we're looking. So,
15 if you know anybody who will sponsor, it's a great
16 thing. We'll send that out as well tomorrow and see if
17 you can forward it to business partners. Madam Chair?

18 MS. NUELL: Lily is asking me about Jim's
19 evaluation. So, the HR Committee and Executive
20 Committee met, but I don't know if you have the data
21 with you, so we can do that at the next meeting. He did
22 very well.

23 MR. TROWBRIDGE: Yeah, I just want to thank
24 the HR Committee for the work that they did. They did
25 the evaluations and they submitted those. Then we had a

1 great discussion, gave, I think, some feedback to you.
2 We've asked Laurie to take on that task of delivering
3 that directly to Jim and working on a contract
4 extension, so that's where we're at.

5 MS. NUELLE: Yes. So, if you want more
6 information, we can share it but I don't have it today.

7 MS. DE MOYA: I just felt it was important
8 that the Board knows that he did very well. And we
9 recommend that we keep him for a little while longer.

10 MS. NUELLE: If it was not the case, you
11 would definitely know that.

12 COMMISSIONER SUAREZ: I move 30 more days of
13 hire.

14 MS. NUELLE: Thank you very much. And with
15 that, the meeting is adjourned.

16 (Whereupon, at 5:29 p.m., the meeting was
17 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 74, inclusive, constitute a true and complete record of my notes.

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

Dated this 10th day of May, 2018.



Fernando Subirats
Court Reporter

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