



Finance & Operations Committee Meeting

Thursday, January 8, 2026
3150 S.W. 3rd Avenue – 8th Floor
The Children's Trust – Training Room
9:30 a.m. – 11:00 a.m.

Board of Directors

Kenneth C. Hoffman
Chair
Pamela Hollingsworth
Vice-Chair
Matthew Arsenault
Treasurer
Laurie Weiss Nuell
Secretary

Laura Adams
Islamiyat Nancy Adebisi
Daniel Armstrong, Ph.D.
Alex Auguste
Daniel Bagner, Ph.D.
Hon. Dorothy Bendross-Mindingall, Ph.D.
Cathy Burgos
Silvia Castellanos
Norie del Valle
Lourdes Diaz
Gilda Ferradaz
Gioia Ploy Gentile
Hon. Norman S. Gerstein (Ret.)
Lourdes P. Gimenez
Valrose Graham
Mindy Grimes-Festge
Osmani Gonzalez
Hon. Keon Hardemon
Malou C. Harrison, Ph.D.
Thamara Labrousse
Benjamin Nussbaum
Clara Lora Ospina, Psy.D.
Hon. Orlando Prescott
Hon. Alex Rizo
Hon. Isaac Salver
Alfred Sanchez
Miriam Soler Ramos, J.D.
Luis E. Suarez, J.D.

David Lawrence Jr.
Founding Chair

James R. Haj
President & CEO

County Attorney's Office
Legal Counsel

AGENDA

9:30 a.m. **Welcome and opening remarks**

Matthew Arsenault
Committee Chair

9:35 a.m. **Public Comments**

Matthew Arsenault
Committee Chair

9:40 a.m. **Approval of October 9, 2025, Finance & Operations Committee minutes summary** *(Addl. Items packet, Pg. 3-4)*

Matthew Arsenault
Committee Chair

9:45 a.m. **Investment strategy and portfolio composition presentation by PFM Asset Management**

Matthew Arsenault
Committee Chair

10:00 a.m. **Legislative Update on Property Taxes**

Matthew Arsenault
Committee Chair

10:15 a.m. **Resolutions**

Matthew Arsenault
Committee Chair

Resolution 2026-A: Authorization to release a competitive solicitation for the Innovation Fund, in an amount not to exceed \$1,000,000.00, to support projects that test new ideas and strategies addressing community needs and that have not been previously implemented in Miami-Dade County, for a one-year contract period beginning October 1, 2026, with no contract renewals. *(Pgs. 5-6)*

Resolution 2026-B: Authorization to release a competitive solicitation to identify an entity to operate The Children's Trust Youth Advisory Committee (YAC) program, in a total amount not to exceed \$260,000.00, to facilitate youth leadership and civic engagement programming of the YAC, for a term of 12 months, commencing July 1, 2026, and ending June 30, 2027, with four annual contract renewals, subject to annual funding appropriations. *(Pgs. 7-9)*

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.

Resolution 2026-C: Authorization to contract with a new subcontractor to replace SquareWorks Consulting, LLC, the subcontractor approved in Resolution #2023-67, by the Board of Directors on July 10, 2023. *(Pgs. 10)*

Resolution 2026-D: Authorization to approve revisions to Section 2009 of the procurement policy pertaining emergency funding and all delegations of authority reflected therein. The updated policy change will take effect on February 1, 2026, and will remain in effect unless edited and approved by the Board in the future. *(Pgs. 11-15)*

10:55 a.m. **CEO Report**

- Monthly Financial Statements
- Board Retreat – February 19, 2026
- Champions for Children Ceremony, April 16, 2026

James R. Haj
President & CEO

11:00 a.m. **Adjourn**

Reminder:
Next Committee Meeting: Thursday, March 5, 2026



**Finance & Operations Committee Meeting
Summary of Actions Taken
October 09, 2025
9:30 a.m.**

These actions were taken by the Finance & Operations Committee meeting held on October 09, 2025:

***Please note that the number of board members fluctuate based on arrival and departure of some of them throughout the meeting.**

Public comments – none.

Motion to approve the June 05, 2025, Finance & Operations committee meeting minutes was made by Laurie W. Nuell and seconded by Thamara Labrousse. Motion passed unanimously, 8-0.

Resolution 2026-A: Motion to recommend the resolution to the Board of Directors on October 20, 2025, was made by Dr. Clara L. Ospina and seconded by Alex Auguste. Authorization to negotiate and execute an agreement with U.S. Bancorp Asset Management Inc. to provide investment advisory services, commencing retroactively on October 1, 2025, and ending October 1, 2030. **Motion passed unanimously, 8-0.**

Board member requested more rates and terms for the proposed contract when the item is presented to the Board.

Resolution 2026-B: Motion to recommend the resolution to the Board of Directors on October 20, 2025, was made by Thamara Labrousse and seconded by Dr. Daniel Armstrong. Authorization to negotiate and execute contracts with two vendors, identified herein, for event planning services related to the 2026 Children's Trust Signature Events, in a total amount not to exceed \$655,000.00 for a term of 12 months, retroactively commencing on October 1, 2025, and ending on September 30, 2026, with four annual renewal options at the sole discretion of The Children's Trust and to waive the formal competitive procurement process [2/3 vote]. **Motion passed unanimously, 8-0.**

Resolution 2026-C: Motion to recommend the resolution to the Board of Directors on October 20, 2025, was made by Benjamin Nussbaum and seconded by Dr. Clara L. Ospina. Authorization to accept a contribution of up to \$191,327.56 from Miami Beach Education Chamber Foundation, Inc., the fiscal agent for the City of Miami Beach and neighboring municipalities, and to negotiate and execute a contract with Jessie Trice Community Health System, Inc., a funded school-based health provider, to provide behavioral health enhancements in eight Miami-Dade County Public School system schools in Miami Beach, at a cost equal to the same dollar amount, for a term of nine months, commencing retroactively on October 1, 2025, and ending June 30, 2026. **Motion passed, 6-0. Recusal by Thamara Labrousse, conflict due to her board membership with Jessie Trice; and Luis Suarez over an abundance of caution since he represented Jessie Trice many years ago.**

Resolution 2025-D: Motion to recommend the resolution to the Board of Directors on October 20, 2025, was made by Laurie W. Nuell and seconded by Thamara Labrousse. Authorization for the payment of membership dues to the Florida Alliance of Children’s Councils and Trusts (FACCT) in an amount not to exceed \$85,000.00, inclusive of training and analytics tools to support public policy initiatives, for a term of 12 months, commencing retroactively October 1, 2025, and ending September 30, 2026. Authorizing The Children’s Trust staff to advocate in accordance with FACCT policy priorities, and other related policy priorities that benefit children and families served by The Trust. **Motion passed unanimously, 8-0.**

Meeting adjourned at 9:45 a.m.

The Children's Trust Board Meeting

Date: January 26, 2026

Resolution: 2026-A

Strategic Plan Priority Investment Area: Learning & Quality Improvement - Innovation fund.

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to release a competitive solicitation for the Innovation Fund, in an amount not to exceed \$1,000,000.00, to support projects that test new ideas and strategies addressing community needs and that have not been previously implemented in Miami-Dade County, for a one-year contract period beginning October 1, 2026, with no contract renewals.

Budget Impact: Funding for this resolution is projected to be available in FY 2026-2027.

Description of Services: This resolution authorizes The Children's Trust to release a competitive solicitation for the Innovation Fund. The Innovation Fund allows The Children's Trust to invest in short-term innovative projects to test new ideas that address unmet or emerging community needs among children and families in Miami-Dade County. Projects funded through this grant aim to:

- Promote equitable opportunities for children with greater needs.
- Build on existing community assets.
- Encourage collaboration and sustainability.
- Address persistent economic and social challenges through practice-based innovation.

To be eligible to apply, projects must include novel strategies that have not yet been tried in Miami-Dade County. Proposals may involve different stages of an innovative project, such as planning efforts, pilot testing, or implementation of innovative concepts or practices that focus on improving the lives of children and families. Projects may not be currently funded in any major Trust-funded direct service initiatives.

All funding recommendations will be returned to the board for approval following the application review process. The maximum annual award is \$100,000.00, although most awards are for less than that.

Background: This resolution to release competitive funding has been designed to align with The Children's Trust's strategic priorities and the Board's guidance. The Innovation Fund operates on a one-year funding cycle, the last of which ended in September 2025, with the option for a no-cost extension for up to six months. The new funding cycle for Innovation will run through FY 2026-2027, with the option for a no-cost extension for up to six months.

The last funding cycle for Innovation was in fiscal year 2024-2025, which funded 20 projects. Past projects funded for innovative planning grants have included but are not limited to the following topics: strengthening families to reduce trauma, expanding early literacy initiatives,

elevating opportunities for women and girls, and supporting foster children and families. Over the past years, grants have been awarded to organizations to pilot innovation projects in the areas of engaging children with disabilities in performing arts, improving language development in young children, expanding access to Haitian Creole audio books, and supporting economic self-sufficiency in families. Innovative implementation grants, typically the largest group of funded projects have been funded to incorporate climate curriculum in public school education, to improve communication among children with autism, to promote mindfulness and reducing stress through therapy using VR technology, and to develop career readiness and life skills through mentorship of children with differing abilities.

Procurement Policy: This request for release of a competitive solicitation for The Children's Trust falls under Section 2002, Formal Competitive Procurement Process for Direct Community Services.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **26th day of January 2026**.

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: January 26, 2026

Resolution: 2026-B

Strategic Plan Priority Investment Area: Youth Development; Community Engagement, Awareness, and Advocacy; Youth Civic Engagement

Strategic Plan Headline Community Results: Good choices for prosocial behaviors in schools, homes and communities; Successful transition to adulthood.

Recommended Action: Authorization to release a competitive solicitation to identify an entity to operate The Children's Trust Youth Advisory Committee (YAC) program, in a total amount not to exceed \$260,000.00, to facilitate youth leadership and civic engagement programming of the YAC, for a term of 12 months, commencing July 1, 2026, and ending June 30, 2027, with four annual contract renewals, subject to annual funding appropriations.

Budget Impact: Funding in the amount of \$260,000.00 is projected to be available in FY 2026-2027.

Description of Services: This resolution authorizes The Children's Trust to release a competitive solicitation to provide youth leadership and civic engagement programming for The Children's Trust Youth Advisory Committee (YAC). The YAC serves as the youth voice of The Trust and is a leadership development program with more than 200 high school members across six groups throughout Miami-Dade.

This is the first solicitation to contract for an entity to operate the YAC program, which previously has been overseen directly by Trust staff using numerous independent contractors and vendors to facilitate each of the groups, to lead program activities, and to manage day-to-day operations of the program. The YAC program has grown exponentially since it began almost 20 years ago. As part of this evolution, bidding out the operation of YAC to an external youth development entity will realize efficiencies such as streamlining program operations, leveraging existing program technology platforms, increased tracking of metrics and outcomes in line with other direct community programming, and support the delivery of an even higher quality and more robust youth leadership and civic engagement program for high school youth.

The solicitation will seek one entity to oversee all facets of the logistics and operations of the YAC, with ongoing direct guidance from Trust staff for program continuity. The entity will manage YAC student recruitment, staff engagement and retention, budgeting and purchasing, monthly meetings, activities, student-driven social media, and local and out-of-town field trip planning and execution, community service project development and execution, and other program needs, while ensuring the program maintains The Children's Trust YAC brand and identity.

The funding recommendation will be returned to the board for approval following the application review process.

Resolution 2026-B – Youth Advisory Committee Program Services; Community Engagement and Youth Development Budgets
January 26, 2026

Background: The formation of The Children’s Trust Youth Advisory Committee (YAC) was initially authorized by resolution #2005-40 in 2005 and subsequently expanded services through resolution #2017-57 as well as participant numbers, availability and locations of programmatic activities through resolution #2019-08.

The YAC has served as the youth voice of The Trust since it was put in place more than 20 years ago. It is a leadership development and civic engagement program focused on community service and advocacy, especially in support of children and families. It began with a handful of students meeting at The Trust offices and has since evolved into the expanded program it is today.

During the 2024-2025 school year, the YAC had 220 active members from more than 52 high schools who met regularly at six sites across the county. The groups utilized six student-led Instagram accounts to raise awareness about youth civic engagement and to create opportunities for youth participation. Students dedicated thousands of community service hours in collaboration with a multitude of community partners. They also developed and executed six community service initiatives and participated in three local travel experiences. Twenty YAC members participated in the 2025 Legislative and College Tour in Tallahassee, which included meetings with Florida legislators, tours of the House of Representatives, and visits to Florida Agriculture and Mechanical University (FAMU) and Florida State University (FSU). The continuation of activities similar to these will be an expectation of the entity that is awarded this contract.

Procurement Policy: This request for release of a competitive solicitation for The Children’s Trust falls under Section 2002, Formal Competitive Procurement Process for Direct Community Services.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **26th day of January 2026.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: January 26, 2026

Resolution: 2026-C

Strategic Framework Priority Investment Area: Learning and Quality Improvement:
Technology Design Solutions

Strategic Framework Headline Community Results: This investment supports all
headline community results.

Recommended Action: Authorization to contract with a new subcontractor to replace
SquareWorks Consulting, LLC, the subcontractor approved in
Resolution #2023-67, by the Board of Directors on July 10, 2023.

Budget Impact: No additional funding is required for this change in subcontractor.

Description of Services: This resolution authorizes The Children's Trust to contract with a
new subcontractor, Charted, Inc., to replace SquareWorks Consulting, LLC, the subcontractor
approved in Resolution #2023-67. Charted, Inc. will continue to provide Automate, an add-
on service to the NetSuite solution that supports Accounts Payable (AP) automation and
advanced check printing under its current contract without disruption. Contract terms, quality
of products, services, and support remain unchanged.

Background: On July 10, 2023, the Board approved Resolution #2023-67, authorizing the
Trust to contract directly with SquareWorks Consulting, Inc., as an approved subcontractor
of The Children's Trust Finance and Accounting Software provider Oracle America,
Inc./NetSuite, Inc. for services described above. Effective October 1, 2025, SquareWorks
Consulting, LLC announced it had undergone a rebranding, including changing its corporate
name (and EIN) to Charted, Inc. Under the procurement policy and delegated authority
Section 2002.C.7, any change to a company that results in a change of EIN requires Board
approval.

Geographic Area: Countrywide

The foregoing recommendation was offered by _____ who moved its
approval. The motion was seconded by _____ and upon being put to a vote,
the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted **this 26th
day of January, 2026.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: January 26, 2026

Resolution: 2026-D

Strategic Framework Priority Investment Area: Operations

Strategic Framework Headline Community Results: This resolution supports all headline community results.

Recommended Action: Authorization to approve revisions to Section 2009 of the procurement policy pertaining emergency funding and all delegations of authority reflected therein. The updated policy change will take effect on February 1, 2026, and will remain in effect unless edited and approved by the Board in the future.

Budget Impact: There is no budget impact for this resolution.

Background: On July 15, 2024, the Board approved resolution #2024-59 which updated The Children's Trust procurement policy. This resolution approves a new Section 2009 Emergency Funding within the procurement policy. The revision aims to clarify the definition and guidelines for emergency funding usage and to improve the process for distributing such funds throughout the community.

Recommended Action: Approve the amended Section 2009 Emergency Funding (Attachment) of the procurement policy and the delegations of authority contained therein. The policy will take effect on February 1, 2026, and will remain in effect unless edited and approved by the Board in the future.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **26th day of January 2026.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney for form and legal sufficiency _____

2009. Emergency Funding

This document outlines the policies and procedures for funding approvals or purchases during a communitywide emergency or community crisis, as defined below and as determined and declared by the president/CEO, or his/her designee, for: 1) items or services necessary for the continuation of The Children's Trust's operations during the communitywide emergency or community crisis; 2) the release of emergency funding to Miami-Dade County community partner organizations, institutions, and/or current Trust-funded agencies to address the communitywide emergency or community crisis; and 3) providing emergency funding to current Trust-funded providers that suffer substantial damage or loss due to the communitywide emergency or community crisis and which interferes with the provider's ability to operate and/or deliver Trust-funded services and programs.

Definition:

"Communitywide emergency" is defined as any natural, technological, or manmade occurrence which disrupts, or threatens to disrupt, the social or economic systems or infrastructure of Miami-Dade County and results in substantial community hardship, loss and/or damage to property in Miami-Dade County. Examples of communitywide emergencies may include, but are not limited to, hurricanes, tornadoes, pandemics, massive fires, and flooding, etc.

"Community crisis" is defined as a social, economic, or health event, situation, or circumstance that adversely affects a portion or the entire Miami-Dade County community and/or current Trust-funded providers. Examples of a community crisis may include sudden or significant changes to the stability of food and housing security, healthcare access, etc.

A. Policy:

Prior to or after a communitywide emergency or community crisis, the president/CEO, or his/her designee, with approval by the Board Chair, or if unavailable, Vice-Chair, Treasurer, then Secretary (respectively), as set forth below, may spend or release funds in excess of \$50,000.00, but not to exceed one percent of the total approved annual budget, to award emergency funding, on an as-needed basis, to community partner organizations, institutions, and/or current Children's Trust-funded providers. Emergency funds may be used to help resolve a problem directly caused by the communitywide emergency or community crisis, or that results from the communitywide emergency or community crisis and interferes with delivering services and programs contracted with or approved by The Children's Trust. Emergency funds using the procedure outlined in 2009 A-1 through A-2 below, may also be used to ensure the continued operations of The Children's Trust.

B. Procedure:

When a community crisis or communitywide emergency has occurred in Miami-Dade County, the president/CEO, or his/her designee, will determine if there is a need for financial support to assist community partner organizations, institutions, and/or current Trust-funded providers to purchase supplies and/or fund services to continue delivery of their services. This preliminary determination will be based on an assessment by the president/CEO and Trust staff and may be made in collaboration with Miami-Dade County, local municipalities, the Federal Emergency Management Agency (FEMA), other disaster-involved institutions and community involved partners, as well as information shared by providers.

When the president/CEO, or his/her designee, has determined that a communitywide emergency or community crisis exists and there is a need for financial support to assist community partner organizations,

institutions, and/or current Trust-funded providers, the President/CEO, or his/her designee, is authorized to act in accordance with the following procurement procedure:

A-1. For funding needs up to and including \$50,000, the president/CEO may exercise the funding authority set forth in Section 2000. C.

A-2. For funding needs above \$50,000, the president/CEO, or his/her designee, will:

- (1) Confer with the chief finance officer (CFO) to determine if funds are available in the approved budget to use for emergency funding purposes and to determine the total amount of funds recommended to be released.
- (2) Upon consultation with the CFO, the president/CEO, or his/her designee, shall contact the Board Chair, or, if unavailable, Vice-Chair, Treasurer, then Secretary (respectively) to inform him/her of Trust operational needs and/or requests for immediate financial assistance received from community partner organizations, institutions, and/or current Trust-funded providers, and/or immediate financial needs identified by The Children's Trust staff. The president/CEO shall request approval from the Board Chair, or, if unavailable, Vice Chair, Treasurer, the Secretary (respectively), a waiver of the \$50,000.00 president/CEO approval threshold.
- (3) Upon approval by the Board Chair or, if unavailable, Vice Chair, Treasurer, the Secretary (respectively), of the actions noted above, The Children's Trust will work with the community partner organizations, institutions, and/or current Trust-funded providers to assess needs based on emergency/crisis type and determine the best processes to provide notification of funding availability, identify needs, make case-by-case funding

recommendations, distribute funds, and document expenditures. All funding recommendations must be approved by the president/CEO or his/her designee.

- (4) Upon president/CEO and/or designee approval, the finance department will issue payment and notify the recipient(s) regarding the delivery and/or receipt of the funds. The funding may only be used for the purchase of the approved goods and/or services.
- (5) Within 30 (thirty) days of making the approved purchases or providing the approved services, the community partner organization, institutions, and/or current Trust-funded providers must submit copies of paid invoices documenting the purchases and proof of payment or the use of the funds for the purpose stated in the declaration of the communitywide emergency and/or community crisis. If The Children's Trust determines that the funds were used for a non-approved purpose, then the community partner organization, institutions, and/or current Trust-funded providers must return the unapproved dollars spent promptly to The Children's Trust.
- (6) Within sixty (60) days the president/CEO or his/her designee will report on the expenditure of emergency funds to the board.