



## **Board of Directors Meeting**

**January 21, 2020**

1 THE CHILDREN'S TRUST BOARD OF DIRECTORS  
2 COMMITTEE MEETING  
3

4 The Children's Trust Board of Directors  
5 Committee Meeting was held on January 21, 2020,  
6 commencing at 4:00 p.m., at 3150 Southwest 3rd  
7 Avenue, United Way, Ryder Conference Room, Miami,  
8 Florida 33129. The meeting was called to order by  
9 Kenneth Hoffman, Chair.

10  
11 COMMITTEE MEMBERS:

12 Kenneth C. Hoffman, Chair

13 Mark A. Trowbridge, Vice-Chair

14 Steve Hope, Treasurer

15 Karen Weller, Secretary

16 Dr. Magaly Abrahante

17 Laura Adams

18 Matthew Arsenault

19 Dr. Daniel Bagner

20 Dr. Dorothy Bendross-Mindingall

21 Constance Collins

22 Mary Donworth

23 Beth Edwards

24 Gilda Ferradaz

25 Lourdes P. Gimenez

1 COMMITTEE MEMBERS (continued):

2 Pam Hollingsworth

3 Dr. Monique Jimenez-Herrera

4 Hon. Barbara Jordan

5 Tiombe-Bisa Kendrick-Dunn

6 Marissa Leichter

7 Frank Manning

8 Hon. Orlando Prescott

9 Javier Reyes

10 Hon. Isaac Salver

11 Michael Turino

12 Shanika Graves

13 Leigh Kobrinski

14

15 STAFF:

16 Bianca Montenegro

17 Carol Brogan

18 Donovan Lee-Sin

19 Felix Becerra

20 Garnet Esters

21 Giovany Delgado

22 Imran Ali

23 James Haj

24 Joanna Revelo

25 Jorge Gonzalez

1 STAFF (continued):  
2 Juana Leon  
3 Lisanne Gage  
4 Lisete Yero  
5 Lori Hanson  
6 Maria-Paula Garcia  
7 Muriel Jeanty  
8 Rachel Spector  
9 Sandra Camacho  
10 Sebastian del Marmol  
11 Sheryl Borg  
12 Stephanie Sylvestre  
13 Susan Marian  
14 Vivianne Bohorques  
15 William Kirtland  
16 Willmeisha Hall  
17 Ximena Nunez  
18 Christine Olmeda  
19  
20 GUESTS:  
21 Jose Arrojo  
22 Mary Cagle  
23 LaTousha Daniels  
24 Beth Edwards  
25 Anike Sakariyaroo

- 1 GUESTS (continued):
- 2 Cristina Rodriguez
- 3 Kathleen Elliott
- 4 Santiago Bunce
- 5 Amy Renshaw
- 6 Stephen Keppel
- 7 GUESTS (continued):
- 8 Gretchen Beesing
- 9 Alexandra Ender
- 10 Rebecca Tucker
- 11 Krissy Webb
- 12 Devin Browne
- 13 Christine
- 14 Gabriela Rojas
- 15 Fritzie Santoiry
- 16 Yanelis Valdes
- 17 Demetria Henderson

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PROCEEDINGS

(Recording of the meeting began at 4:00 p.m.)

MR. HOFFMAN: Okay, I'd like to bring the meeting to order. Before the formal meeting, I have a few announcements and things to bring before the Board. First of all, Happy New Year to everybody. I hope everybody had a chance to celebrate and also relax over the New Year holidays.

I want to welcome to the Board, our newest Board member, Dr. Bendross-Mindingall. She replaces Dr. Marta Perez as representative of the Miami-Dade County School Board. Dr. Bendross-Mindingall is a graduate of Miami Northwestern Senior High, Barry University, and Florida International University, Florida Trifecta. Completing her bachelor's and master's degrees and several master level certifications. She also received an honorary doctorate degree from Florida Memorial University.

During her distinguished career in the Miami-Dade County Public Schools, Dr. Bendross-Mindingall initiated programs that promoted mentorship, improved attendance and increased parent involvement. She also served the citizens of Miami as a state representative in Tallahassee. In 2010, 2014, voters selected her to serve as the school board member for district two,

1 allowing her to follow her passion, which is improving  
2 the education of children and families. In 2015, she  
3 was elected by her colleagues as the first African  
4 American female vice chair with the Miami-Dade County  
5 School Board.

6 Welcome, Dr. Bendross-Mindingall.

7 As a follow-up to the brief presentation we had  
8 by State Attorney Katherine Fernandez Rundle late last  
9 year, the Board has been invited to visit the State  
10 Attorney's Office human trafficking center. The visit  
11 is scheduled for February 13 at one o'clock. Muriel  
12 circulated an invitation and the details, please  
13 respond if you're interested and I hope to see some of  
14 you there.

15 Thank you.

16 Board members have always had the ability to  
17 bring items and issues before the Board, but there's  
18 never really been a process in place. If you attended  
19 our Board retreats, you'll know that this is one of  
20 the principle forums that staff uses to obtain  
21 feedback from Board members on their priorities and  
22 their initiatives that they'd like to see brought  
23 through the staff process into the Board.

24 The bylaws do contemplate that Board members can  
25 bring initiatives to the CEO, but since there was no

1 particular procedure in place, based on feedback from  
2 a few Board members, in particular Commissioner  
3 Jordan, over the past year we developed a process for  
4 this to occur. I believe that the draft of this  
5 process was circulated in the summer of last year. I  
6 think the Executive Committee, and then either at the  
7 retreat or the summer board meeting, but the  
8 flowchart, as developed, and including any feedback  
9 from staff and Board members, is included in your iPad  
10 and available from the staff.

11 We'll continue to use the Board retreat as the  
12 principle way to identify Board member priorities and  
13 allow the Board to speak as one voice. But if you do  
14 have a particular item that you don't see being  
15 addressed by The Trust, please feel free to bring it  
16 to the attention of our CEO and other staff members.

17 Finally, today, as part of the formal Board  
18 meeting, we'll have two presentations. First we'll  
19 hear from Jose Arrojo, the Executive Director of the  
20 Miami-Dade Commission, on ethics and public trust.  
21 He'll give us information on the code of ethics to  
22 which are Board is subject. This training has been  
23 done annually for many years. Following that, we will  
24 hear from Mary Cagle, Miami-Dade County Inspector  
25 General who will familiarize Board members with the



1 role of her office.

2 We will call the meeting to order. Inspector  
3 General will be going first.

4 Yes, Isaac?

5 MR. SALVER: Just before you go on, I'd like to  
6 make an announcement regarding items that are coming  
7 before this Board that might come from a single Board  
8 member, right. You just had mentioned that. Did I  
9 hear that in the comments?

10 MR. HOFFMAN: There are no items on today's  
11 agenda.

12 MR. SALVER: No, I'm saying --

13 MR. HOFFMAN: Yes.

14 MR. SALVER: -- you discussed the procedure by  
15 which an individual Board member can bring an item  
16 brought before the entire Board, rather than a typical  
17 path of legislation which comes through staff. Is  
18 that not correct?

19 MR. HOFFMAN: That's correct. And it is --

20 MR. SALVER: So, if there is, in the near future  
21 or future, an item that does come from individual  
22 Board member, can you make sure, as part of the  
23 procedures, to actually list who the Board member was  
24 and recommended by, or suggested by, and have the  
25 Board members appear with the items so that we know it

1 was from the Board and not from staff.

2 MR. HOFFMAN: Okay. I will suggest that staff do  
3 that. And again, the bylaws already provided that any  
4 Board member may initiate or try and bring an item to  
5 the Board through the CEO's office.

6 A couple of other announcements, The Trust will  
7 be holding a Social Justice Day February 14. Its  
8 being held at the University of Miami from 9:00 to  
9 2:30. It's a forum for our providers and other  
10 community members on social justice issues. Pam  
11 Hollingsworth will be presenting on the topic and  
12 hopefully addressing some of the inequity issues.

13 Also, if you follow social media, you'll note  
14 that staff took part in many Martin Luther King events  
15 over the holiday weekend. And I'd like to thank staff  
16 for doing so and for also publicizing The Trust  
17 initiative in participating in those events.

18 So the meeting will now come to order.

19 Muriel, are there any public comments?

20 MS. JEANTY: No comments.

21 MR. HOFFMAN: Okay, Karen, over to the approval  
22 of the minutes.

23 MS. WELLER: The Board of directors met on  
24 November 18, 2019. The meeting minutes are in your  
25 packets and can be found on pages four and five.

1 Hopefully everyone has had an opportunity to review.

2 May I please have a motion to approve?

3 MR. HOPE: Motion, Steve Hope.

4 MS. HOLLINGSWORTH: Second, Hollingsworth.

5 MS. WELLER: Any discussion?

6 (NO VERBAL RESPONSE)

7 MS. WELLER: All those in favor?

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

10 MS. WELLER: The motion carries.

11 MR. HOFFMAN: Next, the Nominating Committee  
12 Report, Dr. Bagner.

13 MR. BAGNER: Yes, thanks, Ken.

14 So two items to discuss today. First is  
15 regarding the slate of officers. So the Nominating  
16 Committee met on November 16 and we authorized the CEO  
17 to seek nominations of the slate of officers for the  
18 Board. And the CEO sent an email out requesting Board  
19 members that were interested in applying for any of  
20 the positions to submit by January 9. No Board member  
21 other than the existing Board members who are in those  
22 slate of positions have sent an email and recommended  
23 that they continue to serve.

24 So the Nominating Committee met again today and  
25 we unanimously approved to recommend that the Board

1 keep the current officers to serve another term.

2 So with that, do I have a motion to --

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

4 MS. COLLINS: Second, Collins.

5 MR. BAGNER: Any recusals?

6 (NO VERBAL RESPONSE)

7 MR. BAGNER: Any discussion?

8 (NO VERBAL RESPONSE)

9 MR. BAGNER: All those in favor?

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

12 MR. BAGNER: Opposed?

13 (NO VERBAL RESPONSE)

14 MR. BAGNER: Motion passes unanimously.

15 The second item briefly discusses that the  
16 Nominating Committee has been discussing one of the  
17 positions of our 33 member Board that used to be the  
18 alliance for social services, which no longer exists.  
19 We haven't filled this position in about nine years.  
20 And so the committee has been discussing what to do  
21 with that role. And we've taken a look at the statute  
22 explicitly, which is fairly narrow in that it requires  
23 an alliance of coalition is engaged in cross system  
24 planning in both health and social service delivery.  
25 We really struggle with finding an organization that

1 fits that definition.

2 So what our committee decided today, is to  
3 recommend that the attorneys and the staff request to  
4 make a change for the statute. And the timing works  
5 out well because I believe they're looking at another  
6 change.

7 Shanika, so maybe you can fill in the Board in on  
8 the legal.

9 MS. GRAVES: There's currently a bill that's in  
10 the session. Session started January 21, I think.  
11 Fourteen. And it ends on March 13. There's currently  
12 a bill concerning Children Services Council's that  
13 doesn't deal with your issue about the membership  
14 issue slot, but it provides an opportunity to add on  
15 this language that The Trust is discussing. So the  
16 specific language is --

17 Dr. Bagner.

18 MR. BAGNER: Yes, so one of the areas that we as  
19 a committee felt there is a need on our Board is in  
20 health care. We've had pediatricians in the past,  
21 many years serve for a few years and then no longer  
22 serve. We don't currently have any pediatricians or  
23 dentists or nurses in the physical healthcare realm.  
24 So what we're recommending is to recommend a change  
25 for this position to be an at-large position that's

1 focused on health care. So it will be more general,  
2 but we'll still make sure to have someone who is in  
3 the healthcare field.

4 So, with that, can I have a motion to move  
5 forward with having the staff and attorney make a  
6 recommendation to change that language?

7 MS. LEICHTER: I'll move it. Leichter, initial  
8 move.

9 MR. BAGNER: Second?

10 MS. KENDRICK-DUNN: Kendrick-Dunn.

11 MR. BAGNER: Any recusals?

12 (NO VERBAL RESPONSE)

13 MR. BAGNER: Discussion?

14 MS. FERRADAZ: Clarification that we do have the  
15 Department of Health on the Board. I don't know if  
16 there are any others, but I know that --

17 MR. BAGNER: Any other comments?

18 I don't think it could hurt to have a second  
19 item. We left out the fact that you're serving from  
20 the Department of Health.

21 Any other comments?

22 MS. KENDRICK-DUNN: I'll just make a comment.  
23 I'm glad that you brought this motion. I think that  
24 it's extremely important to have professionals that  
25 work in healthcare, pediatricians, pediatric

1 neurologists, dentists.

2 MR. BAGNER: Yeah, that's consistent with the  
3 committee's discussion. And then of course the  
4 language will probably come back to the Board for us,  
5 I assume, to approve -- or no, we're just approving  
6 that you move forward with making the change?

7 MS. GRAVES: Yes, the section is so dynamic we  
8 need to act on it quickly. We'll go, you know, we'll  
9 propose this language and hopefully it will be added  
10 on, but we can't even guarantee that it will be.  
11 We're just working to that goal.

12 MR. HOPE: Question, Steve Hope. Is the intent  
13 to have someone who is a medical practitioner versus  
14 someone who is in an administrative position in a  
15 medical field?

16 MR. BAGNER: That's a good question. It's  
17 something we definitely discussed in the committee. I  
18 think our preference is for a provider, but we also  
19 did want to get to -- we felt as a committee that we  
20 didn't want to become too narrow again because that  
21 would put us back in the same position we are now,  
22 where the definition is so narrow we can't find an  
23 organization to fit it. So we're thinking in the  
24 future that if we make it more broad, and the  
25 Nominating Committee, of course, can figure out when

1 that at-large position is open, what the specific  
2 needs of the Board are at that time.

3 MR. HOPE: Thank you.

4 MR. BAGNER: Any other comments?

5 (NO VERBAL RESPONSE)

6 MR. BAGNER: With that, all in favor.

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

9 MR. BAGNER: Opposed?

10 (NO VERBAL RESPONSE)

11 MR. BAGNER: The motion passes unanimously.

12 MR. HOFFMAN: Thank you.

13 So on behalf of the current slate of officers, I  
14 do appreciate the vote of confidence. I'd also like  
15 to say, though, that we would like your participation,  
16 anybody who is willing to participate and show up, not  
17 just to committee meetings, but engage in the  
18 discussions with the staff and look forward to other  
19 people participating in the next slate of officers and  
20 nominations.

21 With that, I'll turn it over to our current and  
22 future Finance Committee Chair, Steve Hope.

23 MR. HOPE: Thank you, Mr. Chair.

24 So the Finance Committee met early January. One  
25 of the key items of the agenda was an update by the



1 CEO and the status of the search for land or building  
2 for the purpose of procuring a corporate headquarters  
3 for The Children's Trust and its constituents. For  
4 Board members and visitors who were not present at  
5 inception of this process, I'd just like to provide a  
6 quick timeline that pretty much has led to the  
7 recommendation that was taken at the last Finance  
8 Committee meeting.

9 So back in August 2018, the staff informed that  
10 one of the items that it was seriously looking at was  
11 procuring some space which would include land and  
12 building. And that came before the Finance Committee.  
13 Now, during that time, we were informed that The Trust  
14 was currently leasing approximately 1,800 square feet  
15 from United Way at a cost of approximately \$382,000  
16 annually. On September 18, The Trust issued an RFQ  
17 for consulting service to explore either leasing or  
18 procuring real estate property. In the subsequent  
19 month around October 18, the first Cresa was selected  
20 to conduct an in-depth service and analysis of the  
21 agency real estate need. Two months later, December  
22 2018, the strategic real estate plan was completed and  
23 presented before the Finance Committee.

24 At the January meeting, the CEO informed the  
25 committee that the Miami-Dade County had tentatively

1 offered to The Trust a piece of land so that The Trust  
2 may begin to process determining whether this piece of  
3 land meets all of the key criteria for the  
4 construction of the facility. My understanding is  
5 that this is a lease at minimal cost. The Finance  
6 Committee instructed the CEO and staff to begin the  
7 process of entering into negotiation with the county  
8 to procure the land, and then subsequent to that,  
9 staff will then begin the process of exploring all the  
10 requirements necessary to begin the process of  
11 construction. I think the CEO might be able to  
12 provide some additional detail on the topic.

13 CEO?

14 MR. HAJ: Mr. Chair, thank you.

15 As Steve said, we started this two years ago. We  
16 were coming up on our lease end in 2020, so the Board,  
17 the summer 8/17, 8/18, at the retreat, authorized to  
18 start exploring different options, whether it makes  
19 since to lease, buy a building, buy land and build a  
20 building. So we hired an outside consultant to take a  
21 look and the consultant came back and presented to the  
22 Finance Committee that long-term it makes since for  
23 The Trust to purchase a building. So we went through  
24 looking at options through the county for the last  
25 year, yeah and a half, and we were able to find a

1 piece of land. So we brought it back to the Finance  
2 Committee to see is this something we want to start  
3 talking to the county about, but we need a Board  
4 authorization before we start talking to the county.  
5 So that's what we're here, to get authorization to  
6 start talking to the county, bring something back to  
7 the Finance Committee to authorize us to look at this  
8 land.

9 So first we will go out to the land, and then if  
10 we can't acquire the land and do whatever inspections  
11 that are required, because we want to make sure that  
12 the environmental studies, that we can build on it,  
13 before we even try to get the land conveyed to us,  
14 that we do our due diligence. So we have a meeting, I  
15 think next week or two, we scheduled ISD and Casualty,  
16 and we'll have more information at the next one or two  
17 Board meetings. I'm not sure if we will have time to  
18 bring it back to the next Board meeting, but by the  
19 March Board meeting.

20 MR. HOFFMAN: And I'd just like to clarify,  
21 having attended the Finance Committee meeting and have  
22 discussions with the CEO and other management, we're  
23 not making a decision to build a building at this  
24 point. In the process of exploring, we've come across  
25 a piece of property that the county is essentially

1 willing to give to us. So wanted to start the process  
2 of having that as a potential option for a Trust  
3 property in the future. We have not made a decision  
4 as a Finance Committee that we will accept the land.  
5 We need to see what the conditions are that the county  
6 will impose on the land. We have not made a decision  
7 to spend any money of The Trust to build a building on  
8 that land or any other land. Again, there was an  
9 opportunity presented to acquire a piece of land that  
10 would appear to meet The Trust criteria for a  
11 location, size, and ability to build. And I think  
12 that -- and discussions with the county and also Trust  
13 management, we felt that it was a good opportunity to  
14 see if we could secure the property. And again, then  
15 determine whether the conditions of securing it were  
16 worth it for The Trust and whether we go ahead and  
17 build.

18 Yes?

19 MR. SALVER: I'm asking the County Attorney's  
20 Office, does our -- does the county ordinance, you  
21 know, that gives The Children's Trust life, enable us  
22 to acquire capital asset to build a building, et  
23 cetera, is that an appropriate use of Children Trust  
24 funds according to the ordinance?

25 MS. KOBRINSKI: The ordinance provides that The

1 Trust shall have the power to lease or buy such real  
2 estate, equipment, personal property and to construct  
3 such buildings as are needed to execute the foregoing  
4 powers and functions, provided no such purchases shall  
5 be made or building done unless paid for by cash on  
6 hand or secured by funds deposited by a financial  
7 institution.

8 MR. SALVER: So I'll take that as a yes.

9 MR. HAJ: Isaac, if I may, we also surveyed all  
10 the other CSEs throughout the state and they all own  
11 their own buildings.

12 MR. HOFFMAN: And again, just based on the  
13 initial analysis, which actually showed long-term, it  
14 would be favorable to buy and construct a building.  
15 Even if we had to pay for the land, I think that  
16 having an opportunity, potentially, to have a low and  
17 no cost, very low or no cost piece of property given  
18 to The Trust would be suitable for this, was worth  
19 exploring.

20 MR. SALVER: Just for the record, Steve, I seem  
21 to have heard like 1,800 square feet when you opened  
22 your comments. Can you repeat the exact amount of  
23 square feet that we do lease --

24 MR. HOPE: Currently 18,000.

25 MR. SALVER: Oh, it's 18,000.

1 MR. HOPE: My apologies.

2 MR. SALVER: Can you change that for the record  
3 in case you heard what I heard, its 18,000, not 1,800?

4 MR. HOPE: Yeah, 18,000.

5 MS. KOBRINSKI: There will be a resolution coming  
6 to the Finance Committee with more details about the  
7 property and the procedure. And to the Board.

8 MR. HOFFMAN: Do we need a resolution to this  
9 meeting?

10 MS. KOBRINSKI: No.

11 MR. HOFFMAN: Okay.

12 Steve, anything else?

13 MR. HOPE: That's all for me, sir.

14 MR. HOFFMAN: So I have to apologize to our  
15 guests. I wasn't paying attention to the actual  
16 agenda and I skipped over the two presentations.

17 MR. HAJ: Commissioner Jordan has a question.  
18 Yes, Commissioner Jordan, sorry.

19 MS. JORDAN: One thing I'd like to ask, those of  
20 you who are speaking, please speak directly into the  
21 mic. I'm challenged with my hearing. For some reason  
22 I'm having difficulty hearing. But I wanted to raise  
23 my hand to speak on this issue regarding the county,  
24 the land and the lease. I think it would be very  
25 wise. All the time the county has long-term leases,

1 50 years, even more, for as little as \$1 or \$10 a  
2 year. And that gives you basically the right for  
3 development on the property. It gives you pretty much  
4 ownership of the property. So it would be very wise  
5 to take advantage of it. And of course having the  
6 property assessed as to whether or not it's clean,  
7 there are also programs if it's not cleaned. As a  
8 matter of fact, I'm facing one now. I just wanted to  
9 put those comments on the record.

10 MR. HOFFMAN: Thank you, Commissioner Jordan.

11 So I will now turn it over to Mary Cagle, our  
12 Miami-Dade County Inspector General, for a brief  
13 presentation on the Inspector General's Office.

14 Thank you. Sorry.

15 MS. CAGLE: Not a problem at all. Thank you so  
16 much.

17 It's so nice to be here. And I was asked and  
18 invited to give a very brief overview of what our  
19 office does. We've had some cases recently that we've  
20 worked on behalf of The Trust. And so I'll just kind  
21 of give you a very general overview and keep it to 15  
22 minutes or less. It is a pleasure to be here because  
23 I know so many of you. I did a lot of different  
24 things in my career. It's nice to see friends from  
25 the State Attorney's Office. DCF, all the different

1 things I've done in the past.

2 Okay, so the Inspector General's Office. So back  
3 in December 16, 1997, the Board of County  
4 Commissioners, the board voted to create the Office of  
5 Inspector General. So why would they do that? I  
6 don't know how many of you lived here in the '90s, but  
7 there were many scandals in the '90s. Usually it's  
8 the opportunity that grows from scandals that creates  
9 an Office of the Inspector General. And I don't know  
10 how much you follow Palm Beach, any of you, but in the  
11 recent past, Palm Beach County had quite a few  
12 commissioners that were indicted and the response  
13 after that happened was to create an Office of the  
14 Inspector General. So that happened here in the 90s,  
15 and the Board of Commissioner did in fact pass a law  
16 here that established the office. The enabling  
17 legislation that the Board of County Commissioners  
18 passed back in 1997 has been used by a lot of other  
19 local governments was really kind of model legislation  
20 for a number of different reasons. One being the  
21 level of independence that they gave to the OIG. It's  
22 difficult for the Office of Inspector General to do  
23 their work if they don't have a level of independence  
24 from those that they've been asked to provide  
25 oversight over. So you can see Chris Gonzela was the



1 first OIG. He started in 1998. I'm only the second  
2 OIG since then. So it's a very, very stable office,  
3 very little turnover with the staff. And we're an  
4 independent agency of the county. And then we have a  
5 very holistic approach to the work. We have lawyers,  
6 finance people, procurement specialists,  
7 investigators, auditors, CPAs. And in many of our  
8 cases you'll see a grouping of those individuals.  
9 That's kind of the corruption type work we do.

10 So what makes us independent? I teach the new  
11 employees for the county every Tuesday. I give them  
12 an overview of the office and I teach them about the  
13 employee protection ordinance of the county and where  
14 they should go to report fraud, obviously the OIGs  
15 Office. But what makes us independent, it's easy to  
16 say you're independent, right. This ordinance passed  
17 by the board back in 1997, as I said, was phenomenal.  
18 What they did was when they select the IG, they put  
19 into the law who would be responsible for intermuting  
20 and making that selection. So your state attorney,  
21 your public defender, chair, your ethics commission,  
22 the local head of FDLE, and whoever is the current  
23 resident of the Police Chief Association.

24 In the law, those five people come together, the  
25 county insists on doing a national search for the OIG,

1 but those people do the interviews and they present  
2 when they do the county commission. The county  
3 commission then can vote that name up or down, but  
4 it's really those five people who do the selection.  
5 If they were to vote it down, it would go back to the  
6 committee to redo interviews. So it's only happened  
7 once ever and went through that process. For the  
8 power to investigate anybody at any level of county  
9 government and the budget authority for the office,  
10 the majority of the funding comes through an  
11 independent stream, again, put together by the board  
12 who passed this. But a border of one percent of  
13 contracts that are let, funds the majority of the  
14 office. So we do have some MOUs with the airport,  
15 some of the other departments, but a very small piece  
16 of the general fund -- the majority of our funding is  
17 this independent stream.

18 When the enabling ordinance was written, you can  
19 see the language they put into it. Very focused on  
20 insuring that the office has independence from any  
21 kind of external influence. Just you can't do your  
22 work if you're going to be influenced by the folks who  
23 would want to influence you. So you don't want to be  
24 influenced to look at something and you don't want to  
25 be influenced not to look for something.

1 I put this slide up just so you'll understand  
2 that even though we have this level of independence,  
3 we go through peer review process by the association's  
4 Inspector General and the same accreditation process  
5 that law enforcement agencies go through. So they're  
6 on three year cycles, they come into your office, go  
7 through everything that you do, policies, your work  
8 product, interview your staff. And we did both of  
9 those processes this year. You see there who works  
10 for us, so we're heavy on investigations, but we have  
11 a solid audit team. The county does have a large  
12 audit department, so we do a little bit different  
13 types of audits than an internal audit function would  
14 do. But the contract oversight folks are specialists  
15 in procurement. And finance, very talented folks.  
16 And then we have five lawyers.

17 We're actually the Overtown Transit Village. So  
18 the top four, the south tower, but we have offices, we  
19 have a large office, actually, at the airport with  
20 five staff members. We have one person permanently  
21 assigned at water and sewer and offices at Jackson and  
22 the port. Through an interlocal agreement, we're  
23 actually the OIG for the school district also. There  
24 are actually staff paid by the school district. So  
25 there's six people housed over there by the

1 administrative offices of the school in the building.  
2 That budget is under a million dollars. And again,  
3 paid for by the school system. Any county resources  
4 we use to audit or investigate to support that team,  
5 gets billed against the school district budget. So  
6 you can see there, in the county we probably get three  
7 hundred plus complaints a year. Over ninety percent  
8 of the complaints we get actually come from county  
9 employees or county vendors. So when I got with the  
10 new employees, it's kind of like, what can 38 people  
11 in an IG's office do to fight fraud in accounting,  
12 that as an \$8 billion dollar budget and how many, over  
13 28,000 employees, right. Well, we always say it's  
14 really the county employees and the county vendors who  
15 are out there, who want the government to report fraud  
16 to us, and then we react to that. The school  
17 district, we get about 63 complaints -- last year we  
18 got 63 complaints and that's an average.

19 So this is, you know, just try to give you a  
20 sense of what we do. So we have an investigative  
21 unit, an audit unit, a contract oversight unit, and a  
22 legal unit. Legal obviously supports the other three.  
23 The criminal cases that we work on, we work on mainly  
24 with the State Attorney's Office Public Corruption  
25 Unit. We do not have arrest powers. So when a case

1 looks like it's going to go criminal, we partner with  
2 the State Attorney's Office and see that case through  
3 to the end. Our criminal unit, our investigative unit  
4 also does a lot of administrative cases, so we  
5 recently did a whole review of the analysis services  
6 division, and then what we do is we make findings.  
7 Was done in response to numerous complaints. Takes  
8 time. We put out our findings and then  
9 recommendations for how to improve that unit.

10 So this year we put out a huge report on the  
11 procurement of the baggage handling at the airport.  
12 And how that selection process took place and made  
13 recommendations, three powerful recommendations about  
14 the current contractor vendor who is handling that  
15 contract and the consultant who worked at the airport.  
16 So those aren't criminal cases, but they're done by  
17 the investigative unit.

18 In the school district, we had a huge case where  
19 a principal at an adult ED school had a whole series  
20 of ghost employees on the payroll. Very difficult to  
21 infiltrate. The people he put on the payroll were  
22 committed to him because they were being paid by him.  
23 So it was a principal that we had had numerous  
24 complaints on, tried to make a case against him. It  
25 wasn't until we actually figured out how to do an

1 undercover operation, because somebody knew somebody,  
2 that we were able to introduce an undercover. And,  
3 yup, sure did, met the guy, talked to the guy, put him  
4 on the payroll, told him he didn't have to work at the  
5 school, he can just pay his house and do similar  
6 things for him. We took that case down, 38 people  
7 were on the payroll that were not working in the  
8 school district. This guy's name was Jean Ridore.  
9 And there was actually another principal who we then  
10 made a case against. The people called him Baby  
11 Ridore. So we made a case against him. And out of  
12 those cases, we were able to uncover a scheme where  
13 they were selling GEDs. And three people were  
14 arrested.

15 So those are the kind of cases we do in the  
16 school district. We also do administrative cases.  
17 Our audit team has done a series of audits as the  
18 general obligation bond has been in place. And what  
19 the school district is doing in building these schools  
20 is just phenomenal. All these schools are really,  
21 physically become amazing because of the GOB.

22 And then our contract oversight guys, they're a  
23 very small team. We just put out a report on busses  
24 that are not on CNG, Compressed Natural Gas, and where  
25 the county is going with the procurement of busses.

1 That came out recently. But these guys, when the  
2 courthouse, put out two reports on the courthouse  
3 because we monitored that procurement. So our  
4 ordinance is written very heavy on procurement because  
5 there are a lot of trigger points there where you can  
6 have fraud, so we always have people on the big  
7 procurements paying attention and attending all of  
8 those meetings.

9 This just gives you a very, very brief overview.  
10 These are the budgets. You can see the size of the  
11 county. The county, I can't read that slide, but \$8.9  
12 billion dollars was the county's budget that was just  
13 passed in September. It was huge. It was over 28,000  
14 people in the county. You can see where we really  
15 need the employees and the vendors to be the people  
16 feeding us the complaints and that's how we generate  
17 our work. The school system, there are far more  
18 employees, smaller budget. And then you see our  
19 budget, \$6.7 this year, 38 employees.

20 How does the OIG interact with The Trust? Since  
21 talking to The Trust, we actually have a very good  
22 relationship with The Trust. And so usually it's  
23 about grant fraud. If somebody inside The Trust staff  
24 sees a place where they are concerned about how an  
25 agency is using the funding The Trust has given to

1     them, they're falsifying documents or using it for  
2     their own gain as opposed to what it's supposed to be  
3     used for, then a member of The Trust will call us and  
4     make that complaint to us and we'll open an  
5     investigation. And so that's generally speaking where  
6     we have interacted with you.

7             I know this is short, but I was asked to just  
8     give a little overview. I hope it gives you a little  
9     touch of what we do. Basically run through a hotline.

10            Any questions?

11            (NO VERBAL RESPONSE)

12            MS. CAGLE: Thank you so much for inviting me.

13            MR. HOFFMAN: Thank you.

14            Next we'll invite up Jose Arrojo, who is our  
15     Executive Director of the Miami-Dade Commission on  
16     Ethics and Public Trust. He will give a presentation  
17     on ethics.

18            MR. ARROJO: Thank you.

19            My name is Jose Arrojo, I'm the director at the  
20     Miami-Dade Commission on Ethics and Public Trust. I  
21     like to follow Mary Cagle around. I worked for her,  
22     then I took her job when she left the State Attorney's  
23     Office and then I followed her to the county a year  
24     and a half ago. I'm trying to figure out where she  
25     goes next.



1           So the reason I'm here this afternoon, this early  
2 evening is because I'm supposed to put on the required  
3 ethics training for board members pursuant to county  
4 ordinance. And I would be very mindful of the time  
5 that's been allotted to me, so I promise I'll stay  
6 within time.

7           So just very briefly, the Commission on Ethics is  
8 a charter agency and it was established by a vote of  
9 the elector in 1996. So the county charter was  
10 actually amended to establish a Commission on Ethics  
11 and Public Trust. I work at the pleasure of five  
12 independent commissioners. Two of the commissioners  
13 are appointed by the chief judge of the circuit. And  
14 she appoints either a retired judge, federal, state,  
15 or county judge, and a former prosecutor. And then  
16 the Miami-Dade County League of Cities appoints a  
17 former elected official, admissible elected official.  
18 That's the third position. And then there are two  
19 positions that are rotated between local universities,  
20 between the University of Miami St. Thomas and Florida  
21 International University. Right now those two  
22 positions are staffed by a law professor from the  
23 University of Miami who teaches legal ethics and a  
24 labor employment law professor from FIU. And that's  
25 who I work for. And I work at the pleasure.

1           So I always put this up there because sometimes  
2 people are hesitant to talk to the ethics guy. And so  
3 we are tasked by county ordinance with doing three  
4 things, right. And so I like to look at it as kind of  
5 the preventative or prophylactic task. And then as we  
6 move forward to the enforcement portion. So the  
7 county ordinance requires the ethic commission to  
8 train county municipal employees, elected officials,  
9 and county boards, or quasi boards, like this board.  
10 And so by training, we hope that we can at least  
11 familiarize you a little about all the requirements of  
12 the ethics ordinance. So that's one of our charges.

13           The second charge that we have is advice giving.  
14 And so we try and give you a taste for the ethics  
15 ordinance and then if you are [inaudible] party, then  
16 you are allowed to call us and ask us for guidance  
17 about things and transactions that you want to engage  
18 with. And we provide hundreds of opinions every year.  
19 And that's one of the things that we like to  
20 publicize. And Mr. Ali here from The Children's Trust  
21 and I have an ongoing pen pal relationship that we  
22 interact on a fairly regular basis and that's a good  
23 thing and that's kind of what you would want to see  
24 the members of your staff to do at the elections  
25 commission. We have five lawyers on staff that

1 discharge that obligation.

2 And then the last thing we do, for those folks  
3 that didn't avail themselves of the training and  
4 didn't call ahead of time to ask us for opinions, then  
5 we also have an enforcement provision where we can  
6 file an administrative complaint against covered  
7 persons, and then those complaints are prosecuted as  
8 quasi-judicial proceedings in front of our board and  
9 we have the ability to sanction and reprimand and  
10 fine. That's kind of what we do.

11 So the reason that you're here, again, is because  
12 the county commission in section 2-111 of the code of  
13 Miami-Dade County has said that section 2111 of the  
14 Miami-Dade County Code of Ethics shall be applicable  
15 to The Children's Trust. You're going to hear me say  
16 some different things, because over the last many  
17 years, The Children's Trust and the Ethics Commission  
18 have kind of gone back and forth on whether the entire  
19 ethics ordinance, county ethics ordinance applies to  
20 The Trust and its employees or just certain parts of  
21 it. And truthfully, over time, depending on who the  
22 chair of the ethics of The Children's Trust was and  
23 who the executive director was, at the Ethics  
24 Commission we said that some portions of the ethics  
25 code applied to The Trust, other times the entire

1 ethics code applied to The Trust. And so we had a  
2 collaborate process over the last year with your  
3 executive staff and with my colleagues at the County  
4 Attorney's Office. I see Shanika is here, Ms. Graves.  
5 And so my board provided guidance last year, and so  
6 just the entire ethics ordinance applies now to the  
7 board and to staff. And so we have a little clarity  
8 on that. And this is our formal opinion, just in case  
9 you're curious. And by the way, the ethics ordinance  
10 supplies that county and municipal elected officials,  
11 so unlike the Inspector General, which is limited to  
12 the county and contract agencies with the school  
13 board, we are charged with all county and municipal  
14 elected officials, so all 35 cities, all of the  
15 employees, and all of the boards. So we have a little  
16 larger charge with much smaller staff.

17 For purposes of our ordinance, we consider you  
18 all, in some instances, autonomous personnel because  
19 you are board members of an autonomous, semi-  
20 autonomous board. And then for other instances when  
21 you sit in your procurement capacity, we treat you as  
22 we would treat elected officials that are deciding on  
23 procurement. So sometimes we'll treat you like board  
24 members under the ordinance, other times when you're  
25 deciding on procurement, and in your discretionary

1 function as board members, we will apply to you the  
2 same voting conflict provisions that would apply to an  
3 elected official or municipal elected official. So  
4 it's an interesting, to me anyway, it's interesting.

5 We have concurrent jurisdiction over the county  
6 ethics ordinance. So for enforcement actions, we can  
7 file administrative charges and prosecute them before  
8 quasi-judicial board, but the State Attorney's Office  
9 also has concurrent jurisdiction and they can  
10 prosecute the violations as second-degree  
11 misdemeanors. In my experience, that generally  
12 doesn't happen unless is partnered to a much larger  
13 case, or unless it's some type of negotiated  
14 settlement. They do have concurrent jurisdiction to  
15 enforce the ethics ordinance along with the ethics  
16 commission.

17 I'm going to go very briefly, if I can, very  
18 quickly through some of the various portions that I  
19 think might apply. So the big ones for board members,  
20 like yourself, and I know that some of you are on  
21 other boards and there are elected officials here from  
22 the county, from the municipal counties. So under the  
23 ethics ordinance, there are significant restrictions  
24 on what types of gifts board members can accept,  
25 certainly what types of gifts you can solicit. So as

1 a general rule, a gift is obviously going to be  
2 anything that has monetary value, currency, tangible  
3 and intangible items, except for the exceptions,  
4 right, gifts from relatives or household members,  
5 political contributions, professional civic awards or,  
6 you know, conference, at the bottom right, materials  
7 or other informative advertising nature. So you  
8 obviously can't solicit any gift. You certainly can't  
9 solicit any gift that has any connection to your  
10 function as a board member at The Trust, unless you're  
11 soliciting gifts or something of value that's going to  
12 be used exclusively by The Children's Trust. So if  
13 you want to solicit things of value that's going to be  
14 used by The Trust for The Trust's activities, you can  
15 certainly do that, you just can't solicit or accept it  
16 in your personal capacity if it has any relationship  
17 to your board membership.

18 So sometimes when you hear ethics folks or IG  
19 folks talk about gifts, there's always this thought  
20 that there's some nefarious purpose behind the  
21 solicitation and acceptance of the gift or something  
22 of value. But just remember that the gift prohibition  
23 in the ethics code doesn't necessarily require some  
24 type of nefarious purpose that you're soliciting gift  
25 so that you can do or not do something in your

1 official capacity. It's just really any exchange that  
2 is somehow related to your position, right. It  
3 doesn't have to be something nefarious. It's just  
4 that nexus between the exchange of something in value  
5 and your role on the board.

6 Our ethics ordinance is unique from other ethics  
7 ordinance in that it has its own little provision.

8 And it really doesn't apply to autonomous board  
9 members, it really only applies to elected officials.

10 But I think that it's something that you should kind  
11 of keep in mind. The ethics ordinance has an entire

12 section that prohibits elected officials from

13 accepting any type of travel or reward benefits or

14 consideration from any person or party that is

15 transacting with the county. So if it's a county

16 vendor, then elected officials cannot accept travel

17 benefits from the county vendor. Which becomes bumpy  
18 sometimes at the seaport and the airport.

19 And what happens sometimes it becomes

20 counterintuitive in you wind up using tax payer funds

21 to fund travel by elected officials because this

22 prohibition is there, but it's just the prohibition

23 that the county commission chose to put in the ethics

24 ordinance. There are certain circumstances where by

25 single majority vote, the county commission can waive

1 that and I think they did recently for certain travel  
2 to, I don't know if it was Puerto Rico, it was some  
3 region of the world that was in dire straits and they  
4 waived it. So it's just something to keep in mind.  
5 If any of you are travelling on behalf of The  
6 Children's Trust and some of the travel expenses are  
7 being covered by someone that's transacted by a  
8 contracted party.

9 If you do decide to accept gifts, your County  
10 Attorney's Office, I'm sure we'll talk to you about  
11 gift disclosure. There's a standard form and there  
12 are periodic disclosures which you have to make. If  
13 you have any questions, speak to the County Attorney's  
14 Office. You can certainly contact us and we have  
15 someone on our staff that can assist you with that.

16 During gala season and charitable foundation gala  
17 season, just remember that any free tickets to you, if  
18 it's a plus one to your partner, that also counts as a  
19 gift to you and it has to be disclosed. Be careful  
20 with gift giving. Sometimes we give these lectures  
21 out of state when we're at conferences, South Florida  
22 is kind of a strange place, so we kiss strangers when  
23 we meet them, we like to give a lot of gifts, so  
24 anytime that there's any type of gift, just be  
25 sensitive to your role on this board and the fact that



1 there are significant restrictions on what you can  
2 accept and what you can solicit. I'm a recovering  
3 prosecutor, so I always put people stripes. I don't  
4 have to go into bribery and unlawful compensation  
5 statutes, just suffice it to say if it is a nefarious  
6 purpose for the gift exchange and it isn't -- and it  
7 as consideration for your doing or not doing something  
8 in your official capacity, it's also a felony offense.

9 So lobbying, you had asked why you should care  
10 about lobbying. And the reason that you should care  
11 about the lobbying portion of the ethics ordinance is  
12 because you have procurement function. And now that  
13 the entire ethics ordinance applies to you, you have  
14 to be sensitive about persons that are lobbying you in  
15 your function as someone who has discretion to work  
16 contracts and to contract out The Trust's money. so  
17 the lobbying ordinance is written by the county  
18 commission using very, very broad language. So it's  
19 going to apply to traditional lobbyists, right, so a  
20 person that is representing a third party for money.  
21 So the Ron books in the world, Ron doesn't mind that I  
22 use him as an example. So it's going to apply to  
23 people like Ron Book [phonetic] and Rodney Murreto  
24 [phonetic], but it's also going to apply to just  
25 traditional vendors. Someone that is trying to get

1 you to either, you know, to take some action as The  
2 Trust and it could be a procurement action. So it  
3 could be a principle for a service provider who is  
4 lobbying you. So just remember that the county  
5 ordinance is very, very broad, the way the  
6 commissioners have written it. So it's going to apply  
7 to traditional third-party lobbyists. It's also going  
8 to apply to vendors, to sales representatives, it's  
9 going to apply to anyone who is trying to get you to  
10 take some kind of procurement action.

11 And why it's important to you is because you're  
12 supposed to be diligent to make sure that someone that  
13 is lobbying you is not an unregistered lobbyist. And  
14 there's a due diligence requirement on you to make  
15 sure that you don't allow yourself to be registered by  
16 someone that's unregistered. Just as a practice tip,  
17 so -- so, for example, I know that a lot of county  
18 commissioners or municipal elected officials what they  
19 will do to discharge this due diligence obligation, is  
20 they will have staff sign people in before they come  
21 to see them. So I was going to visit with  
22 Commissioner Jordan, chances are I would have to sign  
23 as a visitor, I'm Jose Arrojo, I'm here to speak to  
24 the commissioner on this topic, this is who I work  
25 for, am I a registered lobbyist, yes or no. And so

1 you can discharge your obligation, your due diligence  
2 obligation by just having staff screens who is going  
3 to be with you, that way you know ahead of time on the  
4 person is there to speak to you about and whether  
5 they're registered lobbyists or not. If they're not a  
6 registered lobbyist and you believe that they are  
7 there to pitch on behalf of a vendor and the person is  
8 a lobbyist, then it gives you the opportunity to say,  
9 listen, I really think that you might have to register  
10 as a lobbyist if you want all the ethics commissioners  
11 and speak to the County Attorney's Office about  
12 whether they need to register or not and that way you  
13 discharge your obligation. It's pretty an engrained  
14 practice, at least in county hall and a lot of  
15 municipal halls.

16 This is something that we went through the county  
17 on a very, very large procurement. I think the county  
18 spent \$11 or \$12 million dollars on certain traffic  
19 controlled devices, I don't recall exactly what it  
20 was, but it was a sole source procurement. It was  
21 something where the county professional staff went out  
22 in to the universe and decided that they needed this  
23 traffic control device or mechanism. And they found a  
24 vendor that they thought could provide the best  
25 service. They contracted and engaged kind of a pilot

1 program with that vendor and at the end of that pilot  
2 program, decided this was the best deal for the  
3 county, so they began to negotiate exclusively with  
4 that vendor. So it wasn't a competitor process with a  
5 selection committee and ratings. And for some reason,  
6 our partners at county procurement were operating  
7 under the impression that if it was sourced, that the  
8 lobbyist did not need to register. And actually, the  
9 lobbyist would have to register even if its sole  
10 sources. So if you decide as a Trust that you're  
11 going to go to one person or one entity because you've  
12 done your due diligence and they offer the best  
13 product, those persons represented are those lobbyists  
14 that have to register.

15 So again, since the whole ordinance applies to  
16 you now, those of you that might be rotating off The  
17 Children's Trust staff, just remember that there's a  
18 limitation, just like there are elected officials and  
19 county municipal services, you can't leave a public  
20 position today standing on this side of the base and  
21 then go over here on this side of the base and pitch  
22 and lobby to the people that we're working for or  
23 representing the day before. There's a two year rule  
24 as to lobbying. For those of you that are going to  
25 swap out your government positions.

1           If you don't remember anything at all, so this is  
2 the big one for us, section G is the exploitation one.  
3 And I shouldn't have to remind you. It violates the  
4 ethic code and it probably violates state statute. If  
5 you use your official position to benefit yourself for  
6 a third-party outside of your official role, you're  
7 exploiting your official position. So that's a  
8 biggie. And right now, it's not going on here, but  
9 right now we're in election season. This is the time  
10 of year where our office will get repeated referrals  
11 about folks using public resources to engage in  
12 campaigning or election hearing activities using paid  
13 staff or using office equipment or emails or  
14 government facilities. So that's just an example, one  
15 example of exploitation which you can't engage in.

16           So the financial conflict of interest provisions  
17 in the county ordinance, with all due apologies to the  
18 drafters, are very complicated. It's kind of like an  
19 onion, it starts from the very obvious and then every  
20 time you peel it, it gets more arcane and a little  
21 more complicated and more difficult to understand. So  
22 I'll just do the basics, and if you have any questions  
23 regarding any position that you may have with an  
24 entity that is transacting with The Children's Trust,  
25 you're either a director or an employee or you have

1 some type of employment or some type of financial  
2 relationship with an entity that is transacting with  
3 The Children's Trust, you or your family members, we  
4 do up, sideways and down, so mom, dad, siblings,  
5 spouses and children. So if you or any of the persons  
6 that are within that cone are employed or have a  
7 financial relationship with an entity that is  
8 transacting with The Children's Trust, then one or  
9 more of these financial provisions may apply to you.  
10 And if that's the case, my suggestion to you would be  
11 to talk to the County Attorney's Office and talk to  
12 us. Not because Shanika is here, but because I enjoy  
13 working with her. It's a good idea to speak to them.  
14 And then let Shanika and I work through the specifics  
15 of your scenario so we can give you guidance. And we  
16 can work through some of the issues that might create  
17 a conflict situation and some of your votes. It just  
18 might create a greater conflict situation.

19 I'm just going to go through these because its  
20 late in the afternoon. I promise you that you would  
21 be even more drowsy if I went through all of them. It  
22 starts with your relationship, your personal  
23 relationship, impact to entity or family members.  
24 There is a waiver provision which is rarely used. So  
25 it applies to you individually. It applies to you or

1 family member transacting individually. It also  
2 applies to you or a family member transacting through  
3 a firm. It applies to conflicting employment. So you  
4 can't have, if you're going to serve on The Trust  
5 board, you can't have a regular day job that creates a  
6 constant or ongoing conflict with your job here. You  
7 can't do that. You have to pick one or the other. If  
8 you're a police officer, you can't work as a defense  
9 attorney investigator, right. That can't be your  
10 outside employment, you can't do that. So that type  
11 of conflicting employment. Remember, it applies to  
12 you in your individual capacity or your family  
13 members. It applies to you or your family members  
14 working through a firm. It also applies to you in  
15 your investments. So like I said, you just keep  
16 peeling back the onion and it gets more and more  
17 arcane.

18 You have your own conflict of interest policy.  
19 Your own organic policy that is actually, in some  
20 respects, even more limiting than the county  
21 ordinance. So you yourselves have decided to vote to  
22 have an even more restrictive conflict of interest  
23 policy, which is a good thing. The Public Health  
24 Trust also has a more restrictive policy. The Public  
25 Health Trust numbers at Jackson Health Systems than

1 the county ordinance. So you two are the two  
2 ordinances that have decided voluntarily to make it  
3 even tougher on yourselves than the county commission  
4 in the ethics ordinance.

5 You can't afford before your own board on behalf  
6 of a third-party. And again, more financial interest.  
7 You can recommend professional services as part of  
8 your duties on The Trust. So if you are deciding on  
9 selecting a real estate consultant or you're selecting  
10 on a building contractor or you're selecting on an  
11 independent auditor to come in and you're doing it  
12 because by your bylaws you're supposed to vote on it,  
13 then you can do it. But outside of that, you are not  
14 supposed to make recommendations for professional  
15 hires to your Trust because that would violate the  
16 ordinance.

17 Voting conflicts, again, more stringent than the  
18 county code. And if you have any of these prohibited  
19 relationships or if you might directly or indirectly  
20 be effected by the vote, then you have a voting  
21 conflict. You're supposed to raise your hand, go over  
22 to the County Attorney's Office, fill out a form. And  
23 I don't know if you excuse yourself from the chambers  
24 -- you don't do that. So just raise your hand,  
25 announce the conflict, and then there's a form that



1 you would fill out. This is one where if you have a  
2 question, so for example, that's one where we get a  
3 lot of questions from elected officials because you  
4 have your agenda beforehand. And we'll provide them  
5 with guidance.

6 Cone of silence really only applies to you in  
7 your procurement function. So the way it's supposed  
8 to work is you all issue your RNP or your RFQ. And  
9 once that is issued, there's supposed to be a  
10 sanitized period where your professional staff is  
11 supposed to review all of the proposers and they're  
12 supposed to give you an untainted professional  
13 opinion, so that then you, the decision maker, the  
14 policy authority can decide on who to go with. And  
15 during that time, your selection committee is supposed  
16 to be free from any external communications and you  
17 should be free from anyone, any proposers lobbying you  
18 during that process. That time period should be  
19 limited to the proposers dealing with your  
20 professional staff and at the end of that process, you  
21 get an untainted recommendation from your staff.  
22 There are penalty provisions for proposers that  
23 violate the cone of silence.

24 I'm just going to talk about this for a second  
25 because my ordinance says that I'm supposed to. For

1 those of you that didn't know this, there is a bill of  
2 rights in the county charter that's been on the board  
3 since 1957. It applies to all counties and all  
4 municipalities. The ethics commission was given  
5 authority over it somewhere along the way. And it  
6 mimics the First Amendment, Florida Public Records  
7 Law, and Florida Sunshine Law. It gives the ethics  
8 commission, was given by the county commission the  
9 authority to enforce that in counties and  
10 municipalities.

11 You're a Sunshine board, so your County  
12 Attorney's Office has provided you with guidance on  
13 your Sunshine obligations. So essentially all of your  
14 formal action has to occur in this form, right, with a  
15 published agenda, with an opportunity for the public  
16 to come in, to know what you guys are talking about,  
17 and to be privy to your thought processes, and to get  
18 up and address you if they choose to do that, in an  
19 orderly fashion. So what that means is no two or more  
20 of you can talk about anything that is going to come  
21 before this board outside of this environment. And if  
22 you do that, you're possibly violating Sunshine Law,  
23 which makes it very difficult but that's just the way  
24 it works. The public has an opportunity to be privy  
25 to your thought process and your deliberations before

1 you decide.

2 We have a lot of activity on public activity to  
3 the meetings recently, not necessarily here, but in  
4 some cities where access to the commission chambers is  
5 limited and you have to go through screening  
6 procedures and some cities you have to identify  
7 yourself, so the analysis is whether or not that has a  
8 chilling effect on people's opportunity to come in and  
9 participate. So here it's really not an issue if  
10 members of the public want to come in and listen. And  
11 by the way, communications apply to verbal  
12 communications, it also applies to any sort of  
13 electronic communications.

14 Careful with community meetings. So if two or  
15 more of you are at a community meeting, you're talking  
16 about business and it's going to later come before  
17 you, be careful about who you are talking to. If it's  
18 not a publicly noticed meeting, so if you're at your  
19 homeowner's association, or you're at your temple, or  
20 your church for your community, or a community  
21 function, if there are two or more of you there and  
22 you are addressing something, and very soon you find  
23 yourself speaking directly or indirectly to the  
24 participants about a matter that is going to come  
25 before The Trust, that would theoretically be a

1 Sunshine Law violation. So just be very careful about  
2 that.

3 And so if you make a mistake, you'll talk to your  
4 County Attorney's Office, you'll re-agenda, and you  
5 can cure it as long as you go through the entire  
6 deliberation all over again. You just can't bring it  
7 up and say, oh, we had this discussion off the record,  
8 it was a violation, let's just do all those in favor,  
9 aye. It has to go through the entire deliberation  
10 again so members of the public are privy to your  
11 thought processes and they understand the rationale  
12 for your decision on the matter. You have to do it  
13 all over again.

14 Public records, all I'm going to say is obviously  
15 public records apply to - like me, it applies to  
16 hardcopy, it applies to electronic transmissions, it  
17 applies to phone records, it applies to everything.  
18 And it doesn't matter what device you're using. It  
19 doesn't matter whether you're using The Children's  
20 Trust computer, The Children's Trust pad, your own  
21 phone, computer, it's the nature of the communication  
22 that's going to make it public, not the device that  
23 you're using. And if you choose to have public  
24 communications, communications related to The  
25 Children's Trust, and you choose to do it interspersed

1 with your personal communications and someone makes a  
2 public records request for it, then your lawyer is  
3 going to find herself in a very uncomfortable  
4 situation of sitting down and going through personal  
5 communications with you to extract the public ones.  
6 So what I mean by that is you're speaking to someone  
7 about something having to do with The Children's Trust  
8 and then interspersed you're asking them what they're  
9 doing for dinner, or how their vacation was, or why  
10 the guy that presented to them was wearing a funny  
11 suit, so all of those things, your staff is going to  
12 have to go through those.

13 So just a good practice, if you're going to use  
14 electronic devices, your own personal ones to talk  
15 about Trust business, at least try to keep those  
16 communications distinct from your personal notes and  
17 don't intersperse them because it's going to create a  
18 nightmare for your public records custodian and it may  
19 put you in an uncomfortable situation if having to  
20 have your lawyer go through personal communications  
21 and decide what's a matter of public record, what's  
22 not. And it happens a lot in municipalities and its  
23 very unpleasant for the elected officials. Trust me.

24 You don't have to generate public records, you  
25 don't have to data mine. If I come in here and I ask

1 you, I say I want to know over the last five years how  
2 much money you've given to middle-aged short guys from  
3 Miami, you can tell me that did exist, it's in our  
4 databases, but it's not available, its public record.  
5 You don't have to generate a public record, only if it  
6 exists.

7 Okay, all done. So that's your little touch the  
8 surface of the ethics ordinance. You all know where  
9 to find me. Please call me if you have any questions.  
10 I'd like to talk to your staff. I would like to talk  
11 to some of you. Some of you I speak to because of  
12 your other positions. But that's all I have for you  
13 this evening.

14 Any questions?

15 MR. HOFFMAN: Any questions?

16 MR. ARROJO: Nothing, okay. Thank you all.

17 MR. HOFFMAN: Back to the agenda. Program  
18 Services and Childhood Health Committee Report, Pamela  
19 Hollingsworth.

20 MS. HOLLINGSWORTH: Thank you, Mr. Chair.

21 The Program Services and Childhood Health  
22 Committee met on January 9th to consider the  
23 resolutions that we're bringing before you today.

24 The first two resolutions before you are in  
25 support of the small community-based organization

1 initiative. And we are entering into a second year  
2 with this program. Building a capacity efforts with  
3 small community-based organizations that were selected  
4 through open solicitation. There are 18 organizations  
5 today. These executive directors of the organizations  
6 have been actively participating in other workshops  
7 and community networking events. Have engaged in  
8 coaching opportunities. Catalyst Miami has been a  
9 partner in supporting this effort for the small  
10 community-based organizations with the Trust since the  
11 initial cohort in 2016. They bring connection to the  
12 community to facilitate the workshops, the networks  
13 that share with small CBOs. And Catalyst Miami  
14 subcontracts with experts in a variety of disciplines,  
15 who then meet individually with each small CBO to  
16 support their actions, steps, and plans that were  
17 created by executive directors themselves.

18 So let's move on to the resolutions.

19 Resolution 2020-20: Authorization to negotiate  
20 and execute a contract renewal with Catalyst Miami  
21 Inc., to manage the small community-based  
22 organizations (CBO) capacity-building initiative for a  
23 term of 12 months, commencing April 1, 2020, and  
24 ending March 31, 2021, in a total amount not to exceed  
25 \$200,000.00; and to request a waiver of the

1 Procurement Policy.

2 May I have a motion, please?

3 MS. DONWORTH: So moved, Donworth.

4 MR. HOPE: Second, Steve Hope.

5 MS. HOLLINGSWORTH: Are there any recusals?

6 Moving into discussion. Commissioners, recusals?

7 MS. JORDAN: Question.

8 MS. HOLLINGSWORTH: Discussion, yes?

9 MS. JORDAN: Yes, discussion. I wanted to ask,  
10 first of all, I assumed that the reason for the waiver  
11 is because of the amount of the dollars for the  
12 procurement process?

13 MR. HAJ: We're requesting a waiver because this  
14 is the second year of the cohort, it's year two. We  
15 want the continuity of services as well.

16 MS. JORDAN: Okay, the other question is whether  
17 or not we have -- there was 22 percent dissatisfaction  
18 amongst the participants because they felt that they  
19 didn't have enough time for questions or concerns to  
20 be raised. And whether or not we could modify them to  
21 give more time. So those organizations can get their  
22 questions answered and raise their concerns.

23 MR. HAJ: Stephanie?

24 MS. SYLVESTRE: There's a couple of answers to  
25 this. One, is that we are constantly getting feedback



1 and adjusting all the program as we get feedback. And  
2 then there's some programs that might be going too  
3 fast for some participants because we have a range of  
4 participants that are in the class. And there's  
5 coaching opportunities for the participants after the  
6 session is completed for them to get additional help.

7 MS. JORDAN: I guess it's just my recommendation  
8 that we make sure that we address the additional time  
9 needed for, to get those concerns registered or  
10 questions answered. And I think I hear you saying,  
11 you're doing that. But, I just want to make sure it's  
12 part of the agreement.

13 MR. HAJ: Lori, did you have a comment?

14 MS. HANSON: I just wanted to clarify, on the  
15 chart, that the green and the blue is strongly agree  
16 and agree. And so, it's actually only two percent,  
17 it's one percent that was uncertain about whether they  
18 had the sufficient time and only one percent that  
19 disagreed that there was sufficient time.

20 MS. JORDAN: So, the 22 percent?

21 MS. HANSON: The 22 percent agreed that there was  
22 sufficient time, it's just that they didn't strongly  
23 agree.

24 MS. JORDAN: Dissatisfaction.

25 MS. HANSON: Yeah. I can see how it jumps out,

1 but these are both, this is strongly agree and agree.  
2 So, it's just this tiny little bit here that was  
3 either uncertain or disagree.

4 MS. JORDAN: Okay, I just want to make sure that  
5 they get the time they need.

6 MS. HANSON: Yes, yes.

7 MS. JORDAN: All right, thank you.

8 MS. HOLLINGSWORTH: Thank you.

9 Further discussion?

10 Hearing none, all those in favor?

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

13 MS. HOLLINGSWORTH: Any opposed?

14 The resolution carries.

15 And the second resolution. Resolution 2020-21:  
16 Authorization to negotiate and execute contract  
17 renewals with 18 small community-based organizations  
18 for the final year of a two-year capacity-building  
19 initiative, in a total amount not to exceed  
20 \$585,000.00 for a term of 12 months, commencing April  
21 1, 2020 and ending March 31, 2021.

22 May I have a motion, please?

23 MR. HOPE: Motion, Steve Hope.

24 MS. HOLLINGSWORTH: And a second?

25 MS. WELLER: Second, Weller.

1 MS. HOLLINGSWORTH: Thank you.

2 Are there any recusals?

3 Moving into discussion.

4 MS. KENDRICK-DUNN: I have a comment.

5 MS. HOLLINGSWORTH: Tiombe?

6 MS. KAZOURIS: So my point of discussion, I think  
7 the capacity building resolution is extremely  
8 important, and so I 100 percent support this item.  
9 The only thing, I know this is going into the second  
10 and final year, but I am hopeful in the future that  
11 capacity building, one of the topics would be social  
12 justice and cultural diversity. Because I think that  
13 we have to make sure the programs that are being  
14 offered to our children and families, because of the  
15 unique make up of this county, in many regards, that  
16 we have to make sure that we're up and up on the  
17 research and making sure that we're offering is  
18 culturally sensitive, culturally responsive, and that  
19 we're building cultural confidence within the  
20 organizations and staff. I just think this is  
21 extremely important. So, I just wanted to mention  
22 that. Because this is something that I feel that in  
23 many ways is lacking, that's my opinion, and that  
24 could be anywhere where children are served. Whether  
25 it's in medicine, whether it's in education, whether

1 it's in psychology, it doesn't really matter. But, I  
2 think that we have the unique opportunity as a Board  
3 and as an organization to begin to look at this issue  
4 seriously.

5 MS. HOLLINGSWORTH: Thank you, Tiombe.

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

7 One is, we have many of the executive directors  
8 as staff, that are small CBO. So I would like to  
9 congratulate them for going through this two-year  
10 program. And thank you for all your efforts. Two is,  
11 we have been doing capacity building so they can look  
12 at other revenue streams too. I'm very pleased to  
13 announce that collectively they have received over  
14 \$715,000.00 from other sources as well to support the  
15 organizations.

16 MS. HOLLINGSWORTH: Thank you.

17 Further discussion?

18 Hearing none, all those in favor?

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

21 MS. HOLLINGSWORTH: Any opposed?

22 The resolution carries.

23 The next three resolutions are funder  
24 collaborations and prior to presenting Resolution  
25 2020-22, I understand we have a short video.

1 (Thereupon, video was played.)

2 MS. HOLLINGSWORTH: Thank you.

3 Resolution 2020-22: Authorization to negotiate  
4 and execute a funder collaboration contract renewal  
5 with the U.S. Soccer Foundation to support the Soccer  
6 for Success program, in an amount not to exceed  
7 \$125,000.00, for a term of 15 months commencing April  
8 1, 2020, and ending July 31, 2021.

9 May I have a motion, please?

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

11 MS. HOLLINGSWORTH: And a second?

12 MS. GIMENEZ: Second, Gimenez.

13 MS. HOLLINGSWORTH: Are there any recusals?

14 And as we move into discussion, I'll remind you  
15 that this is a funding collaboration inside of seven  
16 diverse, with seven diverse, community partners. And  
17 for every dollar invested by the Trust \$5.90 is  
18 invested by departments collectively. And you'll see  
19 the funding profiles inside your packet. This a  
20 countywide effort, so do note the map inside of your  
21 packet. And, of course, we heard the CEO of Soccer  
22 for Success talk about the successful range of  
23 outcomes that we see in terms of health outcomes along  
24 with development outcomes for youngsters.

25 Discussions on this resolution, please?

1 Dan?

2 MR. BAGNER: So we discussed this at the  
3 Committee meeting. I'm especially impressed with the  
4 data from this program. I actually received some more  
5 detail data where it specified that over half of the  
6 kids in this program reduced their BMIs and it  
7 enhanced their aerobic capacity, so that's really  
8 impressive. One of the things I would like to see  
9 more of, that we also brought up, is to try to get  
10 more girls into this program. There are fewer girls  
11 that are participating in this soccer program than  
12 boys. So hopefully we can get those numbers up.

13 MS. HOLLINGSWORTH: Thank you, Dan.

14 Further discussion?

15 Hearing none, all those in favor?

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

18 MS. HOLLINGSWORTH: Any opposed? The resolution  
19 carries.

20 Resolution 2020-23: Retroactive authorization to  
21 execute a contract with Miami Children's Initiative,  
22 Inc., for the MCI Infrastructure Supports program, in  
23 a total amount not to exceed \$176,250.00 for a term of  
24 nine months, commencing January 1, 2020, and ending  
25 September 30, 2020; and request a waiver of the

1 Procurement Policy.

2 May I have a motion, please?

3 MS. DONWORTH: So moved, Donworth.

4 MR. BAGNER: Second, Bagner.

5 MS. HOLLINGSWORTH: Thank you.

6 Any recusals?

7 As we move into discussions, I want to remind you  
8 that this is the fifth year of funding for  
9 Infrastructures support for MCI. Which, as you know,  
10 one of those items --

11 MS. GRAVES: Excuse me, Madam Chair?

12 MS. HOLLINGSWORTH: Excuse me?

13 MS. GRAVES: One of your members is trying to get  
14 your attention.

15 MS. HOLLINGSWORTH: Yes? For recusal?

16 MS. BENDROSS-MINDINGALL: Yes, over here. I have  
17 to recuse myself, I serve on that board.

18 MS. HOLLINGSWORTH: Thank you. Other recusals?

19 Discussion?

20 Hearing none, all those in favor?

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

23 MS. HOLLINGSWORTH: Are there any opposed?

24 The resolution carries.

25 And our final resolution for the day and prior to

1 this 2020-24 we have another brief presentation  
2 relating to Univision and Pequeños y Valiosos.

3 MS. HANSON: Good evening, Lori Hanson, with The  
4 Children's Trust.

5 MS. NUNEZ: Good afternoon, everybody. Ximena  
6 Nunez with The Children's Trust.

7 MS. HANSON: Forgive my jacket, but I'm too cold  
8 to take it off. So, we wanted to, from a  
9 communications and a research and evaluation  
10 perspective, share a little background of context.  
11 It's in the resolution, but about why we're excited  
12 about this partnership that we have before you today.  
13 It's really a new way of thinking, about scaling, the  
14 impact, scaling impact in support of The Children's  
15 Trust mission. So not only using our communication  
16 channels in the great ways that we do now to let  
17 people know what programming is available, but also  
18 for sort of leveraging story telling for social  
19 change. And to really impact and improve the lives of  
20 children through setting norms and educating families  
21 about parenting and child development. In fact, a  
22 little while back, I was at a presentation on ACE's.  
23 Everybody's talking about ACE's these days, Adverse  
24 Child Experiences, and Vince Felitti, one of the  
25 original publishers of that study was talking a lot



1 about what happens at ACE's trainings. How to be  
2 tolerant informed, how to take into account people's  
3 past experiences with adverse experiences. And  
4 somebody asked the question, ultimately, about  
5 prevention.

6 So, how do we stop children from having adverse  
7 childhood experiences? And his answer really was  
8 that, he thought there should be a unique combination  
9 of sort of the scientist, what we know about what's  
10 good for children, from parenting, environment,  
11 educational, health and support perspectives. And  
12 those in the entertainment mass media industry. How  
13 do we actually tell that story and set those social  
14 norms. Some of that has been done in the past around  
15 things like smoking behavior, seatbelt wearing, those  
16 kinds of things.

17 So we're very excited about this opportunity to  
18 partner with Univision and the Clinton Foundation Too  
19 Small To Fail Initiative. So, this is just a little  
20 bit of background. This has been an initiative that  
21 has been taking place for a number of years, prior to  
22 us kind of coming to the table. The Children's Trust  
23 has been involved in different events in the community  
24 over time with the Too Small To Fail Initiative. And  
25 now we have this opportunity to partner with a number

1 of other national foundations, to leverage a good bit  
2 of investment.

3 MS. NUNEZ: Another piece of background  
4 information is back in 2018 we conducted a [inaudible]  
5 science study. Basically, it was designed to measure  
6 the impact of marketing and advertising efforts were  
7 doing in the households with one children or more. A  
8 very important finding is that Hispanic population  
9 represents most of our target audience. Still they're  
10 the ones who know less about us. So, it's a great  
11 opportunity, a way to address this audience. So, for  
12 those more with familiar with the Hispanic culture  
13 Telenovela is a huge component of our culture. And  
14 another important piece is in marketing a new concept  
15 is content marketing. Basically, content marketing is  
16 a way to create content that is relevant to the people  
17 and to the audience, but is done in a nontraditional  
18 way. So, for example, sometimes you can be reading an  
19 article online about Cancun, as a destination, and you  
20 know as you read the article it tells you about a  
21 hotel. So, that is content marketing. It's a way  
22 that companies and organizations are approaching you  
23 without you really knowing that they are.

24 So, back in 2017, Univision and Too Small To Fail  
25 did a strategy to integrate messages relating early

1 brain in language development within the entertainment  
2 programming. The result was [foreign], it's an  
3 original television miniseries themed entirely around  
4 early childhood development with very impactful  
5 results. In average, this miniseries reached 2.3  
6 million viewers on average per episode.

7 Now, we want to show you a trailer about the  
8 Telenovela so that way you can understand a little bit  
9 of what we're talking about.

10 (Thereupon, video played.)

11 MS. NUNEZ: So, as you can see these series, and  
12 actually the trailer that you just saw is the second  
13 piece of the [foreign], but it takes place, it's a  
14 story around a community center. And it addresses  
15 issues from the parent, you know, how to teach them to  
16 count while cooking and these things, so like. So,  
17 it's a way to, you know when people are watching TV,  
18 it's a moment, most mothers and caregivers where  
19 they're just relaxing, they take the time to, it's  
20 kind of like a me time, and you know they're watching  
21 the Telenovela and at the same time they're receiving  
22 all these advices and parenting tips. So, that's the  
23 part I give.

24 MS. HANSON: And this information is in the  
25 resolution as well. But we were very excited that in

1 this history of this initiative they've done research  
2 on the impact of this programming. So a lot of the  
3 programming in the past involved more traditional  
4 public service announcement type things. You know,  
5 count with your children while you're cooking, right.  
6 Versus interrogating it into a storytelling  
7 environment, like the one you just saw. And what they  
8 really found is that you get greater impact when it's  
9 an interrogated programming that's woven within the  
10 storytelling. So we really are excited to essentially  
11 participate in the next season of this miniseries.

12 MS. NUNEZ: So after the success of the first  
13 season, Univision joined forces with Too Small To  
14 Fail, Literacy Partners and the Vessel Family  
15 Foundation to produce the second season of [foreign].  
16 It included messages regarding brain development and  
17 modeling parenting examples. The second season, the  
18 show aired in January 2019, last year. It was a five  
19 episode miniseries. In combine, it reached 3.4  
20 million viewers. Another important thing here is that  
21 the series is broadcasting on TV by Univision. But  
22 once the series and the episodes are broadcasted they  
23 are uploaded into the social media data post. So that  
24 way it increases the views that this series has.

25 So the Pequeños y Valiosos campaign has six big

1 components. The first one is, as Lori mentioned in  
2 the resolution, is to be able to partner with the  
3 other founders. To produce and have messages on the  
4 series for [foreign]. Other founders will basically  
5 will sit with the writers to provide messages  
6 regarding early childhood and parenting. The writer  
7 will develop the script and we'll be able to review  
8 and bring you all the scripts to make sure that  
9 messages and everything is aligned to with our mission  
10 and our values and what we bring to the table. At the  
11 end of each episode we will have intermediates that  
12 are tailor made for the Miami-Dade residents.

13 The second component it's locally based  
14 activation. So basically during each episode there's  
15 going to be four screening events in Miami-Dade county  
16 at The Children's Trust providers locations. Where  
17 basically it's an interaction with the audience.  
18 People or the audience will be watching the telenovela  
19 and during the break there's going to be some  
20 interaction. You know, how do you feel, do you relate  
21 with this message, and it's an interactive session.  
22 Children's Trust will have a brand presence as well as  
23 information as to the initiatives in the program. So  
24 we plan to enable to, kind of like open and give the  
25 more information about what we do.

1 We are also going to have a presence at the  
2 Univision locations fair and then their component is  
3 Pequeños y Valiosos. Pequeños y Valiosos is a reality  
4 talent children's competition show. During this show,  
5 the host interviews the parents and ask about their  
6 daily routines with their children, what do they do.  
7 So it's another way to kind of like message the  
8 parents about the other things that other parents are  
9 doing with their children. At the end, the host  
10 delivers key messages that they can enroll into text  
11 messaging campaign. People and viewers will be able  
12 to enroll into text messaging campaign. That is the  
13 fourth component. And the subscribers will be  
14 receiving two text messages a month. And these will  
15 be addressed to the Miami-Dade county, all the phone  
16 numbers with 305 and 786 area codes. It's between  
17 information that Univision operates the Spanish text  
18 messaging service for parents in the United States.  
19 It has around 100,000 subscribers.

20 And the last two components for Univision  
21 campaign is Despierta America. The Children's Trust  
22 programs and providers will be able to be featured  
23 during two Despierta Americas segments, which is a  
24 very popular show, morning show for Univision. As  
25 well as we're going to have four segments sections

1 during local news. Where visitee of a staff is going  
2 to be able to participate in the segment to talk about  
3 early childhood issues in Miami-Dade county.

4 So, thank you very much. We're very excited  
5 about this opportunity. And thank you for your  
6 support.

7 MS. HOLLINGSWORTH: Thank you Ximena and Lori.

8 Any questions?

9 MR. SALVER: Either one of you, Ximena or Lori,  
10 can you just summarize exactly, for some reason it  
11 just seems very amorphous, it seems very broad, you  
12 know, what popped into my head is that perhaps  
13 \$200,000 can be spent on like direct TV campaigns in  
14 the Hispanic markets on Univision or the other  
15 Hispanic channels. I think, I need to get a better  
16 understanding of exactly what we are spending \$200,000  
17 on and as it relates to Miami-Dade County children.

18 MS. HANSON: So, I think we tried to be very  
19 detailed in the resolution. This is just really  
20 hitting the highlights that we went through in the  
21 PowerPoint. But, if you look in the content of the  
22 resolution on the description of services, there are  
23 very specific bullet points in terms of what we're  
24 getting for the funding. And it's interesting because  
25 this came up in some of our committee discussion and

1 some discussion with other Board members, I was asked  
2 the question, what would happen without our money,  
3 right, what would be happening already? And so, for  
4 example, [foreign] is going to make a third season.  
5 Whether the Trust enters this funding partnership or  
6 not.

7 Now, will they be able to make as many episodes  
8 without our funding? No. So right now we're looking  
9 at making a four episode season. So that allows us to  
10 make, you know, a longer story arch, integrate more  
11 messages across those different episodes. But then as  
12 you drill down into some of these Pequeños Gigantes  
13 will have the segments where they interview the  
14 parents about, well what did you do in early childhood  
15 to inspire this talent to develop right, those are  
16 going to be there. What wouldn't be there without our  
17 funding is at the end of that show in our market 23,  
18 channel 23, their come a local activation, The Trust  
19 logo will be there, the direction to enroll in the  
20 text campaign, The Trust gets to contribute to the  
21 text messaging that will be unique to the Miami-Dade  
22 market.

23 So those things are very unique opportunities  
24 that will not exist without our investment. And then  
25 of course the other ones that are more local level,



1 the local news segments, the local event activations,  
2 and the talk show. Those would not happen without our  
3 funding, that The Trust would then be part of those  
4 stories. I don't know if that makes sense.

5 MR. SALVER: Well, yeah, it makes a little bit  
6 more sense.

7 MS. HOLLINGSWORTH: Any other comments?

8 MS. GIMENEZ: I think when we had the Program  
9 Services Committee meeting, I was very impressed with  
10 the whole, very comprehensive, the entire program it's  
11 reaching. And from what I understand, your question  
12 about how it really impacts Miami-Dade County, 77  
13 percent of Univision 23 is reached in South Florida  
14 and 79 percent per week are from Miami-Dade County. I  
15 know from experience as an educator and as a parent  
16 that we all grew up, I mean, I grew up with probably  
17 shows that you don't remember. But my kids with  
18 Sesame Street, Mr. Rogers, et cetera. And they do  
19 teach parents, you know, the modeling. A lot of  
20 parents don't know what to do with their children very  
21 basic things as taking your egg carton and saying to  
22 the parent, take out all your buttons that you have  
23 collected and classify them, which is a pre-math  
24 skill. Have the little child, four-year-old, classify  
25 them by the color, or classify them by shape, or

1 whatever it is. So, when they're seeing this, you  
2 know, the behavior that's being modeled by the show  
3 and the people that are acting in the show, not only  
4 just the academics, but also the emotional. You saw  
5 there, the aunt was losing control, telling the little  
6 girl to stop tapping, well she was bored. A child  
7 that is doing that is because she's bored. She's  
8 sitting there, nobody's interacting with her, and I  
9 think nowadays that we have so much technology in our  
10 children's minds and not enough development and  
11 vocabulary. It's tough when you're not speaking to  
12 the children for them to learn any type of vocabulary.  
13 So, I personally feel and if it's reaching that many  
14 of our students in Miami-Dade County. I think it's a  
15 great thing for those parents that don't even have  
16 their children in preschool. Because if they didn't  
17 make the lottery in their nearby school, some of them  
18 are home and they just -- I wouldn't even send them.  
19 So, I think, you know, our investment, I think we're  
20 getting a good return on our investment based on  
21 already some of the data they have given us.

22 MS. HOLLINGSWORTH: Yes?

23 MS. JIMENEZ-HERRERA: Jimenez-Herrera. I wanted  
24 also to comment. As a clinical psychologist, and a  
25 Hispanic woman, Puerto Rican, Latina professional that

1 has worked with children, I think it's an amazing  
2 opportunity that The Trust will have to sponsor  
3 something like this. Hispanic parents to listen and  
4 see role modeling in their own language, to see how to  
5 provide experiences that are enriching to their  
6 children, even if they don't feel that they have the  
7 knowledge. So, I think this is an amazing  
8 opportunity for us to provide modeling for those  
9 parents and for those children. And so I hope we can  
10 continue funding something like this.

11 MS. HOLLINGSWORTH: Commissioner?

12 MS. JORDAN: What I saw was outstanding in terms  
13 of programming. I guess my question is from a broader  
14 perspective, we would have, and I guess I need to  
15 know, whether or not we have isolated any other ethnic  
16 group, in terms like Haitian Creole, or my concern is  
17 that it's one segment of the community that's going to  
18 be benefiting from this. I don't know whether or not  
19 we have done this before, in other types of  
20 programming, in terms of public dollars. But  
21 generally, I would think that we would have something  
22 that also matches other ethnic groups as well because  
23 everybody is not Spanish speaking. To have this  
24 translated, and I saw the translation in writing, even  
25 though I couldn't read that fast, but it was an

1 excellent program, and I do believe that there are  
2 opportunities for a drama. Especially when you saw  
3 the daughter who was pounding, as you indicated, and  
4 then the mother kind of scolded her a little bit by  
5 yelling, you know, telling her to stop. That to me is  
6 the kind of education that parents need. They need  
7 those kinds of examples. I just don't want us to fall  
8 into a category where we're funding a program that's  
9 just meant for one segment of the community. That's  
10 my concern.

11 MS. HOLLINGSWORTH: Thank you.

12 MS. NUNEZ: So, Commissioner, as part of the  
13 general and overall communication strategy, there's  
14 different initiatives for different target audiences.  
15 This one, in particular, was addressed, it was brought  
16 to us by Univision and that's why it's specifically  
17 targeting the Hispanic.

18 Now, with the other, with the African-American  
19 community, and with the Haitian Creole community,  
20 there's separate things that I'm not really applying  
21 to the other market. So, for example, we sponsor a TV  
22 show in Island TV, Telescopy. And we sponsor and we  
23 help with the produce of that.

24 MS. JORDAN: That is called what?

25 MS. NUNEZ: Telescopy. Telescopy. And there's

1 segments about The Children's Trust, how we help and  
2 so we support that TV show, in particular. Then, we  
3 have, for example, we have another initiative with the  
4 African-American community that is targeting all the  
5 faith, faith-based locations, churches. So, it's  
6 different depending on the community. There's  
7 different strategies that we're making, so that way as  
8 a whole, we make sure that we are addressing the  
9 community as a whole, no one particular market.

10 MS. JORDAN: I'd like to know more about the  
11 programs that you're talking about. Because if you're  
12 targeting faith-based, that's generally everybody.  
13 So, I just, I'm concerned that we are targeting  
14 something that to me the entire community needs. In  
15 terms of children and how parents respond. That can  
16 be translated, it's kind of like we have in the school  
17 system we have ESA, that specialize because of the  
18 lack of understanding and the languages. But we also  
19 have situations where parents not knowing how to  
20 respond. That to me is an excellent program that  
21 gives us the examples and something that should be  
22 targeted at all children, period.

23 MS. HANSON: I completely agree with you and one  
24 of the first questions that we ever asked when we  
25 started to learn about this partnership is that

1 question about, what about programming in English.  
2 And you know, this is something that the Clinton  
3 Foundation cares deeply about as well. They have the  
4 Talk, Read, and Sing Program that's a big partnership  
5 here in our community with the Early Learning  
6 Coalition and the libraries the public libraries.  
7 That's done in all languages in our community. And I  
8 guess the answer that we got back was that Univision  
9 is somewhat unique media corporation, in that they  
10 based on their market, which is people who, not only  
11 just the Hispanic community broadly, but it's really  
12 the Hispanic, the segment of the Hispanic community  
13 that watches television in Spanish, right, which is  
14 not really the whole market. And because of that  
15 unique population that they serve, they have built  
16 into their organization a division of social impact  
17 and a foundation. They really focus in their mission  
18 on giving back to the community and making investments  
19 in programming like this. And what we heard from the  
20 Clinton Foundation is that nationally when they've  
21 looked on the forefront for other media entertainment  
22 partners and companies to do this type of work, to  
23 engage, you need the experts in the entertainment  
24 industry to do this, they have not found another  
25 partner that will step up in the same way nationally,

1 from an entertaining media perspective. But, I would  
2 love to pursue that. I think this is a very powerful  
3 medium.

4 For those of you who don't know me, I'm trained  
5 as a clinical psychologist. But, one of the first  
6 things that I learned on my first day at graduate  
7 school is that we're not going to change the world  
8 individual by individual. We have to scale how we're  
9 making change and impact. And to me, this is a very  
10 exciting way to start to explore that. So, I think we  
11 should be, as we go into this partnership, you know,  
12 right now for a pretty low cost, based on the cost of  
13 producing this type of media, we can see what we learn  
14 and we can continue to pursue, how do we expand this  
15 to more markets.

16 MS. HOLLINGSWORTH: Thank you.

17 Resolution 2020-24: Authorization to negotiate  
18 and retroactively execute a funder collaboration  
19 contract with Univision Communications, Inc., for the  
20 2020 Univision "Pequenos y Valiosos" (young and  
21 valuable) campaign of early childhood and education-  
22 related programming, in a total amount not to exceed  
23 \$200,000.00 for a term of 12 months, commencing  
24 January 1, 2020, and ending December 31, 2020.

25 May I have a motion, please?

1 MR. HOPE: Motion, Steve Hope.

2 MS. HOLLINGSWORTH: Thank you and a second?

3 MR. BAGNER: Second, Bagner.

4 MS. HOLLINGSWORTH: Are there any recusals?

5 Further discussion?

6 Hearing none, all those in favor?

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

9 MS. HOLLINGSWORTH: Any opposed?

10 MS. JORDAN: No.

11 MS. HOLLINGSWORTH: Yes, Commissioner?

12 MS. JORDAN: No, opposing.

13 MS. HOLLINGSWORTH: Oh, yes, one opposed.

14 Thank you.

15 The resolution carries with one opposed.

16 And back to you, Mr. Chair.

17 MR. HOFFMAN: Thank you. I'm going to turn it  
18 over to our CEO Jim Haj for his report.

19 MR. HAJ: Mr. Chair, thank you. The first two,  
20 Ken had already mentioned site visits with the State  
21 Attorney's Office, Office of the Human Trafficking  
22 building is going to on February 13th. We had several  
23 Board members RSVP, we'll send out a reminder. Please  
24 let us know as soon as possible so we can coordinate  
25 with the State Attorney's Office.



1 Social Justice Day, University of Miami on  
2 Friday, February 14th.

3 The Amendment Report on page 25, as well as the  
4 CEO report on contracts under \$25,000 is on page 26.

5 Young Talent, Big Dreams Finals, this is a huge  
6 competition for us. It will be on Sunday, April 26th  
7 and we'll send out an invite to the Board for RSVPs.

8 And then the Together for Children update, in  
9 October Board meeting we heard from the Together for  
10 Children coalitions, anger institutions, as well as  
11 the community organizations. It was also mentioned  
12 that Together for Children, that The Trust would serve  
13 as a non-voting advisory member on the board. And  
14 going back with our attorneys recently, they had  
15 advised that we should get a formal board  
16 authorization to serve on that board. So we will be  
17 bringing back that to you in the next couple months  
18 through a formal resolution.

19 MR. HOFFMAN: Just to clarify with the attorneys,  
20 because I think that our participation in that  
21 coalition is essential, can we do that at this  
22 meeting? Do we need to have that as part of the  
23 notice?

24 MS. GRAVES: No, we don't have enough information  
25 about what the Board is, how it will operate, and

1 that's a part of what we're waiting to get program  
2 information on. And then we also have suggested the  
3 Board come up with a protocol about who it will  
4 appoint. And so, we're going to work on the item,  
5 once we get the additional information. And then,  
6 also, just suggest that you all either develop a  
7 protocol or ask staff to develop it and bring it back  
8 to you for a vote.

9 MR. HOFFMAN: Okay, thank you. Is that it, Jim?

10 MR. HAJ: That's it, Mr. Chair.

11 MR. HOFFMAN: Okay, if there's no objection,  
12 meetings adjourned. Thank you.

13 (Whereupon, at 5:59 p.m., the meeting was  
14 adjourned.)

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CERTIFICATE OF REPORTER

STATE OF FLORIDA  
COUNTY OF MIAMI-DADE

I, MIRIAM BRIGHTON, court reporter and Notary Public do hereby certify that the foregoing proceedings were taken before me at the time and place therein designated, and that the foregoing pages numbered 1 through 82 are a true and correct record of the aforesaid proceedings.

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

Under penalties of perjury, I declare that I have read the foregoing certificate and that the facts stated herein are true.

Dated this 18th day of February 2020.

*Miriam Brighton*  
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MIRIAM BRIGHTON

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