Finance & Operations Committee Meeting Transcript

June 7, 2018

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 1        THE CHILDREN'S TRUST FINANCE AND OPERATIONS

 2                   COMMITTEE MEETING

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 4   The Children's Trust Finance and Operations Committee

 5   Meeting was held on Thursday, June 7, 2018, commencing

 6   at 9:33 a.m., at 3150 S.W. 3rd Avenue, 8th Floor,

 7   Conference Room A, Miami, Florida 33129.  The meeting

 8   was called to order by Kenneth C. Hoffman, Chair.

 9                   Committee Members

10        Kenneth C. Hoffman, Miami Coalition of
                      Christians and Jews
11            Steve Hope, At-Large Board Member
              Laurie W. Nuell, At-Large Member
12            Representative Nicholas Duran,
              Miami-Dade Legislative Delegation
13   Esther Jacobo, State Attorney Representative Miami-Dade
          Leigh Kobrinski, Assistant County Attorney

14

15        STAFF:

16    James Haj, President/Chief Executive Officer

17    Imran Ali

18    Deborah Robinson

19    Emily Cardenas

20    Juana Leon

21    Juliette Fabien

22    Lisanne Gage

23    Lori Katherine Hanson

24    Muriel Jeanty, Clerk of the Board

25    Sheryl S. Borg
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1   STAFF (Continued):

2   Stephanie Sylvestre

3   Vivianne Bohorques

4   Wendy Duncombe

5   William Kirtland

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 1                      PROCEEDINGS
 2              (Recording of the meeting began at 9:33
 3   a.m.)
 4              MR. HOFFMAN:  Okay.  Let's bring the meeting
 5   to order.  It's 9:33 a.m.  No particular opening
 6   remarks.  Do we have any public comments?
 7              (NO VERBAL RESPONSE.)
 8              MR. HOFFMAN:  No.  What happened to Muriel?
 9              MR. HAJ:  She's not feeling well.
10              MR. HOFFMAN:  Okay.  So, our first order of
11   business, then, is approval of the May 17th minutes,
12   which is tab --
13              MS. LEON:  It's right after the agenda.
14              MR. HOFFMAN:  -- yes, past the agenda.  Do I
15   have a motion to that effect?
16              MS. JACOBO:  I'll move it, Jacobo.
17              MR. HOPE:  Second, Steve Hope.
18              MR. HOFFMAN:  Does anybody have any comments
19   on the minutes?
20              (NO VERBAL RESPONSE.)
21              MR. HOFFMAN:  Okay.  All those in favor?
22              (WHEREUPON, the Board members all responded
23   with "aye".)
24              MR. HOFFMAN:  Opposed?
25              (NO VERBAL RESPONSE.)
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1   MR. HOFFMAN: Motion carries. So, we'll

2   move right in, then, to -- Bill, you want to make a

3   presentation on the auditor selection process?

4   MR. KIRTLAND: Sure. I think Jim might have

5   some comments as well.

6   MR. HOFFMAN: Okay, Jim.

7   MR. HAJ: Thank you, Mr. Chair. We're

8   pleased to present to you today the results of the

9   intensive review process for applying audit firms

10   responding to the Trust's RFQ for financial audit

11   services for the next five years.

12   The review committee was comprised of five

13   reviewers, three external and two internal. Our

14   internal was Bill and Wendy, and our external was Monti

15   Larsen from the Children's Services Council in Broward,

16   that's our sister organization, she's the chief

17   operating officer, Carlos Molina, who's the CFO at the

18   United Way, and Dr. Jacques Bentolila, who was just

19   recently promoted in Miami-Dade County to the assistant

20   director of internal services department.

21   The RFQ was released on April 16th and

22   applicants had a month to respond. The review committee

23   held a debriefing meeting on May 25th to discuss the

24   results of each of the respective reviewers to come to

25   an agreement and recommendation that Bill will be

1   presenting to you today.

2   MR. KIRTLAND: Thank you. Good morning,

3   everybody. As you can see, we have a lot of different

4   presentations on our agenda today, so we ran out of tabs

5   on our I-Pads, so now you have just good old-fashioned

6   paper floating around that includes the results of our

7   review process of our applying audit organizations.

8   So, I'm just going to take a few moments

9   maybe to describe what you're looking at and also

10   clarify for you items that need to be considered.

11   So, of our five submitted applications,

12   there was Keefe McCullough, Marcum, Caballero, Fierman

13   Llerena & Garcia, Mauldin & Jenkins and

14   WithumSmith+Brown.

15   So, of these five organizations, initially,

16   we considered four of the five organizations to meet

17   all of our technical review requirements, with

18   WithumSmith+Brown not meeting some of the qualifications

19   that we had laid out in the RFQ.

20   But also, after further discussion with our

21   attorneys and review of the by-laws, we did continue to

22   consider Caballero, Fierman Llerena & Garcia, just as

23   the By-Laws Committee was meeting to discuss several of

24   the items included within it.

25   And some of the language that's in our

1   by-laws currently is that we cannot consider an auditor

2   for a return audit after using them in the previous five

3   years. We included them in the scoring just in case the

4   interpretation was to yield another understanding of

5   what that meant.

6   So Caballero, Fierman Llerena & Garcia

7   applied using another lead engagement partner in their

8   application rather than Andrew Fierman, who was our

9   previous lead engagement partner. So they were

10 considered but under further review of the by-laws, they

11 actually should not be considered a part of this process

12 based on the technical review requirements of the RFQ.

13   And in accordance with our policies today,

14 we would be recommending and presenting to you the top

15 three firms for recommendation. So, as you can see,

16 Caballero, Fierman Llerena & Garcia are not considered.

17 That leaves us, by default, with three firms that

18 qualified, with Marcum leading with the scoring of 94

19 and Keefe McCullough with 88.8 and Mauldin & Jenkins

20 with an 88.2.

21   We reviewed the applications. They were all

22 very competitive in all relevant fields, such as their

23 qualifications, experience, and the audit approach

24 price. The prices of these proposals range from

25 $20,000.00 on the low end to about $29,000.00 on the

1   high end of the first-year audit, and then they scaled

2   the prices of those audit fees as they progressed in the

3   five-year term.

4   We currently have an audit fee of

5    $25,500.00, so these proposals were, again, very

6   competitive with the current rate that we are paying our

7   auditors.

8   The review committee found the value and

9   looking at the audit approach, how accessible would the

10   staff be if we had continuing, ongoing needs and

11   services of the audit, being able to work closely with

12   that staff. We often, in addition to the audit

13   services, utilize our audit firms for consultation,

14   upcoming government accounting pronouncements that maybe

15   we need to know about and be prepared for.

16   So, essentially, today, with the review

17   committee providing the results, we are, I believe --

18   and Leigh, you can correct me if I'm wrong -- we're

19   seeking a motion by the committee to approve their

20   recommendation that now, following the Finance

21   Committee, which, in part, is acting as the audit

22   committee, that we would notify the applicants of the

23   results.

24   That would open up the process or the

25   availability of those applicants to appeal the scores of

1   their review results and the recommendation made here.

2   But given -- continue to find that there's not any

3   appeals made in the meantime from today's Finance

4   Committee to July's Finance Committee, then we would

5   just bring a resolution at the July Finance Committee to

6   begin negotiating the next contract with the

7   recommendation made here today.

8   MR. HOFFMAN: Can you just clarify, or

9   Leigh, what would the appeal be? Because I thought they

10 could appeal -- in the normal course, could appeal

11 procedural issues, not necessarily a qualitative score

12 on a particular item. In other words, 19.2 versus 18.9,

13 I thought they can't appeal.

14   MR. KIRTLAND: Right, exactly. It most

15 likely would have to be on the basis of the technical

16 review. Perhaps, just as an example, maybe one of the

17 firms that we eliminated from consideration before maybe

18 substantive review, perhaps they think that maybe our

19 interpretation of one of the requirements was not

20 considered correctly.

21   But given the strict parameters that we put

22 around the technical requirements before we considered

23 reviewing the firm, I think an appeal is very unlikely,

24 because just like our Program Services solicitations,

25 there is a very -- there's a lot of work done on the

1   front end to make sure that we were getting exactly what

2   we wanted out of the application process. So, I think,

3   again, like you've stated, an appeal would be very

4   unlikely between committee meetings.

5   MR. HOFFMAN: And how many firms are not on

6   this list?

7   MR. KIRTLAND: We had five organizations

8   apply, so everybody that applied is on the list.

9   MR. HOFFMAN: And Withum was knocked off the

10 list altogether because --

11   MR. KIRTLAND: Right. We looked -- I

12 believe it was government-related experience. They did

13 not have both individual and as a firm, the amount of

14 government consecutive experience that we were looking

15 for.

16   MR. HOFFMAN: Okay.

17   MR. HOPE: Question. So, in some of the

18 categories that were reviewed, let's say, for example,

19 understanding of work, where you have two of the firms

20 scored 18.2 and another 19. What would be some of the

21 variables that may account for that difference?

22   Let's assume someone was to contest the

23 difference in scoring. What, as an example, that would

24 account for an 18.2 versus a 19 that differentiates one

25 provider from the other?

1   MR. KIRTLAND: Well, I think, essentially,

2   in understanding of working -- depending upon the

3   application and how well that they were speaking to

4   their experience as a firm and how they would be able to

5   work with us as a government organization.

6   A lot of it seemingly ties together with the

7   audit approach as well but the details that they

8   included within their scope of work and understanding

9   maybe everything they would need to do to complete our

10   audit successfully, essentially outlining maybe the

11   staff that they had assigned to that project, the

12   qualifications that we do that separately discloses the

13   profile and qualifications of the individual.

14   But understanding of work, you know, they

15   essentially speak to their government experience, what

16   they would -- how they would be able to attest to us

17   maybe in a remote or an office environment and how well

18   they spoke to how much detail they provided.

19   MR. HOFFMAN: Okay. See, that was my

20   question. I don't think that somebody can challenge the

21   19 versus 18.9. But if we had knocked them out like, I

22   guess, the Withum firm, because we didn't think -- they

23   could say, but I showed it here in the presentation, you

24   should have considered me.

25   So, Bill, then, is it the recommendation of

1   the committee that reviewed it to hire Marcum based on

2   the scoring?

3   MR. KIRTLAND: Based on our scoring, they

4   met all the qualifications or had the most consistent

5   results of the reviewers. You can see in the rankings,

6   they might not have always been the highest ranked

7   reviewer but they were at least the one or two -- first

8   or second ranked firm that were very highly scored

9   amongst all the reviewers, that kept their average, you

10   know, staying around 94 percent. So, they are our lead

11   application.

12   MR. HAJ: And during the debriefing meeting,

13   too, there was consensus when they were discussing where

14   Marcum is, they were number one.

15   MR. KIRTLAND: Marcum has had broad relative

16   experience with firms, that the Broward CSC has utilized

17   them in the past. We've utilized them in the past as

18   well. And United Way, who was also one of our

19   reviewers, Carlos Molina, had used Marcum.

20   So, everybody had used some historical --

21   had some historical basis for the type of service that

22   they provide and were all very pleased with the results

23   of their audits in the past.

24   MR. HOFFMAN: Okay. And staff is

25   comfortable with the team that they put up as well; in

1   other words, the people that to --

2   MR. KIRTLAND: The team that will represent

3   Marcum?

4   MR. HOFFMAN: Yes.

5   MR. KIRTLAND: Yes, absolutely.

6   MR. HOFFMAN: Okay. I guess -- so, we need

7   a motion to -- Leigh?

8   MS. KOBRINSKI: Motion to approve the

9   recommendation of the audit selection committee to

10 select Marcum.

11   MR. HOPE: Motion, Steve Hope.

12   MR. DURAN: Second, Duran.

13   MR. HOFFMAN: Okay. Any further discussion?

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: Okay. Motion carries. So,

21 Bill? No, Jim, sorry.

22   MR. HAJ: Mr. Chair, thank you. On the

23 second tab, you have a budget highlight that I'd like to

24 go over. So, I do thank this committee, for the last

25 three or four committee meetings, looking at the fund

 1   balance, giving us some guidance.

 2   We had the millage conversation. So, we

 3   have a proposed budget highlight in front of you. And

 4   we're exceptionally excited about this budget because I

 5   think, as of the last Board meeting when we got the 28

 6   million additional dollars onto the streets for children

 7   and families, is a great thing for the Trust.

 8   So, the Children's Trust continues to

 9   emphasize the importance of program spending that

10   provides critical services to children and families. We

11   recently got the Miami-Dade Property Appraiser report on

12   preliminary assessments tax roll at 29.1 billion.

13   Again, this is just preliminary. As of July

14   1, we will get the final numbers. If the Board adopts a

15   .4410 millage rate, that's the approximate rollback rate

16   that may change depending on July 1 but it should be

17   right about there, the ad valorem tax revenue for the

18   fiscal year '18-'19 would be approximately the same as

19   the previous fiscal year at approximately 121.8 million.

20   The Children's Trust plans to add

21   approximately 28 million in additional funds earmarked

22   for program services through fiscal year '19-'23. The

23   majority of the funds, the vast majority was approved at

24   the last Board meeting.

25   And despite an approximate increase to

1   program services funding, we put a lot more money out

2   there. There's a lot more work but we were able, also,

3   to continue driving down our costs.

4   The Children's Trust is budgeting a net

5   decrease in management expense of approximately twenty

6   seven thousand, which includes a four percent merit

7   increase for next year for staff.

8   The Trust has now budgeted a decrease in

9   management expenses for the last three years of

10 $470,317.00 and $27,300.00 this year, for an approximate

11 $814,000.00 in savings the last three years for general

12 administration.

13   The '18-'19 budget for management expenses

14 is 6.33. And this is what we're very proud of. It's an

15 all-time low. It's the lowest that we've had for 15

16 years and much lower than in the past.

17   So, we're happy to do much more for kids and

18 families while being much more efficient on our end.

19 One of the technology resos you'll see later today, that

20 we've been using technology to effectively drive down

21 some of the management costs.

22   If you go to the next three pages, this is

23 the attachment which you see every year. Attachment A,

24 the first page, is what -- once this is approved, this

25 page, as it is, will get published in The Herald in

1   notice of our TRIM hearings.

2   And this just breaks down a lot of

3   discussions we've had in the last three months. And I

4   can go into detail if anybody wants to go through each

5   of these one by one, but I just want to take you through

6   the three sheets.

7   The second sheet is again, the same

8   discussion we've had the last couple of months. This is

9   the fund balance sheet. This talks about fund balance.

10   And then the third sheet is the core

11 strategy. If you really want to drill down, this is

12 broken down by the different programs where the money is

13 and the percent increase.

14   If you want to reflect on what we've talked

15 about the last couple of months, there's a tab, a

16 five-year tab that shows the chart of the fund balance.

17 Mr. Chair, if you want to refer to that to have any

18 discussion, it shows the last two months.

19   So, again, these three, what we call the

20 Attachment A and the supporting documentation, these are

21 the three that will come to the Board. And just to go

22 through the timeline, once we discuss this today, this

23 will move to the full Board for discussion, and then it

24 comes back to the Finance Committee in July to approve.

25 Then it goes to the full Board to approve to take to

1   TRIM for the September meetings. And next month, we

2   will have the TRIM release for the Board members.

3   MR. HOFFMAN: Okay. And as, I think, Jim

4   said earlier, that presentation kind of ties into the

5   fund strategy that we've been talking about, including

6   at the last meeting. Bill, do you want to take us

7   through the tab on that?

8   MR. KIRTLAND: Exactly. So, if you were at

9   the last Finance Committee meeting and you see the

10   five-year strategy tab, you'll notice a lot of the same

11   exact talking points as what we discussed last time

12   around.

13   We've done a little bit of updating to this

14   presentation because in the meantime, we were notified

15   by the Miami-Dade County Property Appraiser's Office of

16   what the 2019 tax roll value would be based off --

17   originally, we projected maybe about five billion

18   dollars less in the overall property value in Miami-Dade

19   County, so their estimate was 291.1 billion dollars.

20   So, this raised our basis and our threshold

21   a little bit of what we would be applying our millage

22   rate towards to draw the revenue that we would need for

23   next year's budget.

24   But the strategy overall stays the same. We

25   were discussing at our last meeting that essentially in

1 year one of our five-year strategy, we would again

2 institute a rollback rate because of the need to use the

3 fund balance that we currently have built up,

4 essentially utilizing all of the projects that we have

5 within arm's reach within the next year.

6   So we will continuously work for more

7 opportunities to fund additional projects and what needs

8 there will be to raise that rate during the five-year

9 period. But essentially, our goal is to end -- at the

10 end of the five-year cycle, to bring our millage rate

11 and the revenues back to the amount that we need to

12 continuously fund our programs, even into the next five

13 years.

14   So, essentially, generating these budget

15 schedules was relatively simpler this year based upon

16 discussions that we already had at the last committee

17 meeting. There was some direction already as to the

18 amounts of programs that we wanted to fund.

19   At our last Board meeting, we already

20 approved a majority of the funds that we would need to

21 include in next year's budget. So, really, from this

22 point on out, it's about managing our revenues,

23 monitoring our fund balance.

24   We have a pretty good understanding of, you

25 know, how much -- how much and how many programs that we

1   will be funding in the next five years while we continue

2   to look for more opportunities.

3   So, the schedules reflect our strategy,

4   which was the scenario 1 strategy, but we've

5   discussed -- we got the impression from the committee

6   that was maybe the better strategy of the two that we

7   presented to proceed with in the next five years.

8   MR. HOFFMAN: Thank you. Any questions on

9   that?

10   (NO VERBAL RESPONSE.)

11   MR. HOFFMAN: Okay. We don't need to take

12   any particular action on this preliminary budget, do we?

13   MR. KIRTLAND: I might refer to the

14   attorneys. I think, does there need to be a motion to

15   approve?

16   MR. HAJ: We're going to present it to the

17   Board as an FYI. So, if everybody's kind of approved

18   this to take to the Board to present --

19   MR. HOFFMAN: So, we're going to have, in a

20   minute, a couple of resolutions on that IT matter. So,

21   I think, before that, Stephanie will give us a little

22   update on the RFP and what we'll be approving.

23   MS. SYLVESTRE: Our new IT director, Sheryl

24   Borg, is going to do the presentation.

25   MR. HAJ: Mr. Chair, if I can tee up Sheryl

 1   before she starts. Before the two IT presentations,

 2   again, Sheryl has just been going to kind of the IT span

 3   and where we're going with IT. I know it's been a big

 4   week discussing this the last couple of years.

 5   We kind of want to show, even throughout the

 6   resos, some of the resos have a very detailed amount and

 7   amounts that we do not need to bring to the Board that

 8   are small.

 9   But we wanted to put everything on here so

10   the Finance Committee sees the global of where this

11   ended. And Mr. Chair, I know you asked for the chart.

12   We added the pie chart for the resos and the different

13   amounts so everybody can see the global view, and that

14   we've come to a point where you're approving IT resos

15   and this is pretty much it. You're not going to see it

16   every month in the IT resos, so that you can see the

17   whole chart and get the global of our IT. Sheryl?

18   MS. BORG: Good morning, Mr. Chair, members

19   of the Finance & Operations Committee, Trust leadership,

20   guests. Thank you for the opportunity to share and

21   update the IT Way Forward.

22   We've made a lot of progress. I'm going to

23   discuss some of the new developments that are coming and

24   looking forward to sharing with you. I'm just going to

25   stand up for a little bit so I can see all of you

1   sitting back here and that gives me an opportunity to

2   see that.

3   Since I began as the IT director about four

4   months ago -- it's been only four months -- due to the

5   leadership of our Board and the executive staff here at

6   the Trust, the IT vision was aligned already with

7   current best practice trends.

8   And some of those things were evidenced

9   right away by service solutions. Many of those things

10 have already been realized. So, one of the challenges

11 for staff was that there was not a tremendous amount of

12 standardization, how would they access the tools that

13 they needed to do their work.

14   So, some of those were done right away with

15 six web links now. That way, they can use six different

16 ways with which they can engage with their information,

17 their office suite, their web connections to the

18 application to Trust Central and so forth. So, already,

19 the processes were in place for you to start bringing

20 about service improvement.

21   All the devices and the network, the

22 infrastructure, those things that we use every single

23 day in order to access systems, are now being managed as

24 a service.

25   This is causing a tremendous improvement of

1   both process and in cost effectiveness. We've

2   simplified, standardized and we now are supporting our

3   technical foundation. They're all in place. And now we

4   move on with just more value-add services.

5   We've also set up an environment for

6   information marriage -- information and technology are

7   partners. They work together. Once the infrastructure

8   and technology is solidly in place, you can start moving

9   onto more focus on information management.

10   One of the things that the Trust has in its

11 vision is that we're partners in this community. So,

12 sharing a common goal and working together is critical

13 for all of our success.

14   Identifying whether one of our partners is

15 having a challenge is one of those areas where we can

16 now add value. We use a recent example that was in the

17 process as I was coming on-board.

18   There was an issue with getting to some of

19 the information that our providers needed in order to

20 provide their solicitations. So there was an identified

21 need to the grants module to support the solicitation

22 process.

23   In order to do that, we were moving forward

24 with leveraging both technology and business process

25 re-engineering. That's where the rubber hits the road

1 now for information.

2   When you're looking at ways with which you

3 can automate systems, you're not looking at ways to also

4 further your business processes and actually make

5 improvements, that's where technology and information

6 meet and leverage.

7   In this process, innovative solution,

8 functionality, eliminating manual processes, storing

9 application and review data, and even providing

10 functionality to collect requests for appeals if they

11 were needed. All of these were now centrally located in

12 a single place.

13   This also added value not only to the

14 providers, because they have a place to go, we've lost

15 the need to provide a lot of manual forms, but we also,

16 as a team, as a staff, are able to do reviews on

17 information in a single place. As those opportunities

18 started to crystalize, they were able to make these

19 reviews and processes much easier.

20   We've also heard recently, from the public

21 comments from both the Board and committee meetings,

22 that providers' experiences have been greatly improved

23 in this process. We have been able to improve their

24 ability to have transparency. It's easier. It's

25 comprehensive. It's clearer.

1   I was ecstatic to hear feedback over the

2   last month or so, in our Board meetings and in the

3   meetings with providers, that they were able to say, you

4   know, that their experience has been greatly improved.

5   For Trust leaders, this cross-portfolio

6   process allows us to utilize 24 data points. These

7   funding recommendations, as you know, were approved by

8   the Board last month and the investment has resulted in

9   recommendations and now approval for 223 contracts we're

10   funding for 84.3 million dollars.

11   So, as we look back at how IT is now being

12   brought to you, the rest of these processes, we are able

13   to leverage things like continuous data decision --

14   data-driven decisions.

15   The 24 data points, we talked a little bit

16   earlier about the assessments that we're using in order

17   to make decisions. Clearly, we are weighting and using

18   information points and we're hearing more and more

19   across our own ecosystem how important that is in order

20   to support decisions.

21   So, these now allow us to have more

22   opportunities to have touchpoints with our providers.

23   We can meet with them. We are able to crystalize our

24   decision-making processes.

25   As we move into where we are now, these

1   processes are allowing us to move forward. The

2   Children's Trust ecosystem is able -- and all of us are

3   included in that ecosystem -- getting the information of

4   organizational assets.

5   And I'm talking about those systems that

6   provide information both from the Trust Central

7   perspective, information that's coming from our list,

8   information that's coming through and across our

9   community, indicators where people are able to collect

10   that information and actually start to assess how we can

11   make a greater impact for children and families in our

12   community.

13   Data information needs to be pervasive and

14   utilized in every decision-making point. We are able to

15   now take those data points and make actionable and

16   usable approaches for both stakeholders at the Board

17   level, staff, providers and community members.

18   Presented in a variety of forms, information

19   needs to be easy, secure, accessible and actionable.

20   When I tell you that there's a data point, you know, one

21   of our team members came to me one day and said, here's

22   a report that says, 732 and, you know, those are data

23   points. In the context, how do we help move those data

24   points forward to make them actionable?

25   Presenting information in prepared forms,

1 right, radical, visual, dashboards, score cards.

2 Aligned with our mission of value in our goals, we would

3 like data to continually assess, measure, improve,

4 conduct research and share the stories with our Trust

5 programs. Leading to information management and

6 actually moving to a place where information is easy to

7 get to and easily understood allows us a lot of ability

8 to be inquisitive, asking questions that we need to ask.

9   Hitting the same report over and over may be

10 helpful for those of us that need to benchmark the data

11 over time. But being able to be inquisitive and access

12 information and democratize or access to people forums

13 allows people to be able to get to those data points

14 that they can now inquire further and really advance the

15 ball.

16   There is still much work to do. Telling the

17 story of our children and how they're impacted in our

18 community is one that is an ongoing effort for all of us

19 as a community.

20   Performance measurements. How are we doing?

21 Which programs are in need of assistance? Getting the

22 information into the hands of those people that can

23 action and assist programs as they're working through

24 their cycles is critically important.

25   What are the outcomes of our efforts and how

1 can we start to associate those outcomes to other things

2 that are happening in our community, reaching across our

3 community and engaging in data-sharing opportunities

4 across school systems, across the county, across other

5 parts of our ecosystem allow us to enrich and speak to

6 those opportunities that are actually generating change.

7 The true measure of communities is how we advance the

8 ball for children.

9   We still have much work to do. I'm going to

10 share with you what our current landscape is and what

11 our approach is going to be moving forward. The current

12 information landscape here is one where we have

13 information in multiple places.

14   In this sense, you can see the user is a

15 person trying to get access to the information and they

16 have it in multiple places. It is an approach that

17 needs to change in order for us to really truly leverage

18 information management. It's a bit laborious. You see

19 the poor user there trying to get information from

20 multiple places.

21   We've already built out and are starting to

22 bring together the innovative data repository. The

23 innovative data repository is the place where we contain

24 and keep our information for the Trust. It provides a

25 backup to our data bases and it allows us to be able to

1   access the information that's critical for us.

2   As you can right now, two sets of our data

3   are there and are able to be accessed. But the move

4   forward strategy is actually going to be to keep that

5   information and we're doing that on an (indiscernible)

6   basis. Starting to bring together those data into a

7   single place allows us to actually process that data and

8   enrich it for reporting.

9   If you want to just move to the next slide.

10   Future for information landscape includes bringing those

11   data together so that way, we don't have redundancy, so

12   that way, we have a secure environment. That way, we

13   have a place where we can gather the information and do

14   those processes that require us to go to user-based

15   rules.

16   Well, how do we use this information? Raw

17   data, information in its raw form, is helpful. But

18   processed information creates knowledge. How do we know

19   if it will be effective? How do we measure the

20   utilization? How do we look at unit cost and head

21   count? How do we measure impact?

22   Those are users' rules that have now been

23   created in a set of processes. The user can now access

24   one set of data that are enriched and prepared for --

25   designed for optimized reporting.

1   So, that's kind of the future state. There

2   will be -- in the next six to eight months, there will

3   be some significant efforts. I can tell you that we've

4   already started to build out a small pilot set of data

5   and moving into the IDR environment.

6   In the month of June, by the end of the

7   month of June, we'll be having a pilot set of data that

8   we'll be able to pass and moving forward with

9   information directly from our IDR, so it's a very

10   exciting time.

11   MR. HAJ: And the IDR is?

12   MS. BORG: Integrated data repository,

13   excellent. The integrated data repository, as I said,

14   not only improves our data, but we can also start

15   bringing together those community indicators, those

16   data-sharing opportunities that exist across our

17   ecosystem. So, that makes for a solid foundation as

18   well as opportunities for data-sharing.

19   Information can be descriptive. It can be

20   predictive. It can be prescriptive. How should we do

21   it? In what way can we get the information out? The

22   information can be provided in a verse and so forth.

23   So, it can be an actionable place for us to be from the

24   standpoint of being able to look forward and find out

25   how to support our systems.

1   I wanted to share with you something else

2   that we currently have in development. I'm actually

3   comparing charts for a moment. As you know, 84.3

4   million dollars in youth development and parenting

5   awards were just --

6   (Off the record.)

7   MS. BORG: So I'm going to share with you a

8   visual, something that's currently in development that

9   we're getting ready to set up on our website. Also, I'm

10   going to bring it up on my phone. So, we will have this

11   available and mobile-friendly.

12   MS. SYLVESTRE: One second. If you're on

13   the IT finance tab and you click, "Preview Interactive

14   Map," it will pop up on your I-Pad.

15   MS. BORG: So let's just go ahead and close

16   this. Thank you.

17   MR. HAJ: And if it pops up on your I-Pad,

18   if you just touch any of the dots, the information

19   will --

20   MS. BORG: I'm going to show you right now.

21   MS. SYLVESTRE: You can zoom in -- one is

22   parenting and one is youth development.

23   MS. BORG: So, this is a recent development.

24   We're going to be sharing this out onto our website

25   shortly. So, we have a list out here to the side. As

1   you can see, we've got our sites notated and selected,

2   so we can select and de-select any of these different

3   variables here.

4   And we can focus on our areas of need. I'm

5   going to un-click. As you see, it changes as you move

6   forward. Now I've identified those areas of need right

7   here, our larger population, as previously defined.

8   So, we are now able to see within those

9   areas of need, those areas that have been funded. If

10 you hover over and select those, there are actually

11 actionable and you can see the agency, the name of the

12 agency, the site, the number of slots, the type of

13 initiative and so forth.

14   So, we can take a look at those. There

15 happen to be more than one at this site so we can scroll

16 through them.

17   MR. HOPE: Question.

18   MS. BORG: Yes, sir.

19   MR. HOPE: You talked about in the future, I

20 guess, the providers being able to work in a

21 collaborative --

22   MS. BORG: Yes.

23   MR. HOPE: -- with the technology.

24   MS. BORG: Yes.

25   MR. HOPE: Would providers be able to

1 leverage some of the technology for their own reporting

2 purposes?

3   MS. BORG: Absolutely.

4   MR. HOPE: Okay. And how is that going to

5 work?

6   MS. BORG: Excellent. So, one of the ways

7 with which we're able to add value to the process now is

8 that we're going to be doing some more outreach directly

9 with providers and sharing time and staff with our

10 providers, talking with them about this technology and

11 how to leverage their technology in order to support the

12 programs.

13   These services are going to be available to

14 them in order to access their own information. So, this

15 mapping and so forth will be available throughout our

16 ecosystem.

17   MR. HOPE: And accessible so a provider can

18 get data to map the location of their clients, for

19 example?

20   MS. BORG: Exactly. So, for example, this

21 is actually utilizing information that's in our Trust

22 Central system, okay? So, this is data that we actually

23 have used through our solicitation process and is now in

24 our awarded process. And those data can be reflected

25 using different types of interfaces with which we show

1   the data.

2   It can be done through the reporting

3   systems, through our Trust Central reporting systems, as

4   well as geographical representations. So, there will be

5   multiple ways to deliver the information based on what

6   the needs are for the providers.

7   One of the beauties of building out an

8   integrated data repository is that the data is solid and

9   foundational, and we can use many different types of

10   tools, if needed, to present the data.

11   So, you know, when I talk about the

12   ecosystem, really I'm talking about all of us within

13   this process, primarily focused, of course, on serving

14   the needs of our providers.

15   And all of the focus, as we've built these

16   things out, even when we built the solicitation process,

17   we were able to do so that served both the needs of the

18   provider and also facilitated the ability for staff to

19   make those decisions in a timely fashion and equitable

20   fashion.

21   MR. HAJ: And Steve, for your information,

22   besides the provider community, throughout the County,

23   people request things from us all the time, for our

24   mapping, for our data, and we're here to assist wherever

25   needed.

1   MR. HOPE: Okay.

2   MS. JACOBO: And is this -- is this now

3 available -- this is already available?

4   MS. BORG: So, actually, this is in the last

5 stage of development and it will be posted up on our

6 website in the next --

7   MS. JACOBO: Very, very soon?

8   MS. BORG: Absolutely. We're hoping next

9 week. You're actually getting a little bit of a preview

10 but we're very excited about bringing this. We wanted

11 to also show you that we have the ability to look a more

12 detailed or granular level, so that a user could

13 actually extract the data if they wanted to into an

14 Excel spreadsheet or something that was actionable for

15 them. And we're looking at building out some other

16 functionality here that might connect directly to

17 additional information websites and so forth for the

18 individual providers.

19   This is completely searchable, as you can

20 see, much like any other map that we're all familiar

21 with using. This is the beauty of bringing technology

22 into a more simple form, too, is that we start to look

23 at ways with which we already are comfortable accessing

24 the information; our phones, our tablets and so forth.

25 This is all mobile-friendly and accessible. So, users

1 are able to just go out there and get to the information

2 that they need.

3   There's still quite a bit of work to do.

4 I'm sure there's something that's clearly in development

5 but certainly in the direction, the trend with which

6 we're going to continue to grow.

7   This is a collaborative process, though.

8 And as we reach back to providers and get information

9 through our ecosystem, that's where some of the good

10 ideas come from.

11   And as we roll things out, we realize that

12 we have more and more questions and things we'd like to

13 answer. So, since we rolled it out, there's more and

14 more exciting things to build.

15   So, just to kind of wet your whistle, give

16 you the first preview here, I appreciate your time. I

17 appreciate your attention and I welcome your comments.

18 I welcome your questions. I welcome your feedback.

19   We did talk about this being a collaborative

20 process. We appreciate your ongoing support and your

21 leadership and partnering with us to improve the lives

22 of children in Miami, for families and children.

23   MR. HOPE: If I may, one last question. So,

24 the budget shows $800,000.00 for information technology.

25   MR. HAJ: Yes, the last slide.

1   MR. HOPE: The pie chart has nine fifty.

2   MR. HAJ: Yes. If you see, there's a

3   hundred and fifty, and you'll see it on the reso, too, a

4   hundred and fifty comes from the research budget for the

5   IDR.

6   MR. HOPE: Okay. So, the additional one

7   fifty would come from the million dollars?

8   MR. HAJ: From research.

9   MR. HOPE: Research?

10   MR. HAJ: Research budget. The $800,000.00

11 is IT. Right now, you're a hundred and fifty over and

12 that hundred and fifty is coming from the research

13 budget for the IDR.

14   MS. SYLVESTRE: No, not for the IDR. It's

15 for -- it's for data work that we're doing at the

16 University of Miami to collect community data and be

17 able to do reporting on it.

18   MR. HOPE: Okay. So, if I look at the

19 2018-2019 budget, which line item does that one fifty --

20   MS. SYLVESTRE: It comes out of the

21 research.

22   MR. HOPE: Program evaluations, too?

23   MS. SYLVESTRE: Yes.

24   MR. HAJ: And if you see on the pie chart,

25 too, we put the reso numbers, so the next two resos,

1   you'll see 2018-A and 2018-B.

2   MR. HOFFMAN: All right. Thank you, Sheryl.

3   MS. NUELL: I have a quick question.

4   Whatever -- what's it called, the I -- the depository.

5   When is that going to be -- when do you expect that to,

6   I guess, you know, be on-line where they're all

7   together?

8   MS. BORG: So it's already there. So, what

9   we've done now is, we've begun the process of locating

10   the data, which I talked about a little bit earlier, and

11   we're actually starting to pilot the first data set

12   that's going through its initial set of business

13   application information.

14   We're piloting with a small set of

15   information that's based on four current reports that we

16   have in our ecosystem and that we want to move into the

17   this, so it's a perfect time to start. So, as we start

18   to do that, we'll gain some traction and so forth. But

19   I expect in the next six to eight months, we'll see a

20   tremendous growth in that ecosystem.

21   It takes a bit of time, because as we're

22   doing that, we're also doing business process

23   evaluation. We're looking at ways with which we do

24   measurements, standardizing, meeting the functionality

25   that will allow us to report across the entire

1   ecosystem.

2   We also want to build a structure that

3   allows us to bring in new data sources as we move on, so

4   we want to build something that's foundational. We

5   started with a small data set, I'll tell you that. It

6   has some financial components. So, we'll start making

7   some decisions right there and move that forward.

8   MS. NUELL: Thank you.

9   MR. HOFFMAN: So, just to follow up on these

10 questions, one of the things that I've asked staff to

11 do, and we talked about this last year, is just show us

12 where we are in the building of the budget, which is

13 what the pie chart is, and I think that's very helpful

14 for me, at least.

15   I'd like to, as we go forward, I know we

16 have other administrative ones, is again to have a

17 similar type of picture of where we are in the process.

18 And this look like then we're filling the budget for the

19 most part with the IT spend for the next year.

20   MR. HAJ: And it has been, Ken. I know

21 we've been talking about getting it, you know, instead

22 of piecemeal, getting a reso for every month for 12

23 months, that we bring it all together.

24   MR. HOFFMAN: Or closer together. Okay.

25 So, we have two resolutions that fit within this bucket.

1   The first is Resolution 2018-A, authorization to

2   retroactively ratify the agreement with SHI

3   International Corporation and The Children's Trust, and

4   to renew licenses with multiple IT vendors for software

5   and hardware maintenance and support, in a total amount

6   not to exceed $108,347.00, for a term of 12 months

7   commencing October 1, 2018 and ending September 30,

8   2019.

9   Can I have a motion to that effect?

10   MS. JACOBO: I'll move it, Jacobo.

11   MR. HOPE: Second, Steve Hope.

12   MR. HOFFMAN: Any recusals?

13   (NO VERBAL RESPONSE.)

14   MR. HOFFMAN: Can we just have an

15 explanation of the retroactively ratified portion of

16 that?

17   MS. SYLVESTRE: So, in 2016, we entered into

18 a three-year agreement with Microsoft. When you're

19 doing licensing -- software licensing, if you do

20 multi-year software licenses, you get a much better rate

21 than if you do yearly licenses.

22   And I think the way we submitted the

23 resolution at that time made it seem like it was a

24 yearly license, so we're just kind of clarifying and

25 cleaning up. This is part of our cleaning up of our IT

1   house. I think this might be the last set of cleanup

2   because I think the rest of the contracts that we have,

3   we worked really closely with our current lawyers to

4   enter into, so they're aligned with our current policy.

5   MR. HOFFMAN: Okay. So, these are licenses

6   within a year under the same contract?

7   MS. SYLVESTRE: Yes, Microsoft, so, without

8   our Microsoft licenses, we basically can't work. It's

9   one of our pillars. Microsoft and Trust Central are the

10 two core sets of software that we need to be able to

11 work.

12   MR. HOFFMAN: Okay. Any other questions or

13 comments on this one?

14   (NO VERBAL RESPONSE.)

15   MR. HOFFMAN: 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: Motion carries. The second

21 resolution, Resolution 2018-B, authorization to renew

22 software services with multiple IT vendors in a total

23 amount not to exceed $789,094.00, for a term of 12

24 months, commencing October 1, 2018 and ending September

25 30, 2019.

1   Can I have a motion to that effect?

2   MS. JACOBO: Move it, Jacobo.

3   MR. DURAN: Second, Duran.

4   MR. HOFFMAN: Any recusals?

5   (NO VERBAL RESPONSE.)

6   MR. HOFFMAN: Okay. Comments or questions?

7   MR. HAJ: If I may, Steve, if you see on the

8   chart, the second to the last, the hundred and fifty

9   identified there with an asterisk for the IDS

10   identifying spending from the research budget.

11   MR. HOPE: Which one? University of Miami?

12   MR. HAJ: The IDS is second to the last on

13   the chart. It's the integrated data system from

14   University of Miami, so we did indicate that item.

15   MR. HOPE: Yes, thanks.

16   MR. HOFFMAN: Okay. Any other questions or

17   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: Okay. Motion carries, and

25   give it over to Jim for the CEO report.

1   MR. HAJ: Mr. Chair, thank you. Champions

2   for Children -- Madam Chair, I'm sorry?

3   MS. NUELL: I can do this before or after.

4   I wanted to go back to something on the budget, so I can

5   ask now or after you finish. Okay. I just was

6   wondering, to go back on that third page, the core

7   strategies, especially with what we're talking about

8   here, why the reduction in program evaluation and

9   community research when I know that we're ramping that

10   up?

11   MR. HAJ: Well, there's many reasons. But

12   the major reason is really addressing the fund balance,

13   is actually doing the actual budget, what we propose to

14   spend. Because historically, we budget an assessed

15   amount and do not spend it, it drops to the fund

16   balance.

17   So, it's really trying to be lean and trying

18   to budget our projections, as well as some of the other

19   stuff that we do, like the early childhood research that

20   we embedded into the solicitations so it's on this line.

21   But it really was working with our finance

22   chair and our departments to really say, what are we

23   doing. If there's an issue that we need additional

24   money, we would come back and request it from the Board

25   and make the amendment at that time.

1   MS. NUELL: But it isn't a reduction --

2   MR. HAJ: It's not.

3   MS. NUELL: -- in research and evaluation --

4   MR. HAJ: No. It's reflecting actual --

5   MS. NUELL: Okay, because it kind of looked

6   like that. Okay, thank you. That's all.

7   MR. HOFFMAN: Back to you, Jim.

8   MR. HAJ: Champions for Children, Emily is

9   starting the daunting task of doing the seating

10   assignments. So, we are close if not sold out. We are

11   close to 1,000 people and that's capacity, so we're

12   going to have a nice event. I thank all the Board

13   members. We have 20 Board members who RSVP'd. If you

14   have them here, please let us know.

15   Family Expo is on September 8th. Summer

16   youth internship is going exceptionally well. We're

17   going to send something out to the Board about #Read30.

18   This is something that was approved a couple of Board

19   meetings ago that we're going to do a big social media

20   campaign to combat the summer slide and encourage

21   parents to read with their kids 30 minutes a day. So,

22   we'd like also the Board members to read with their

23   kids, put pictures, post it to social media and help

24   move that out.

25   MS. JACOBO: Grandkids, too?

1   MR. HAJ: Yeah, grandkids, and send it to

2   your network of people --

3   MS. NUELL: I would feel weird reading to my

4   children.

5   MR. HAJ: Literacy never stops. Provider

6   orientation training, this was on Tuesday. So, the

7   Board approved all the providers last month. Tuesday,

8   we had the orientation at UM for everybody, all the new

9   providers, all the existing providers, with close to 300

10   providers in attendance.

11   Phenomenal training. Not only was all the

12   executives presented, all the requirements, they had

13   breakout sessions, they met their contract manager. But

14   besides the information that was given, just the vibe of

15   the room and the collaboration and the energy, it was

16   very positive, I mean, exceptional.

17   I mean, I wish many of the Board members

18   could have been there to see it. But the feedback we

19   got was sensational. So, you know, I'm very pleased.

20   With the last Board meeting and going with the

21   providers, I think we're really set for the next five

22   years to start working together to help children and

23   families.

24   Monthly financials are on your tab. And if

25   you have any questions, I'll be happy to or Bill will be

1   happy to go over it. Mr. Chair, thank you.

2   MR. HOFFMAN: Any other business or

3   questions?

4   MS. NUELL: No.

5   MR. HOFFMAN: Motion to adjourn accepted and

6   approved.

7   (Whereupon, at 10:24 a.m., the meeting was

8   adjourned.)

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 1                    REPORTER'S CERTIFICATE

 2


 3    STATE OF FLORIDA:

 4    COUNTY OF MIAMI-DADE:

 5


 6       I, Fernando Subirats, Court Reporter and Notary
      Public in and for the State of Florida at Large, do
 7    hereby certify that I was authorized to and did report
      the proceedings in the above-styled cause; that the
 8    foregoing pages, numbered from 1 to 45, inclusive,
      constitute a true and complete record of my notes.
 9
         I further certify that I am not a relative, employee,
10    attorney or counsel of any of the parties, nor am I a
      relative or employee of any of the parties' attorney or
11    counsel connected with the action, nor financially
      interested in the action.
12

13       Dated this 19th day of June, 2018.

14

15    _____

16            Fernando Subirats
              Court Reporter

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