THE CHILDREN'S TRUST BOARD OF DIRECTORS

COMMITTEE MEETING

"IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS"

AMENDED

The Children's Trust Board of Directors Committee Meeting was held in teleconference via Zoom Webinar on January 18, 2022, commencing at 4:00 p.m., at 3250 Southwest 3rd Avenue, United Way, Ryder Conference Room, Miami, Florida 33129. The meeting was called to order by Kenneth Hoffman, Chair.

COMMITTEE MEMBERS:

Kenneth C. Hoffman, Chair
Pamela Hollingsworth, Vice Chair
Karen Weller, Secretary
Dr. Edward Abraham
Dr. Magaly Abrahante (zoom)
Laura Adams (zoom)
Matthew Arsenault
Dr. Daniel Bagner
Hon. Dorothy Bendross-Mindingall (zoom)
Constance Collins
Morris Copeland (zoom)
Victor Diaz-Herman
COMMITTEE MEMBERS (Continued):

Mary Donworth
Rev. Richard P. Dunn II
Gilda Ferradaz
Lourdes P. Gimenez (zoom)
Valrose Graham
Mindy Grimes-Festge
Dr. Malou C. Harrison
Dr. Tiombe-Bisa Kendrick-Dunn (zoom)
Marissa Leichter
Alexandra Martin (zoom)
Annie R. Neasman
Hon. Orlando Prescott
Javier Reyes
Sandra West
Leigh Kobrinski (zoom)

STAFF:

Bevone Ritchie
Carol Brogan
Dane Minott
Diana Beltre
Elleanor Eng
Felix Becerra
Grettel Suarez
STAFF (Continued):

Imran Ali
Jacques Bentolila
James R. Haj
Jennifer Ulysse
Joanna ReveLO
Juana Leon
Juliette Fabien
Kristin Hart
Lisete Yero
Lori Hanson
Marden Muñoz
Michelle Lopez
Muriel Jeanty
Natalia Zea
Rachel Spector
Sheryl Borg
Susan Marian
Tatiana Canelas
Wendy Duncombe
William Kirtland
Ximena Nuñez

GUESTS:

Lindsey Linzer
GUESTS (Continued):

Harvey Rodriguez
Corina Febres
Okezi Otovo
Averill Obee
Deldra Owens
DaVenya Armstrong
Claudia Sarabia
Carol Gustafson
Wendy Salomon
Fiorella Christie
Kerry Allen
Ruby Natale
Elizabeth Erban
Tania Ramirez
Antonio Drayton
Belkis Torres
Lianet Ripoll
Nicole Bortnik
Maite Schenker
Melissa Gonzalez
MR. HOFFMAN: Good afternoon, everybody. We’re going to start the meeting. Before I start the meeting, I’d like to ask everyone who is attending virtually to please keep your cameras on and your microphone off unless you’re speaking. In addition, for those of us who are present here, please make sure to turn your microphone on when you speak and off when you’re not.

As in the past, we had an executive committee meeting scheduled in the event we did not obtain an in person quorum for this meeting. We do have an in person quorum. So the Executive Committee Meeting, it was also scheduled for 4:00 o’clock, is hereby cancelled.

With the new year, we have quite -- a lot of activity to report regarding our board of directors. First, I’m happy to announce that two of our board of directors have been reappointed by their respective organizations. The Honorable Dorothy Bendross-Mindingall has been reappointed as representative of Miami-Dade County School Board. And Representative Juan Fernandez Barquin has been reappointed by the Miami-Dade Legislative Delegation Chair. Also, just so you’re aware, the terms of two of our gubernatorial
appointees, Tiombe Bisa Kendrick-Dunn and Lourdes Gimenez are up. They’ll continue to serve on the board until their successors are appointed by the governor. As contemplated by the ordinance, they created The Children’s Trust, The Miami-Dade Board of Commissioners has sent nominees up to the governor, they sent actually 22 in total nominees, including Tiombe and Lourdes. Speaking of Tiombe, some of you may remember that at the end of last year she defended her doctoral thesis. A long time school psychologist she was recently appointed as an instructional support specialist in the department of exceptional student education for the Miami-Dade Public Schools.

Congratulations, Tiombe.

DR. KENDRICK-DUNN: Thank you.

MR. HOFFMAN: Congratulations also to Annie Neasman for being recognized as a Thought Leader in the 2022 edition of Invest Miami, which is an annual publication that reviews the key issues facing Miami-Dade County’s economy. Annie was interviewed on the impact of the pandemic on vulnerable populations in Miami.

Congratulations, Annie.

Just to point out, that our CEO Jim Haj, was also interviewed in the same publication about initiatives
that were spearheaded by The Children’s Trust to
address the effects of the pandemic.

Congratulations, Jim, as well.

Our own Constance Collins was featured during the holiday season on the MBA Today Show, as well as on local news. She was given the opportunity to highlight nationally the work of Lotus House, and she was the grateful recipient, during that program, of hundreds of toys that were donated to their resident children.

Congratulations, Constance.

And finally, as some of you may be aware, Magaly Abrahante will be retiring from the school system in March of this year. Her replacement, Sylvia Diaz, who serves as the chief academic officer in the Office of Academics and Transformation in the Miami-Dade Public Schools will replace Magaly effective April 1, 2022. So Magaly will be with us until that point in time. We’ll have the benefit of her experience and wisdom for just a few more meetings and then we’ll send her off. That’s news about the record.

So for the ninth straight year, I don’t see Bill Kirtland here, but our Trust Annual Comprehensive Financial Report has been awarded the Government Finance Officer Association’s Certificate of
Achievement for Excellence in Financial Reporting. I want to congratulate Bill Kirtland, the entire finance team, as well as Mark Trowbridge, in our entire finance committee, for helping out the finance team.

Mark, I don’t know if Mark Trowbridge is on the phone, if you wanted to say something to the team.

Okay, I guess not. And then one other announcement, Jim will mention it at the end of the meeting, our annual board retreat will be held in lieu of our next board meeting on February 3rd. For those of you who have been to the retreats before, this is our opportunity to take a deeper dive into some of our initiatives, as well as to help guide our staff on some priorities as we head into a new funding cycle. I hope all of you will be able to make it, either in person or virtually, I think it’s a really important time for our board to participate.

With that, we will open the meeting.

Muriel, do we have any public comments?

MS. JEANTY: Mr. Chair, we don’t have any public comments. Thank you.

MR. HOFFMAN: Thank you.

Okay, I’ll turn it over to Karen Weller, our secretary, for the minutes of the last meeting.

MS. WELLER: Thank you, Mr. Chair.
The board of directors met on Monday, November 15, 2021. The meeting minutes are in your packets and can be found on page 5. Hopefully everyone has had an opportunity to review.

May I please have a motion?

DR. BAGNER: So moved, Bagner.

MR. DUNN: Second, Richard Dunn.

MS. WELLER: Thank you.

All in favor?

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

MS. WELLER: Opposed?

(No verbal response.)

MS. WELLER: Motion carries.

Back to you, Mr. Chair.

MR. HOFFMAN: Thank you.

I’ll turn it over to Dr. Daniel Bagner for the nominating committee report.

DR. BAGNER: Thank you, Mr. Chair.

Good afternoon, everyone. Happy New Year. The nominating committee met just prior to this board meeting and we are recommending the present slate of officers to serve another term. Just so you all are aware, an email was initially sent out to the board on November 16, soliciting applicants for officers of the
board and the deadline closed on December 10. And the present officers holding positions, Chair Ken Hoffman, Vice Chair Pamela Hollingsworth, Treasurer Mark Trowbridge, and Secretary Karen Weller all express interest in serving another term. And some board members also nominated the entire slate to serve again. There were no other applicants and the nominating committee, as I said, just met and unanimously recommended that the present slate of officers serve another term.

So with that, can I have a motion to --

MR. DUNN: So moved, Richard Dunn.

MS. LEICHTER: Second, Leichter.

DR. BAGNER: Any recusals?

(No verbal response.)

DR. BAGNER: Any discussion?

(No verbal response.)

DR. BAGNER: Okay, with that, all those in favor of the current slate of officers continuing to serve another term?

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

DR. BAGNER: Any opposed?

(No verbal response.)

DR. BAGNER: Great. Approval passes unanimously.
Thank you, Mr. Chair.

MR. HOFFMAN: Thank you.

I’d like to say personally that it is and continues to be an honor to serve this board as chair. It’s -- just to be in the room with the collective wisdom and experience in dealing with the issues in children of Miami-Dade County, it’s awesome. I also think that -- I thank you for also appointing my co-executive officers, because I think we have a great team. And also building the leadership for the future. So thank you, and thank you all for your service.

With that, we’ll move on to -- we had an executive committee meeting on December 13 to consider one resolution. And I will introduce the resolution and ask Jim to give a little background on it.

The resolution is Resolution 2022-18:
Authorization to negotiate and execute a funder collaboration agreement with The Miami Foundation, as the fiscal agent for Help the Helpers, in a total amount not to exceed $150,000.00 for a term of 9 months, commencing on December 15, 2021, and ending September 15, 2022.

And for that I would like a motion to ratify the executive committee’s approval for that resolution.
PER MURIEL JEANTY:

(Thereupon, the following proceedings were heard off record)

DR. ABRAHAM: So moved, Abraham

(Thereupon, the following proceedings were heard on record)

DR. HARRISON: So moved, Harrison.

MR. HOFFMAN: Okay. We’ll take Harrison as a second, then. Thank you.

Jim, do you want to give a little bit of a background.

MR. HAJ: Mr. Chair, thank you. And I thank the executive committee for coming together in December. We did not have a board meeting scheduled, but there are a variety of funders, and this had occurred in West Palm Beach in Broward. We got together with our local funders and I’m going to name a few, United Way, The Luca Foundation, the Perez Family Foundation, the Miami Foundation, the Health Foundation of Florida, and Allegheny, as well as some others to combine some money to really help the frontline workers. And why we have an executive committee is we wanted the money to go out for the holidays. These are people who worked year-round on -- these are frontline staff doing God’s work at the -- at a very difficult
time/year. So we pulled $550,000. Our contribution
was $150,000. And I think last count was 550, maybe a
little more than some other small donations came in.
But to pull the money -- and the money went out for
the holidays and they got into the frontline workers
hands before the New Year. So we’re very proud to
work with a collaborative and get everybody together
at a very quick pace within three weeks. We got the
collaborative, we got the money, and we got it
distributed. So I want to thank Natalia, the team,
the community engagement folks, and many others, and
finance, getting this moving so we get the check cut
and get this distributed. It’s something we should be
very proud to support, people who are doing the
greatest work. Thank you.

Mr. Chair.

MR. HOFFMAN: And I would also thank the staff.
One of the things, that when this initiative came up,
we wanted to make sure is that although it’s a
community wide initiative, there wouldn’t have
necessarily been sufficient funding to make an impact
on all of our providers as well, so when the Trust
came and said we’d like to participate in that, we
wanted to make clear and sure that our providers, our
frontline employees, our providers were able to
participate in the initiative as well.

Pam?

MS. HOLLINGSWORTH: If I may, Mr. Chair, and thank you, Jim. I’m just really excited about this opportunity. I think it’s, like it’s long overdue in terms of recognition for the frontline workers. As we all know, our frontline workers in the field of early childhood were left out of the executive order, initially in the pandemic. But I do want to let all of you know that, and many of you probably already do know, that there is legislation pending now that would identify early learning staff as frontline workers in the event of some kind of catastrophic event happening in the future, they would be protected and receive ultimately the same kinds of perks, or recognition, I should say, more eloquently, that their colleagues enjoy. So very excited to vote with this.

MR. HOFFMAN: Thank you. Any other questions, comments?

FEMALE VOICE: Yes, I just want to say thank you for that initiative. Our homeless shelter workers were included in these grants and I can tell you, I have never heard quite such joy come out when we announced that they were getting $50 gift cards at holiday time. It really made such an impact. And so
thank you so much.

MR. HOFFMAN: Thank you.

Anyone else?

(No verbal response.)

MR. HOFFMAN: All those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MR. HOFFMAN: Any opposed?

(No verbal response.)

MR. HOFFMAN: I don’t think there’s a need for recusal in this particular motion.

Did somebody have a comment or no?

MR. DUNN: Mr. Chair?

MR. HOFFMAN: No more, okay. Thank you, everybody. With that, I’m going to turn it over to Gilda Ferradaz to give our Finance and Operations Committee report. Thank you, Gilda.

MS. FERRADAZ: Thank you, Mr. Chair. The Finance and Operations Committee met on January 6. And we have five resolutions up for the board’s consideration today.

Resolution 2022-19: Authorization to negotiate and execute a contract renewal with Armstrong Creative Consulting, Inc., for event planning services, in a total amount not to exceed $290,000.00, for a term of
nine months, commencing retroactively on January 1, 2022, ending on September 30, 2022, with three remaining 12-month renewals.

May I have a motion for discussion purposes?

PER MURIEL JEANTY:

(Thereupon, the following proceedings were heard off record)

DR. ABRAHAM: So, moved, Abraham

(Thereupon, the following proceedings were heard on record)

MS. WELLER: Second, Weller.

MS. FERRADAZ: All those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. FERRADAZ: Any opposed?

(No verbal response.)

MS. FERRADAZ: The motion passes.

I understand that there was a presentation about these resolutions that we want to do at this time?

MR. HAJ: Madam Chair, we got a quick presentation from communications that ties it into several of these resos, so if I may turn it over to Gimenez to give a brief presentation. I just want to remind everybody, the Trust is -- we’re going into our 20-year, so we have a lot of things planned this year,
this upcoming year, in terms of marketing and
promotion, celebrating the 20 years as the Trust.

Ximena?

MS. NUNEZ: Thank you, Jim.

So, good afternoon, and thank you very much for
joining us today. Today I’ll be sharing, as Jim
mentioned, some of the highlights that we accomplished
last year in 2021. 2021 was a year that brought
challenges through the pandemic but still we were able
to accomplish a lot of things. In June 2020, we
conducted a brand awareness study and we got results
that supported the great work that we have done with
our creative and media agencies in the last three
years. The Trust brand awareness increased from 67
percent in 2018 to 73 percent in 2021. And our brand
favorability increased from 74 percent in 2018 to 93
percent in 2021. Additionally in 2021, we also
enrolled over 20,000 children in The Children’s Trust
book club, bringing a total of children enrolled into
this program up to 38,000 children as of today.

Additionally, we continue strengthening our
relationship with BOMA, The Black Media Alliance, to
make sure that we’re credible not only when reaching
to our community, but also in supporting our
community. As a result of this great partnership, we
are currently advertising with six members of the BOMA Alliance. Definitely the silver lining in 2021 was the Family Expo. We were able to switch from one large event to four smaller events in neighborhood events, allowing us to be definitely closer to the community. Some highlights from last year’s family expo, as you all remember, it was four events located in Cutler Bay, Miami Gardens, Downtown, and Doral. We had nearly 5,000 people that attended the events, 189 exhibitors, 169 volunteers between staff and external volunteers. The UM mobile unit provided 212 vaccines and 60 COVID tests to children. Thanks to our partnership with the Miami Dolphins, we -- 1,253 meals were distributed, free meals were distributed at the Miami Gardens event. We distributed over 1,300 headsets and 1,600 backpacks.

Now I want to invite you to watch a short video about the Family Expo.

(Thereupon, video was played.)

MS. NUNEZ: So The Children’s Trust, the Family Expo last year was a great success thanks to the execution Armstrong Creative. The creativity and strategy dealership from Agencia Central, media services from WOW and Armstrong Creative, the community outreach in helping us securing
partnerships, local partnerships, Armstrong Creative. And definitely I have to thank, for the passion, dedication and hard work, all of the entire Trust staff.

So what is ahead of us in 2021? We’re definitely going to continue supporting our initiatives such as the book club, the parent club, Thrive By Five, Miami Heart Gallery, just to mention a few. We’re also going to continue supporting and hosting our signature events, Champions for Children, Family Expo, and Young Talent Big Dreams. But definitely, as Jim mentioned, our top priority this year is our 20th Anniversary. We’re going to be working on a comprehensive plan. We’re definitely sharing more with the board in the few weeks, more details about the plan. So thank you very much. I want to thank the board of directors for your support with this resolution. And if you have any questions, please let me know. Thank you.

DR. BAGNER: Chair, quick question. I was just wondering if you keep track of how much uptake in services are gained by families from it? Do we have any information about whether or not families see something at the expo and then go and then join that or participate in that service?

MS. NUNEZ: No, as far as I’m concerned right
now, we don’t, but its definitley something that we
can look -- we do -- we are keeping tracking with UTS,
that’s how we’re going to like tracking how -- we
have-- in the programs, but not necessarily with the
family expo. But its definitley something that we can
look into.

MALE VOICE: Is this a point to ask a question
about the resolutions as well?

MR. HAJ: We will be going through resos now.

MALE VOICE: Okay. That’s fine, I’ll ask it
then.

MR. DUNN: I just wanted to say, excellent
presentation. The smiles on everyone’s faces tells
the whole story. And it’s holistic. If I were in
church, I’d have to say, “amen.”

MS. NUNEZ: Thank you.

FEMALE VOICE: As a participant in the expo, I
can tell you that we saw a -- about a 10 percent
increase in the number of people joining our
newsletter, which is what we were promoting at that
event. So yes, there is an impact of that family
expo.

FEMALE VOICE: Through the chair, I also want to
commend The Children’s Trust leadership and staff for
the programming, particularly the expo. I had the
opportunity to attend the expo at the -- at the
Downtown History Miami and, you know, this is true
equity at its best. When we take our resources, this
expo to our communities, it really expands the
capacity for families to attend, participate and to
engage with the resources that we have to offer. And
we should never assume that families are able to
travel long distances to engage with these resources.
And so kudos that we took these to the communities.
And I hope that this is something that we’re
considering long-term, particularly this year, in
2022, to again have these expos not just in one place,
but certainly in various places and even that drive-
thru expo, I thought was absolutely wonderful, given
the circumstances of the pandemic and given that it
was another way for families to be able to participate
and benefit from the resources that we have to offer.
So, kudos, and looking forward to the continuation of
all of our programming, particularly the expo. Thank
you.

MR. HOFFMAN: Thank you.

Back to you, Gilda.

MS. FERRADAZ: Thank you, Ximena, for the great
presentation and for all the positive comments that
we’ve heard.
Jim, congratulations to you and the whole team.

Resolution 2022-20: Authorization to negotiate and execute contract renewals for advertising creative, media buying, and community outreach services, in a combined total amount not to exceed $2,015,000.00, for a term of 12 months, commencing October 1, 2022, and ending on September 30, 2023, with one remaining 12-month renewal.

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

MS. FERRADAZ: Dr. Abraham and Tiombe Kendrick-Dunn. Okay, discussion, any questions or discussion?

MALE VOICE: Yeah, I just have a generic question, actually about all the -- hopefully these events take place, but just in case they don’t, they have to be virtual again. I assume, this is just clarification, I assume there are escapes for us in terms of any kind of financial obligations.


MR. HAJ: We put safeguards in place for all these events. Whether the cancellation or if we have to pivot into a different type of event.

MALE VOICE: Yeah, I assumed. Just wanted to be sure.

MS. FERRADAZ: In 2020 that happened, right?
MR. HAJ: Yeah.

MR. DUNN: Mr. Chair?

MR. REYES: Recusal, Reyes. Relationship with Wow.

MR. DUNN: Bomer, I believe it was, what coalition does that consist of in a quick and skinny list of some media --

MS. NUNEZ: So there’s basically an alliance between different local organizations and media outlets that are owned by owners. So we include the Gospel Truth, Miami Times, and different outlets.

MR. DUNN: Okay, perfect. Thank you.

MS. FERRADAZ: We have one recusal. Any other recusals? Any other discussion, questions?

(No verbal response.)

MS. FERRADAZ: Hearing none, all those in favor? (WHEREUPON, the committee members all responded with “aye.”)

MS. FERRADAZ: Any opposed?

(No verbal response.)

MS. FERRADAZ: Motion passes.

Resolution 2022-21: Authorization for a procurement waiver from a formal competitive solicitation for catering services at the 2022 Champions for Children event and to expend a total
amount not to exceed $45,000.00 of the already approved $150,000 budget with DoubleTree by Hilton Miami Airport Convention Center to host and cater the 2022 Champions for Children event.

May I have a motion and a second, please?

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

PER Muriel Jeanty:

(Thereupon, the following proceedings were heard off record)

MS. HOLLINGSWORTH: Second, Hollingsworth

(Thereupon, the following proceedings were heard off record)

MS. FERRADAZ: Thank you. Any discussion, questions? Any recusals?

(No verbal response.)

MS. FERRADAZ: Hearing none, all those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. FERRADAZ: Any opposed?

(No verbal response.)

MS. FERRADAZ: The item passes, thank you.

MR. HAJ: Madam Chair, if I may? I just want to let -- the save the date will be going out today to your calendars. It is May -- Ximena, one more time, remind me?
MS. NUNEZ: May 24.

MR. HAJ: May 24. It’s our Champions for Children. As you know, we already voted on our Champions for Children and our programs of the year last year it got cancelled, so we’re just waiting for the event. So the save the date is May 24. We hope we have all the board members and if everything goes well, we should have over 1,000 people in attendance, depending on what happens.

MS. FERRADAZ: Thank you, Jim.

Resolution 2022-22: Authorization to enter into a purchase agreement with Edward Delatorre LLC dba Monsters Ink for Trust-branded promotional items in a total amount not to exceed $37,334.08 for a term of nine months commencing retroactively on January 1, 2022, and ending on September 30, 2022.

May I have a motion?

PER MURIEL JEANTY:

(Thereupon, the following proceedings were heard off record)

DR. ABRAHAM: Second, Abraham

(Thereupon, the following proceedings were heard on record)

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

MS. FERRADAZ: Thank you. Any recusals?
(No verbal response.)

MS. FERRADAZ: Any discussion or questions?

(No verbal response.)

MS. FERRADAZ: Hearing none, all of those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. FERRADAZ: Any opposed?

(No verbal response.)

MS. FERRADAZ: The item passes. Thank you.

Resolution 2022-23: Authorization to accept a three year $215,000.00 grant award from the Florida Children’s Council, funded by the Helios Education Foundation, to support Trust staff and consultant support for data, program evaluation, and dissemination of results as part of The Trust’s innovative partnership approach to enhance summer learning, and authorization to execute any required agreements and documents in support thereof, commencing retroactively on October 1, 2021, and ending September 30, 2024.

May I have a motion, please?

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

MR. DUNN: Second, Richard Dunn.

MS. FERRADAZ: Thank you. Any recusals?
MS. FERRADAZ: Any discussion or questions?

DR. ABRAHANTE: I don’t think I need to recuse, right?

MR. HAJ: Magaly, you don’t need to recuse.

DR. ABRAHANTE: Great. Thanks.

DR. BAGNER: I think it’s great we’re getting an award.

MS. FERRADAZ: Yeah, yeah, this is -- we’re getting an award, right.

DR. BAGNER: It’s fabulous. It’s the opposite of the usual.

MS. FERRADAZ: Right, right. Yes.

Any other comments, questions?

(No verbal response.)

MS. FERRADAZ: Hearing none, all those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. FERRADAZ: Any opposed?

(No verbal response.)

MS. FERRADAZ: The item passes. Thank you, Mr. Chair, that’s all the resolutions.

MR. HOFFMAN: Thank you, Gilda.

I’m going to turn it over now to our newly appointed vice chair Pamela Hollingsworth for the
Program Services and Childhood Committee Report.

MS. HOLLINGSWORTH: Thank you, Mr. Chair.

Directors, the Program Services and Childhood Health Committee met on the 6th of January to consider the resolutions that you’ll be hearing today, but before we begin with resolutions, I’m going to punt back to Jim and Rachel for Thrive By Five presentation.

MR. HOFFMAN: Let me just interject and make a slight correction in Resolution 2022-22. The retroactive date was not January 1 -- I’m sorry, the date was not January 1, 2022, it was July --

MR. HAJ: It is what’s stated here.

MR. HOFFMAN: It’s what’s stated in the resolution, January 1, 2022. I think you mistakenly said July. So the resolution 2022, the retroactive effect date is January 1, 2022. Thank you.

Jim, you’re on.

MR. HAJ: Thank you. Pam, thank you.

In November we had an Early Childhood Ad Hoc Board Committee Meeting, which lasted several hours. We had experts at national state level, we had business leaders, and we had all our community partners involved. It was a phenomenal meeting. We’re going to bring back a piece of that presentation
because not all of our board members were there, it was just our early childcare folks, but I’d like Rachel to tee it up because that really ties all our Thrive By Five, which is the next like five resos. Pretty much all the remaining resos tie into our Thrive By Five and what we discussed in detail in November. So we’ll -- I’m going to give you a high level and go through it rather quickly, but we’re very proud of the work we’ve done in early childcare. I wanted to make sure all the board members are aware of all the great stuff that we’re doing.

Rachel?

MS. SPECTOR: Okay, thank you, Jim. So we are going to cover all of the pieces of our Thrive By Five portfolio that are included in the resolutions, but also wanted to make sure that the board had a holistic sense of everything that we’re investing in in the early childhood space.

So there is going to be a little bit more information apart from the resolutions. So this is sort of the focus of how we’re going to go through. First, we’re going to just talk about our quality improvement system, our childcare access investments, developmental screening assessment, and early intervention, and then our early childhood community
research.

So we want to start by just sort of bringing us back to where we started. Between 2008 and 2018, we invested in a quality rating and improvement system, quality count. Some of you would remember we had a five star system. Looking at this over time led us to our first early childhood ad hoc committee meeting five years ago. The system, when we took a look at the data during that, was not bringing us as much benefit in reaching our goals, I think as we would have liked at the time. The system was pretty in tune with what was happening at the time in our country and around the world in terms of quality childcare. But our motto was very labor intensive, very high touch, not really at a systems level. We had no specific criteria for participation, so we had a lot of childcare programs from all different neighborhoods in Miami-Dade County. We gave out money based on points and scores and allowed folks to sort of buy materials and improve their programs in terms of capital improvement or space, so we weren’t seeing as much funding built back into the staff of the programs.

Next slide.

And so what we learned, and what we saw through multiple evaluations, through our guidance from the
early childhood board committee and then through the
data that we collected over the 10-year period of
time, was that we really should be focusing our area --
our funds and our efforts in the areas of greatest
need. So we moved -- I’ll talk about the criteria,
but we really moved to low income neighborhoods to
really focus. We really wanted to support infants and
toddlers. We do have a shortage of infant and toddler
care in our community. It is really important to
families. And part of the reason we have a shortage
is that it’s very expensive to care for infants and
toddlers, so we needed to find ways to incentivize
that care through our system.

We also developed some very intentional
participation criteria. We realized that in order to
be successful, we needed to have a more tailored
approach. We really needed to understand that some
children, some families, some childcare programs in
different communities need different supports and able
to -- be able to achieve and maintain high quality
care. And then we also recognize that we really
needed to include the provider voice in our system.
We really needed to hear from the childcare owners and
the providers that are doing the work day to day.

So we used -- we were figuring out our system.
We feel like at this point that we’re using different market levers to drive families to high quality care instead of -- we’re not using star ratings. We no longer have a rating system, we have a quality improvement system. And the way that we’re driving families to our programs, I’m going to discuss, but we’re essentially offering, through our scholarship program, families that are not able to qualify for federal childcare subsidies, the opportunity to attend high quality care in the neighborhoods where they live.

And then, additionally, all of our work, even from quality counts, but especially in the redesign of Thrive By Five, has always been critical to our equity efforts and we’ve always been looking through an equity lens in redesigning the system.

So we also talked about, in our early childhood group, that we do have one of our staff who serves in the research and evaluation department and another member from one of our partner agencies in the QIS system, were selected for the equity leaders action network through the national build initiative. We’re excited about that and you can read and see what they do, but essentially they have the opportunity to participate in very carefully developed activities.
And then they also receive guidance and mentorship from build staff to develop a project and lead in equity in our community in this situation. So our staff, Jennifer, is leading her project around the redesign of our incentives program and so we’re really excited that she was selected to participate in this fellowship.

So our integrated -- this is our QIS, our Thrive By Five, everything that I’m going to talk about in this section right now is included in Resolution 2022-24. These are all of our different components of our Thrive By Five QIS system. We see the system as a very integrated system that the whole is greater than anyone of the parts, which is why the advisory, the Ad Hoc Early Childhood Committee requested that we present this in one resolution so that it comes -- it’s understood that it’s a system, it makes up each of the parts. It was guided by our advisory committee, which just recently in November we selected our second group of advisors who are going to be serving and continue to guide us along the way.

So you can read the goals for the system here. Essentially, our goal is that every child in our community has access to high quality early learning experiences regardless of where they live and reside.
Of course we have a focus on school readiness. We want all children to be prepared when they enter kindergarten and we want to see all families thriving and becoming successful.

So here, just a reminder, our criteria, as I mentioned, we intentionally developed this criteria to really focus our efforts and the neighborhoods and the children and families that need us the most. So all of the programs are located in high poverty areas. They’re required to serve infants and toddlers. And they also serve at least 30 percent or more of the children in their program are receiving a school readiness subsidy, which is the federal childcare program.

So here on this slide are all of the different pieces. Supports and the different supports, if you will, that you’re going to see laid out in Resolution 2022-24. And so, again, the idea is that House is a learning early program. We also support family child care homes. And the idea that we really shifted to with Thrive By Five is that childcare owners are the experts and they understand their community, they understand their business, they understand the needs of the children and families they serve. And so they’re at a point where they’re sort of selecting
from this menu which supports they’re read to engage
in at this time. What is their staff ready? Is their
staff ready to take on formative assessments and
really focus in on observing children and
differentiative instruction or they really want to
focus on social and emotional health, so they’re going
to request mental health consultation. The tier
payment differentials and the child scholarships --
the tier payment differentials are available to all
providers. This is based on a score, an assessment
that we use called the Class Assessment, and based on
providers scores, they’re placed into tiers, which is
what we use to determine the percentage of tier
payment that we offer them for every child in their
program, on top of the base school readiness rate.

And then the wage incentive salary supplement
program and the professional developments for our
early learning career center are supports that are
available to all programs right now in Miami-Dade
County. We have an early learning career center that
supports educators and directors in creating
professional development plans. And then through
their educator scholarships, they’re able to take
coursework at Miami-Dade College, at FIU, at Nova.
They’re also take a lot of specialized training
through community partners and through the CEU unit at
Miami-Dade College. And then the salary and
supplement program builds on that scholarship program.
The idea that we send out checks to teachers to
incentivize continued professional development, as
well as reward retention. So we do see a very, very
high retention rate of teachers staying in their
programs. Each six months that they remain in their
childcare program, they’re able to earn a salary
supplement check, which is extremely helpful to them
considering some childcare educators are some of the
lowest paid professionals in our community.

Next slide.

Okay, and then in terms of childcare access, I
mentioned our scholarship program, which funds
families up to 300 percent of the federal property
levels. So in order for a family to qualify for the
federal childcare program which is the school
readiness in our state, it funds up to -- their income
needs to be below 150 percent of the federal poverty
level, so that is about low 30,000 income for a family
of three. So our scholarship program supports
families up to 300 percent. These are families that
are working families that still cannot afford the high
cost of care. And how we’re urging them, or how we’re
kind of forcing them into high quality care, using the different market levers, is that our scholarships can only be used in tier four and five programs. So families have the option to have a scholarship with the $70 a week, but they need to take it to the highest quality programs in their neighborhoods. And the majority of the parents are leaving. Some of them are leaving low quality to go to high quality, otherwise they’re just choosing off of our list.

We have right now, 1,020 children enrolled in the scholarship program. And actually since I made this slide, we now have over 750 again on the waitlist. So these are families that have already gone through the process and have been deemed ineligible because they’re over income for school readiness and they’re just ready for our — waiting to get approved for our scholarship.

Next slide.

And then our other childcare access is through match funding. This you’re going to see in resolution, three resolutions, 2022-25, 26 and 27. We match three early head start partnership grants. You’ll see in the resolution, as well as two match grants for the school readiness program, one with the early learning coalition, which has a larger threshold.
up to 200 percent federal poverty rate and then one
with the Redland Christian Migrant association, which
supports migrant families in the Florida City
Neighborhood. And so just to highlight that our total
3.5 million dollar investment leverages over 28
million dollars in federal and state funds that brings
over 3,200 additional slots to our community.

Developmental screening assessment and early
intervention, we have various programs. So our
parenting programs that are funded under the Thrive By
Five initiative, you’re not going to be seeing those
today in a resolution, but again, we wanted to present
the holistic picture of how we’re supporting families
with young children. We have, I would say, almost 10
different evidence-based models that we support
through home visiting, through group parenting
sessions. And last year we served over 10,000
families through our early childhood focused parenting
services both in person and in virtual services.

Our specialized autism assessment, you’re going
to see today in Resolution 2022-28, this is a
partnership between UM Card and Miami-Dade County
Public Schools and Early Steps, these assessments --
these families are directly referred from those two
entities to UM Card. These are families that
otherwise would not be able to afford the high cost of
very specialized complete autism cycle evaluations.
So these are multiple evaluations. The evaluations
are very detailed, complete. The information is then
shared back with the family and with the school
district and then the school district reports back to
us on the status of the children and what services
they were able to receive. So last year, considering
the pandemic and all, they were still able to assess
82 children who then received some type of service.

Early discovery is another program that you’ll be
seeing in 2022-29. Early discovery, we have funded
for over 10 years for sure. This is short-term early
intervention. Again, for children that might
otherwise fall through the cracks, these are children
that do not quality for part C or part B IDA services,
meaning that they have some type of developmental
delay, but not enough to meet the state mandate for
funding. So these are children that are least in the
10 to 29 range of delay in at least one area of
development or more. And so these are children that
without this short-term intervention would not be
receiving any services, any developmental services
unless the parent of course can pay out of pocket.

So they serve continuously over 400 children a
year with an average of seven sessions. They were
able to be very successful during the pandemic using
telehealth and they’re very flexible in the sense that
they go to where the family is. So they will see
children in a childcare program, at a home, in their
office, at the Mailman Center, wherever the family
feels most comfortable and is most accessible for
them, then they will deliver the services in that way.

And then early intervention summer camps, again,
you approved this back in November, I believe, and the
camps are to take place this summer. But we have
eight programs, again, these are for children birth to
teen, that the majority of them receive some type of
school special services during the school year, but
would have no services during the summer. And so
these services are for 100 percent children with
disabilities. So we’re expecting everything to be in
person this summer. And our programs are always full
in this area.

Our early literacy supports, again, these are not
going to be presented today, but to share a
comprehensive view of our early childhood
advancements. Ximena spoke about the book club, their
continuing to support. I think we have close to
40,000 children registered in our book club, which as
you know, transitioned from a 3-year-old book club to
a birth to five book club. And then Reach Out and
Read, we have -- our providers are in 70 pediatric
sites. This is an evidence-based program and this
program they use the child well visits to really talk
to the parents and families about the importance of
literacy and they give the family some books and they
give them like a prescription that they should be
reading with their children.

And then our Books for Free has almost 70
bookshelves strategically placed around Miami-Dade
County, where mostly under-resourced communities and
locations where children and families are most served.
And the family courthouse. And now we most recently
expanded to barbershops and laundromats. So
essentially, the bookshelves are there and restocked
by our partners, Miami-Dade College, to allow families
to engage with the books and take a book home, again,
so they can start their own library.

And then our early childhood health, also not
going to be seen today, but we have two initiatives
under the health arena for oral health screening and
vision services. So last year over 1,800 children
received oral health services. They’re onsite
services for the young children, children two up to
age eight. And they receive applications and educational material for parents. And then children who really have a screening that identifies more needs, they’re referred immediately for connection to a dental home. And then under vision, we have a provider that conducts screenings onsite at childcare programs for any children that fail the screening, they’re referred to the Miami Lighthouse for comprehensive evaluation and then they receive free glasses, if it is deemed that they need the glasses. Over 3,000 eye exams were conducted last year with over 2,800 free eye glasses being given to children birth to five.

And then last but certainly not least our early childhood research community demonstration, which you’ll see in Resolution 2022-30, in November, along with the Early Childhood Ad Hoc Committee, we also had an early childhood community research demonstration results summit where we highlighted the results, or our providers highlighted the results from the last four-year funding cycle that wrapped up the first cohort. You recently approved a new cohort of providers that is six different providers, four of whom are continuing from the original cohort and two brand new programs. They just started in November.
We don’t have so much to report except that they are all getting off the ground and running and getting their IRB in place and starting services. And we -- periodically we tend to come back every year or two and present the summit, the results from these programs in a summit format.

So overall we wanted to just highlight that the 48 plus million dollars in our Thrive By Five investments are distributed pretty evenly across childcare quality access and early intervention. Three pillars that we feel make up the -- our Thrive By Five approach. And we, essentially what we’re trying to do, I think, in our Thrive By Five initiative and our -- using the different strategies as to create a holistic approach to supporting children and families from birth through age 5, and then of course our other initiatives pick up beyond that.

And then the final slide is just highlighting, really, the importance of us participating in all of these coordinated systems. Everything I just spoke about, that The Children’s Trust invests in, sort of sits in our community and we partner a lot with many organizations that are providing services. And it really takes health, education, childcare, literacy,
and all of the different components to really have
like an integrated system for children birth to five
in our community. So thank you.

MS. HOLLINGSWORTH: Thank you, Rachel, for that
presentation. The evolution from quality counts is
probably one of the dinosaurs in the room that
remembers that. The Thrive By Five was not only,
Lori’s waving, not only smart but sound. It’s a truly
integrated system now and I applaud the focus on
equity. So thank you so much.

With that, we’re going to move to resolutions.
Before doing so, I’d like to invite all of our
participants, especially those that are participating
virtually, to please mute your microphones. And with
that, I’m going to send it over to Madam Secretary for
the reading of the first four resolutions.

MS. WELLER: Okay, thank you.

Resolution 2022-24: Authorization for a
procurement waiver from the formal competitive
procurement process to award a total amount not to
exceed $25,790,000.00 for the delivery of child care
quality improvement services described below. The
total amount breaks down to $14,300,000.00 to
negotiate and execute multiple contracts with
providers, identified herein, and for The Children’s
Trust to encumber purchase orders in the amount of $11,490,000.00 for educator scholarship payments, salary supplement payments to early learning educators, and high-quality tiered payment differentials to providers, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

May I have a motion?

MR. DUNN: So moved, Richard Dunn.

MS. COLLINS: Second, Collins.

MS. WELLER: Any recusals?

MS. DONWORTH: Donworth, United Way.

MS. HOLLINGSWORTH: Hollingsworth, Early Learning Coalition.

MS. WELLER: Thank you.

Any discussions?

MR. DUNN: I would be remised if I did not thank the staff for doing a thorough job today. And every reso today has been totally impressive. And you all have to be commended. I know Jim loves that because he can just sit back and push buttons. That’s a great thing. I mean, this was -- you covered the whole waterfront with this last presentation, and in the communications as well, and it makes it very easy and comprehensive. I’m able to understand what I’m
actually voting on and it gives a greater appreciation
for the work that it’s doing, that is done and that it
will do. So I want to thank you all for your great
work. I mean, it’s very impressive, very impressive.
You covered the whole waterfront. Thank you.

MS. WELLER: Thank you, Reverend.

Any --

DR. BAGNER: If I may, Madam Chair? Sorry to
follow Pastor Dunn, but I second everything that you
said. I was just going to kind of say more generally
before, but I’m also just really proud of being a
member of the Trust. And the response that the staff
has made to our initiative over, I guess it was six
years ago now, when we had our first Ad Hoc Early
Childhood meeting, the things we discussed, the
importance of focusing on equity and targeting
underserved families in particular on integrating
research into these projects. They responded to
everything and I’m really proud of all these
resolutions and I support all of them. I’m proud of
what we’re doing.

MS. WELLER: Thank you.

Anyone else?

(No verbal response.)

MS. WELLER: All those in favor?
WHEREUPON, the committee members all responded with “aye.”

MS. WELLER: Opposed?

(No verbal response.)

MS. WELLER: The motion carries. Thank you.

Resolution 2022-25: Authorization to negotiate and execute contracts with the Early Learning Coalition of Miami-Dade/Monroe, Miami-Dade County Community Action and Human Services Department, and the United Way of Miami-Dade, for local match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed $2,270,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

May I have a motion?

MS. GIMENEZ: So moved, Gimenez.

MS. WELLER: Ok, second?

PER MURIEL JEANTY:

(Thereupon, the following proceedings were heard on record)

JUDGE PRESCOTT: Second

(Thereupon, the following proceedings were heard on record)

MS. WELLER: Okay, thank you.
Any recusals?

MS. DONWORTH: Donworth, United Way.

MS. HOLLINGSWORTH: Hollingsworth, Early Learning Coalition.

MS. WELLER: Thank you.

Any discussion?

(No verbal response.)

MS. WELLER: Hearing none, all those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. WELLER: Opposed?

(No verbal response.)

MS. WELLER: The motion carries.

Resolution 2022-26: Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe (ELC) for local match funding for the State of Florida School Readiness Program Match (formerly known as Child Care Executive Partnership) grant, in a total amount not to exceed $1,230,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

May I have a motion?

DR. BENDROSS-MINDINGALL: Bendross-Mindingall.

MS. WELLER: Thank you. And a second?

DR. KENDRICK-DUNN: Second, Kendrick-Dunn.
MS. WELLER: Thank you. Any recusals?

MS. HOLLINGSWORTH: Hollingsworth, Early Learning Coalition.

MS. WELLER: Thank you, Pam. Any discussion or questions?

(No verbal response.)

MS. WELLER: Hearing none, all those in favor?

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

MS. WELLER: Opposed?

(No verbal response.)

MS. WELLER: The motion carries.

Resolution 2022-27: Authorization to negotiate and execute contracts with six providers, identified herein, for the second year of early childhood community-research demonstration projects within high-need communities, in a total amount not to exceed $1,939,358.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023, with three remaining contract renewals.

May I have a motion, please?

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

DR. BENDROSS-MINDINGALL: Second, Bendross-Mindingall.

MS. WELLER: Thank you.
Any recusals?

DR. BAGNER: Recusal, Bagner, employed by FIU.

MS. COLLINS: Recusal, Collins, Lotus House Women’s Shelter.

MS. HOLLINGSWORTH: Hollingsworth, Early Learning Coalition.

MS. WELLER: Okay. Any discussion?

(No verbal response.)

MS. WELLER: Hearing none, all those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. WELLER: Any opposed?

(No verbal response.)

MS. WELLER: The motion carries.

And I’ll turn it back to you, Madam Vice Chair.

MS. HOLLINGSWORTH: Thank you, Madam Secretary.

Resolution 2022-28: Authorization to negotiate and execute a contract with Redlands Christian Migrant Association (RCMA) for local match funding to draw down federal-state funds to subsidize child care for the working poor, in a total amount not to exceed $102,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

May I have a motion, please?

DR. KENDRICK-DUNN: So moved, Kendrick Dunn.
DR. BENDROSS-MINDINGALL: Second, Bendross-Mindingall.

MS. HOLLINGSWORTH: Okay, we have a first and a second. Are there any recusals?

(No verbal response.)

MS. HOLLINGSWORTH: Hearing none, moving into discussion, questions from the board?

(No verbal response.)

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

(WHEREUPON, the committee members all responded with “aye.”)

MS. HOLLINGSWORTH: Are there any opposed?

(No verbal response.)

MS. HOLLINGSWORTH: The resolution carries.

Resolution 2022-29: Authorization to negotiate and execute a contract with the University of Miami-Nova Southeastern University (UM-NSU) Center for Autism and Related Disabilities (CARD) for autism spectrum disorders (ASD) diagnostic evaluation services, in a total amount not to exceed $264,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

May I have a motion, please?

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.
MS. HOLLINGSWORTH: Kendrick-Dunn, motion.

MR. PRESCOTT: Second.

MS. HOLLINGSWORTH: We have our second with Judge Prescott. Are there any recusals?

(No verbal response.)

MS. HOLLINGSWORTH: With no recusals, we move into discussion, questions?

(No verbal response.)

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

(WHEREUPON, the committee members all responded with “aye.”)

MS. HOLLINGSWORTH: Are there any opposed?

(No verbal response.)

MS. HOLLINGSWORTH: Hearing none, motion carries.

Resolution 2022-30: Authorization to negotiate and execute a contract renewal with the University of Miami Miller School of Medicine (UM) in an amount not to exceed $1,300,000.00 for comprehensive early intervention services for children with mild developmental delays who do not meet eligibility requirements for the Individuals with Disabilities Education Act (IDEA) parts B or C, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.
May I have a motion, please?

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

MS. HOLLINGSWORTH: Thank you. And a second?

DR. BENDROSS-MINDINGALL: Bendross-Mindingall.

MS. HOLLINGSWORTH: Second with Judge Prescott.

Are there any recusals?

(No verbal response.)

MS. HOLLINGSWORTH: Hearing none, moving into discussion, observations, questions from the directors?

(No verbal response.)

MS. HOLLINGSWORTH: With no discussion, all those in favor?

(WHEREUPON, the committee members all responded with “aye.”)

MS. HOLLINGSWORTH: Are there any opposed?

(No verbal response.)

MS. HOLLINGSWORTH: The motion carries. Our final resolution today is Resolution 2022-31: Authorization to execute a contract amendment with Ayuda, Inc. to reflect a change in subcontractors for its after-school and summer services.

May I have a motion, please?

DR. KENDRICK-DUNN: So moved, Kendrick-Dunn.

MS. HOLLINGSWORTH: And a second?
DR. BENDROSS-MINDINGALL: Bendross-Mindingall.

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

(No verbal response.)

MS. HOLLINGSWORTH: And moving into discussion, questions from directors?

DR. ABRAHANTE: I have a question, this is Magaly Abrahante. In relation to, I understand that the providers, that we’re working with, we’re not able to recruit the students. What has been put in place to make sure that there’s not a repeat to that situation, and also, the second part is, the new providers that are being engaged, are they in the same areas as the previous providers?

MR. HAJ: Magaly, thank you. I think it was a one-off. I’m going to ask Rachel or Juliette to chime in.

MS. SPECTOR: Well, Kiddie Ranch, original provider that was having difficult recruiting, was a childcare program. They actually closed, which is why they’re leaving. They had difficulty recruiting for the childcare program as well as the afterschool program. It is in a difficult area. There wasn’t a lot of need in that area, so the Small World Daycare, the new afterschool site, is not in the same area.
However, they have already identified more than half of the participants, probably by today all of the participants. It is in a high-need area, it’s in a high poverty census track. And they have a great need in that community. And then in the City of Miami Beach Parks and Rec, they also have a need, this is at Flamingo Park. And they don’t have such a need in the summertime at this other site, so they have two different partners. It was sort of a one-off situation that the childcare program closed, so they had no option but to find new partners.

MS. HOLLINGSWORTH: Thank you, Rachel.

Additional questions from the directors, please?

(No verbal response.)

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

(WHEREUPON, the committee members all responded with “aye.”)

MS. HOLLINGSWORTH: Are there any opposed?

(No verbal response.)

MS. HOLLINGSWORTH: The resolution carries.

Punt it back to you, Mr. Chair.

MR. HOFFMAN: Thank you, Pamela.

I’ll turn it over to Jim Haj for a CEO report.

MR. HAJ: Mr. Chair, this will be brief.
Quarterly Report and Amendment Report on page 42 and 43. I also hope you can look at page 44 through 53. I’d like to thank the communications team. The highlight to work on the board and on the team this last month, I think we had great publicity throughout the last couple of months. So we highlighted that on those pages. And just as our chair mentioned, our board retreat is Thursday, February 3 at 8:30 a.m. until 12:30.

Thank you, Mr. Chair.

MR. HOFFMAN: Okay. Any other business? Great. With that we will adjourn and see you on February 3.

(Whereupon, at 5:11 p.m., the meeting was adjourned.)
CERTIFICATE OF TRANSCRIPTION

The above and foregoing transcript is a true and correct typed copy of the contents of the file, which was digitally recorded in the proceeding identified at the beginning of the transcript, to the best of my ability, knowledge and belief.

Christy Caldera

Christy Caldera, Transcriber

February 9, 2021