THE CHILDREN'S TRUST EXECUTIVE
COMMITTEE MEETING

“IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS”

The Children's Trust Executive Committee

Meeting was held on November 15, 2021, commencing at 3:00 p.m., at 3150 Southwest 3rd Avenue - 8 Floor Training Room. The meeting was called to order by Kenneth Hoffman, Chair.

COMMITTEE MEMBERS:
Kenneth C. Hoffman, Chair
Mark A. Trowbridge
Karen Weller
Pamela Hollingsworth
Gilda Ferradaz
Mary Donworth
Richard Dunn
Nelson Hincapie

STAFF:
Sheryl Borg
Patricia Leal
Imran Ali
James Haj
STAFF (Continued):

Juana Leon
Lori Hanson
Jack Bentolila
Juliette Fabien
William Kirtland
Stephanie Sylvestre
Natalia Zea
Muriel Jeanty
Leigh Kobrinski, Legal Counsel
MR. HOFFMAN: Why don’t we go ahead and get started. It’s a little after 3:00 o’clock. We have everybody except for Pastor Dunn, I believe.

MS. JEANTY: Yeah, we have quorum.

MR. HOFFMAN: Is he coming?

MS. JEANTY: Yes, he’s supposed to.

MR. HOFFMAN: Okay. Any public comments, Muriel?

MS. JEANTY: No, there is no public comments.

I’m sorry.

MR. HOFFMAN: Okay.

Thank you all for being here. I think we do have an agenda with items to go over, but I also wanted to just welcome our newly constituted Executive Committee. I think it’s important to [inaudible 01:29] point of view on some of the things that we’re going to go over here today because [inaudible 01:37] it’s really helpful to [inaudible 01:42] some of the things we talked about at the Board Retreat, getting as much feedback into the staff as possible, for the board and for us. Make that meaningful.

So the first item for review is the approval of the September 21 meeting. Can I get a motion to approve the minutes?

MR. HINCAPIE: So moved, Hincapie.
MS. HOLLINGSWORTH: I’ll second, Hollingsworth.

MR. HOFFMAN: Okay. All in favor?

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

MR. HOFFMAN: Any opposed?

(No verbal response.)

MR. HOFFMAN: So I wanted to take a few minutes
to -- otherwise we’ll just have the time during board
meetings, so that some of the executive team could
[inaudible 02:36] sort of introduce themselves and
talk about what they’re doing. Again, this is just
[inaudible 02:45] board meetings, but we do have some
new participants, including Jack [inaudible 02:55].
So maybe you can give yourself an introduction.

MR. BENTOLILA: Okay. All right. So, good
afternoon. Jack Bentolila. Jack Bentolila, you could
ask my mom. I’m the new chief operating officer here
at the Trust. I’m very happy to be here. So I’m just
going to give you a little bit of background about
myself and how I ended up here. So, I have my
bachelor’s and master’s degree in special education
from the University of Florida. I have a specialist
in educational leadership. I have my doctorate from
FIU’s [inaudible 03:25] program. It’s a program not
many people know about, but it combines classes from
the education, special education, educational leadership program for doctorate program. So I was lucky to be part of the first class in that. So I was very excited. I was with the school system for 22 years, started as a special ed teacher and went up to assistant principal, principal, ended up at the region level dealing with budget personnel and operations for the central region office. During that time I was also an inclusion consultant for the Cayman Islands and New Orleans public school systems. So that was also a nice experience to have. After 22 years, I had an opportunity to work for Miami-Dade County’s, the mayor’s office in the internal service department, also knowns as GSA or General Service Administration, most other government agencies. In that position I worked basically in operations and had a lot of experience with construction, procurement, risk management, fleet management, project management office, managing their 6 million square feet of office and warehouse space, as well as their real estate division that handles all their property, as well as selling and buying properties for the county. So that was a huge different perspective. And then five months ago, six months ago, had the opportunity to come to the Trust and basically bring both those
worlds together and being able to work with families and kids, which was where I started and what I love to do. As well as my operations experience here. I have been lucky in this time to be working with all these great individuals to move the agenda with The Children’s Trust in reaching children and families across Miami-Dade County. I’ve enjoyed every minute of it. Short and sweet.

MR. HOFFMAN: I’ll turn it over to Jim.

MR. HAJ: Mr. Chair, thank you for giving us this opportunity. I really just want to -- the executive team, half our executive team is new in the last six months. We just want an opportunity so you get to meet them, you get to know some of their backgrounds. I have Jack, Natalia and Juliette, who will spend a little more time. I think most of you know Lori. Imran. I know some people are giving nods. Some people don’t want to know Imran, don’t want the liability. And Bill. I think everybody knows these three well. So we’ll give them a little more time. So introduce yourself, be brief.

MS. HANSON: Sure. Yeah, I was looking around the table, like everybody pretty much knows me, I think. I don’t know if everybody knows that my educational background is in child clinical
psychology. I’m a licensed psychologist. I came to
the Trust from the University of Miami. I came to the
University of Miami to do my internship, that’s what
brought me to Miami, and then we stayed. I worked
with a lot of -- in my [inaudible 06:20] days with our
Healthy Start programs. So I know Karen from way
back. And then it was just the exciting opportunity
to be able to do to the Trust and help shape
strategically the investments to reach the Trust
mission. So it’s been exciting. I’ve been here
pretty much since the beginning. So glad to be a
resource and to continue the work to support the
board’s vision.

MR. HAJ: Imran. It’s not a lengthy
introduction.

MR. ALI: Everyone knows me. [inaudible 06:55]
DCF and 10 years with the county as a child advocate.
During those two years I started with The Children’s
Trust board as a board member for 12 years. So then I
switched over [inaudible 07:09]. I know most of you,
worked very close to you. I know most of you. So
it’s really great to be here amongst all of you.

MR. HAJ: Juliette is another -- you’ve met --
she’s been with the Trust for 15 years now --

MS. FABIENNE: Fifteen years.
MR. HAJ: Fifteen years. But in the executive role almost --

MS. FABIEN: Three months.

MR. HAJ: Yes.

MS. FABIEN: Yeah, thank you, Jim. Hi, everyone.

Juliette Fabien. Let’s see, if I were to -- what I need to say about myself is how I started with my career. [inaudible 07:46] you think you want to make a difference in this area. So, for me, I came here in my early 20’s, so I wasn’t raised and born here. So I already been to college in Haiti, even though I have to start over when I got here. Trying to figure out. I wanted to be a linguist when I was in Haiti, but by the time I moved here, I’m like, okay, so I go to the health field and things like that.

So I was trying to -- how I was trying to figure out, I ended up doing case management. I’m like, yes, [inaudible 08:20] I felt like I was still doing case management for them, help them do childcare for the kids. But it didn’t take me two months into the job to realize, like, I’m not making a big difference here. I don’t think that’s where I needed to be. I need to be in a bigger organization, so I transitioned to Jackson. I applied for Jackson Health System, which is the largest. If I really want to make an
impact, I need to work for a larger system in our community. So as I was working to Jackson a couple of years, I went to a conference. And as a health educator, I used to go into the community, I don’t know if you remember the [inaudible 09:00] we used to do in different communities. We did mammogram screening and things like that. So it’s all about prevention and things like that. And then I went to that conference for the first time. I think sixteen years ago, I heard about social determinant health. I’m like, I was amazed. I was like, I want to know more about social determinant health. And I remember, I don’t remember the name of that person, was talking about how important 20 percent make a difference in a life of a child or family. So I’m like, wait a minute, I’m still in the wrong space, I need to be doing social determinant of health, so maybe working for Jackson is not the right thing.

I used to be -- [inaudible 09:44] to try what they do, so now I started learning more and things like that. And when the opportunity presented itself, they were starting a brand new health scene, I’m like, that’s my chance to jump ship from Jackson to the Trust and help build that scene. So I started from the -- we organized differently. From the beginning I
was very happy. From the first time I started in the Trust, transitioning from a larger organization that was very structured, you know, you cannot change, you cannot budge things like that. And then I came to the Trust, I’m like, I’ll just do this. It was flexible, so I kind of liked that. And then I held several position within the programs scene, but my focus was always, okay, even though now I understand the impact of social determinant of health, but I still had vision still.

Stephanie used to tell me, Juliette, some of this stuff you’re doing in health, you need to do with other programs, but I was still resistant about, yeah, but that’s extra things and I can support there, but I don’t see me doing those other things. So it takes when Jim to come on board, as a director of program, then I was -- I stepped back from programming committee, more like thinking strategically how we as a team can work together, all the programs that we fund, to make sure that we see the full picture, not just my tunnel vision about looking at the health. Because I can't just come into The Children’s Trust, with maybe open my mind about how the social determinant of health would impact the life of children and families. But that didn’t happen right
away. But I can finally say that I’m at a position
with -- I’m at a moment and a position to make that
difference and really use social determinant of health
to focus on how we impact the lives of children and
families in Miami-Dade County. If you were to ask me
that 10 years ago, at my job, I would say -- I didn’t
have a title, but I definitely -- the function what
I’m doing right now with the program scene, probably I
would [inaudible 12:00]. So I’m very happy to be
here. I’m very happy to work with you and to learn
from you. So I’m sure I went on and on.

MR. HAJ: Juliette just had her birthday
yesterday. What she didn’t tell you, six years ago
she almost quit on us and walked out of my office.
But she has been -- in the last couple of years.

MS. FABIEN: I’m glad you convinced me to stay.
Yeah, but I’m very happy to be here.

MR. HAJ: I think our newest executive is
Natalia. Natalia has three hats, communication, we
merged communication and community engagement several
months ago, so she has communications, community
engagement and public policy. She has three
departments she’s overseeing.

MS. ZEA: Yes. It’s a long title. It’s plus
communications on the side. It’s nice to connect.
I’ve met some of you individually in classifieds and some I’m meeting for the first time in this board meeting. So, I’m Natalia Zea. I have been with the Trust a whopping five months, I think it is. Very excited to be here. So my background, I’m actually from Denver, Colorado, originally, and my background was in journalism. I spent 14 years in news. I covered a lot of investigate stories and saw very quickly that that was one way to approach system failures and issues in our communities, including youth violence, and saw other opportunities outside of these.

I just didn’t want to tell the story anymore, I wanted to actually do something on the other side of it that would be meaningful. I left -- I worked at CBS Miami for 10 years, here as a reporter. And then I, about four, it’s been four years ago, four and a half, almost five years ago I worked at Miami-Dade Public Schools. I went there and worked on some different initiatives. I was in the office of community engagement, where I focused on special initiatives and business partnerships. Getting the business community, really needed to rally around our schools in order to improve things for our entire community.
I also, there, moved up to a promotion in the communications department. I was district director of communications during COVID. So it was an interesting time, the first historic shutdown of an entire school system. The transition in summer. The move to distance learning also in the fall. And then the reopening, the developing in the fall. So in the year I spent, the number over there was very eye opening. The school system. It was a lot. It was a lot. It was great.

I had an opportunity to move on to chief of staff for Commissioner Danielle Cohen Higgins, who is actually the BCC rep on the board. And I was there for a short time and I always wanted to work for the Trust. When I was in the school system, this always seemed the place. Donavan seemed happy. And in the end it really worked out great. Stars, moon and sun all aligned for me to be able to come here.

I’m really excited about the merging of the departments because community engagement and communications really are hand-in-hand. And with them together I think is a really powerful way to tell the story of the Trust, the work that providers are doing. And also make sure that folks know why they pay this in taxes every month. They know the value of what we
bring. So I look at that as one of my main visions here. And also, too, listen to the community and make sure that what they’re saying is reflected in the work that we’re doing and informing our processes.

Other than that, I have two kids, a 7-year-old boy and a 9-year-old girl. And a big dog. And I’m very happy to be in Miami. This is home, so. Thank you.

MR. HAJ: Thank you.

And last, but certainly not least, our CFO.

MR. KIRTLAND: It’s a pleasure to be here with everybody today. As Jim sort of alluded to, there is now a developing and longstanding issue with many members of our board. I was sitting here thinking about, as I look at our Chairman, Mr. Hoffman, is that back in October of 2016, was my first Finance and Operations Committee Meeting, which we brought a budget amendment to -- for board approval. And Ken had some pretty tough questions for me during that meeting and I said, I think I really need to shape up here for the rest of my time as newly appointed CFO. But it’s been -- sometimes in reflecting how I arrived here at The Children’s Trust, it seems like in certain conversations, in certain calls in a matter of days, or maybe a few weeks, but my life could have been very
different, but instead I ended up here at such a valuable community-based organization. Getting to combine a little bit of what I traditionally knew, that I would develop my professional career as an accountant, getting to do things with children and children services in Miami-Dade County.

I had to plug a little bit after this weekend, especially for new Florida students and graduates. I graduated from Sanford University in Birmingham, Alabama, that’s not Stanford, that’s Sanford University, with only about 5,000 students. And that football game against Florida this weekend was pretty close, pretty late in the game against the mighty powerful University of Florida and Sanford.

But I ended up, after Sanford, at a traditional audit and tax service organizations. Went from about two different organizations, one of them we do have some work with, involved with our provider services, known as [inaudible 17:56]. And as an auditor for that organization, I was exposed to a lot of the nonprofit organizations here in the county and performing Children’s Trust programs specific audits. And so when I transitioned from that smaller audit-based organization, I got my CPA license, that was back in 2013 to 2014. And I think I called, on a
random note after learning that I had obtained my
license, I called Tiffany Bedran, our former CFO, and
I think she had been appointed to CFO maybe two or
three days after I just made that call.

So there was an opportunity to join the Trust in
the finance department, and then just a couple of
years later, an additional opportunity to really
challenge myself and take on the CFO position. And
that wasn’t too long after Jim came in. And I think
maybe about seven, eight, maybe a little less than a
year at that point. But I think right away we got to
work on developing maybe what I would think as our
first, maybe not our first necessarily, but a robust
long-term financial strategy that we closely developed
with our finance committee.

And it had had a -- since developing, about three
different finance committee chairmen, who have really
helped with this financial plan. I think that we’ve
had this past three, four, five years come to
fruition, that you’ve maybe heard us discuss in
previous board meetings. I guess that gets us all
catch up.

Thank you.

MR. HAJ: Chairmen, thank you.

MR. HOFFMAN: Okay. I know we talked a lot
during board meetings about how quick the staff is. This is now the core team in front of you. Again, they’ve done a lot of work, they’ve had a lot of challenges in the last year. I really thank all the staff, but particularly the people in this room, including our secretary, helping us out and getting us through these times. So thank you.

The next thing I want -- I actually wanted to skip over to, the next one will be quick and, you know, we’ve worked on necessary for the -- at the board retreat. We will be having a brief Nominating Committee Meeting at the end of this board meeting. The purpose is next year. We’ll have a new slate of officers to select. So the timeline is going to be applications through December 10. For positions beginning January 10. We will bring it to the board on February 3rd board meeting, so that new officers that have been put in place [inaudible 20:43].

So on to the board retreat. I think, certainly since I’ve been around, the board retreat has been a really [inaudible 21:24] and important part of the board, talking about together, but also guiding staff on the earnings of the Trust, as well as bringing new initiatives and new ideas. So I wanted to do two things at this meeting. The board retreat and the
finance. I think we have a plan as to what the staff would like to do. But I’d also like anybody who has any other ideas. [inaudible 21:54]. We had similar ideas on thoughts [inaudible 22:03]. I’ll let Lori give a quick background of our plans and [inaudible 22:29].

MS. HANSON: Great. Great. So I was thinking if we break the sections into content and process, that would be the best way for me to share with you some of our thoughts and then also get your input and feedback to shape both of those areas. So, in terms of the proposed content for what we see in the year ahead, we want to make sure -- it’s been a few years since we’ve given the board kind of the solicitation processes overview, like how does it work, and what are our steps in releasing funding. One of the things that’s on our horizon is a lot of our major initiatives are going to be needing to be released in the coming year, in the next year, so we want you to really understand and feel comfortable with our processes. We made a lot of process improvements in the last cycle. We had a lot of success with those improvements, from the prior cycle. So just kind of reviewing where we’re at, how things work, make sure everybody is up to speed on that in case you get asked questions and the
community and other roles want to know what’s what with solicitations.

The other thing that Jim has brought to the table and asked us to vision on is a five-year solicitation plan. So we have five-year cycles, but sometimes we aren’t always looking on the long horizon. So for the last year or so, we’ve been really visioning that five-year cycle. So getting ready, we know what’s coming next year. We also know what’s coming two years from now, three years from now, and then we kind of look around and start back over again. We always keep that five-year horizon. We’re always seeing when that cycle is looping back and needs to go back out for more solicitation.

So we’d like to share with the board sort of that five-year perspective view and where we’re at on that. And we have some cool tools to show timelines with Jack’s assistance bringing some of that into planning, project management software. And then the focus, I think in terms of actual substantive content, that we would need the board’s input, your thoughts, your policy guidance on is the major, are the major initiatives that would be going out for release next year. And those included our youth development, which is broken into two, like we have our K-5 programs and
we have our 6 to 12 programs. They go into solicitations. And then parenting, for our parenting initiative, we’re actually going to be bringing under one umbrella, the continuum of parenting supports that we fund. So we have the Parent Club, which is one-time workshops, educational awareness raising. Then we have, of course, you’re very familiar with our longstanding parenting portfolio of group curriculum that might last for a couple of months and all the way including visitation progress that might last for a couple of years.

And then we have our family strengthening portfolio, which is really the more clinical behavioral health interventions, parent/child interaction, therapy trauma focused, cognitive behavior therapy. So there’s a whole range of continuum, but we want to bring them under one umbrella because they really relate to one another. So we’re going to bring that under parenting. That really -- all of those together involve more than 200 contracts, about $74 million dollars, depending on if we decide to add more money to that or not. And that can be part of the discussions that come after the retreat when we start looking at budget planning.

But these major initiatives would be starting a
new funding cycle in October of 2023, and so that means that we need to be working on solicitation releases, late 2022, right. So this February 2022 retreat is a great time to really pick your brains, what do you know about, what do you hear about our afterschool programs, our summer camps. What do we think about parenting continuum and how we need to -- what do we need to improve in that portfolio, what do we need to keep doing, stop doing, et cetera. So that’s kind of content. I’ll stop there and see if you have other content pieces or suggestions related to those pieces, but that’s sort of where we were going.

MR. HOFFMAN: Those who’ve been around, know that at least in the last -- towards the end of the cycle, we focused on what would we do with the money we had available, [inaudible 27:09] but as Lori said, now we’re really looking forward to -- it seems like a long way away, but the planning that will be done in February, probably in forum, solicitations that occurred during the year and for preparation, so. It’s really an important time.

Any other things that we want be considering in terms of presentation or input from other board members?
Go ahead.

MR. HINCAPIE: Thanks. It’s really in February when we’re going to be giving you ideas. I think it’s great that you’re bringing everything under one umbrella. So I look forward to that meeting, so. And obviously, Jim, cover your ears because I’m going to mention ACEs. When you -- but it’s basically the social determinants of health when you, you know. To me its ACEs, to Julia it’s social determinants. The more we do in that area, the better our children are going to be. And I really want us to focus on that, but I’ll wait until February. I’m warning you.

MR. HOFFMAN: As I said earlier, these are the people to talk to before February, too.

MR. HINCAPIE: Yes. Okay.

MS. FERRADAZ: I think it all makes perfect sense. And I think you prepare us very, very well. I think the context of -- we’ve been investing in these areas for a long time, so I can really understand how are we trending as a community, based on these investments over the years. Are we seeing little pockets of things? Goes back to ACEs, but, you know what I mean? Do we need to be focusing on an area more than another, et cetera. So just half and half.

MR. HOFFMAN: No, no, because two years ago, or
three years ago, we came out with a[inaudible 29:18].

MS. FERRADAZ: Yes. And I think -- we do it the
same at United Way, so looking at how are client
outcomes tracking, but then how are community outcomes
tracking. There’s so much more money to invest. To
invest in this kind of thing. So really seeing how
are we doing.

FEMALE VOICE: [inaudible 29:50].

MS. HOLLINGSWORTH: I’m sorry, I couldn’t quite
make out what you said --

FEMALE VOICE: I’m sorry.

MS. HOLLINGSWORTH: -- but I hope I’m not
repeating it. But it will instruct me in the
evaluation meeting last week. It would be interesting
to know how the work we’re doing in that area is
looping back, but informing some of the RPs that may
be coming up. So that we can kind of close [inaudible
30:45] Maybe some of the investments can turn into
permanent practice.

FEMALE VOICE: I agree with Nelson, sorry. But
we are seeing, not only the dependency system, but we
also saw a lot of cases in the community of children
and family. We are seeing the issues are more severe
and the trauma that the kids are experiencing are more
severe. They want more interaction with the justice
system also. And like just today we were [inaudible 31:40] school system [inaudible 31:48].

MR. HOFFMAN: Thank you. Lori is going to talk about the process.

MS. HANSON: Yes.

MR. HAJ: Let me jump --

MS. HANSON: Okay, go ahead.

MR. HAJ: One last comment on that. So last two board retreats, leading up to this five-year cycle, we’ve been working the last two years to start preparing for this. And actually, the first group comes today. [inaudible 33:03] and that was based on a lot. That came at a last board retreat. And the additional funds based on what the board has stated. So we’re coming to February, we’re not coming broad, it’s going to come all with what the board had spoken about in the last two years in the prep for the release. So we’ve been working this for about a year and a half. And even with FST today, what we’re very proud of, what we’ve heard from the board, was a tracking system or a referral system, so that we can close some loops. So we have been building out the last year. The last seven of months, our referral IT system. So we’ve can refer and track the referral system. So there’s a lot of planning into release and
FST today. And we’re having the board approve the
additional $4 million dollars going into that
additional needs in our community. So that is being
released today.

MS. HANSON: Yeah. And I think it is important
to note the long cycle we have, right. You know, so
last February we took a lot of input related to
eactly what Gilda was talking about, with the really
high need families and children who are just having
major life challenges and need multiple system
interventions to support them. And sort of that
wraparound model. And so we had, as Jim said, we had
that resolution today to approve the release for that
solicitation will be coming out actually in February
when we’re -- when we’re having the retreat, that will
be served out on the streets, if you will, people will
be starting their applications to start new
programming next fall. So --

MR. HAJ: We’re talking about today. I
apologize, we’re talking about today you mean.

MS. HANSON: Yeah. Yes, the meeting, the board
meeting today.

MR. HAJ: No, the morning meeting.

MS. HANSON: Oh, the morning meeting. Oh yeah,
we had a networking session with people today just to
let people in the community know that this is coming,
that the board put a priority on the high need
population, especially during the pandemic where we
see things have been really rammed up, amped up, you
know, in terms of needs. And so that’s -- that
additional funding for your approval this afternoon,
$4 million more dollars going in there, hopefully
after additional partnerships to get funded out. So
that’s sort of where -- you can see the long view,
from when you met last February, coming around to
that. And so what we’ll be looking for in the retreat
is looking at some of our more -- the afterschool and
summer programs, universal, preventive oriented
programs. Looking at social-emotional learning.
Physical fitness and health and nutrition. And then
of course literacy. And then the parenting programs,
as I mentioned, continuum, right. Some more
universal, general, everybody needs -- everybody comes
with a manual, all these clichés that you hear about
kids. And all the way to the end of, my kid has
experienced a major trauma and needs cognitive
behavior therapy to help recover, right.

So yeah, just thinking of that arch, of how long
it takes to kind of get things done and that’s why
we’re going to start the discussions for programming
the -- coming out for funding later in the year and starting with 2023.

MR. HAJ: I’m going to wrap it up. But we had over 300 participants on this morning call of all our partners and sharing what people need, but also asking for input, are we missing anything, what they see in the community. So it’s really informational session and there’s a QA and waiting for them to verify feedback to us before this thing is rolled out.

MS. HANSON: And then tomorrow we have the one for Trust Academy to let people know about the support program and professional development supports. And that's where we’re including your additional priority and funding for racial equity work and the social emotional wellness work that you all discussed at last year’s retreat. So yes. So great content. Open to other content ideas. Feel free to reach out to me if you have any other thoughts or questions you want us to make sure we address.

In terms of process and format, activities, we’ve had a mix of things in the past and I would anticipate that’s probably what we want to go for again. But I wanted to just put out there to ask your level of interest in keeping things more in large groups presentations and discussions. I know it’s a large
board, so then maybe that makes it more difficult for everybody to get their thoughts heard. We’ve done small breakout sessions and rotations in the past as well, so sort of looking to your thinking in terms of if you’re thinking about this content, are you -- which way do you think might be better.

And then the balance of internal/external presenters. So we just had an Early Childhood Committee Meeting that was pretty successful. It had a mix of external people, experts bringing information to us, along with our internal staff sharing about our current portfolios performance. And so when we’re thinking about these other potential areas of content, which is sort of how our solicitation process works, what’s the five-year cycle look like, and in particular, double clicking into the youth development and the parenting investments. What are your thoughts about who would you like to hear from, and then in what way would you like to interface with one another, larger groups, breakouts?

MR. HOFFMAN: I mean one of the things that has always been said is time constraints. Lori can speak really rapidly, but I think that we need to [inaudible 38:49] I’d like personally the small group format, being able to add breakout sessions because people can
talk to each other [inaudible 38:58] don’t necessarily
group context. But I think that constrains many
teaching sessions or lecture type of sessions, but I
do think it’s important to get some small group.

MS. HANSON: And just to interject, we do have, I
think locked on the calendar now, like the morning,
right. So we’re thinking sort of a half day session,
which maybe gives us three to four hours.

MS. HOLLINGSWORTH: I like the smaller sessions.
Are we in person or virtual this year?

MS. HANSON: I don’t know if I’d go out on that
limb. I feel like I’ve been on that limb before.
Like, oh yeah, we’ll be in person by then, yeah.


MS. HANSON: Yes.

MR. HOFFMAN: Or in person --

MS. HANSON: Yes.

MR. HOFFMAN: Bigger space and being able to move
around. That’s helpful. A lot of people were
expecting more so than they are in person.

FEMALE VOICE: I like the small group.

MR. HOFFMAN: [inaudible 40:18] feedback. This
goes to actually what Miriam brought up, too, is that,
I think to the extent we [inaudible 40:25] some of the
[inaudible 40:28]. But I do think if we’re going to
have a lot to cover, I think some of the easy things, maybe even putting out an outline so it makes it easier. But some of the things, like the preparation and research, if [inaudible 41:00].

MS. HANSON: And then it gives you more time for the small groups.

MR. HOFFMAN: Absolutely. Things that can help us save time.

MS. HOLLINGSWORTH: That’s why anything that can be [inaudible 41:24].

MR. HOFFMAN: As I said, this is not [inaudible 41:48] retreat or otherwise, so. [inaudible 41:56]. Lori does reach out. I know she will probably reach out to a couple board members [inaudible 42:12]. Anything else? Okay. Then we’re adjourned.

(Whereupon, at 3:45 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

January 31, 2022