



**Board of Directors Meeting**

**January 26, 2026**

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The Children's Trust  
Monday, January 26, 2026  
3250 S.W. 3rd Avenue (Coral Way)  
United Way - Ryder Room  
8:30 a.m. - 9:34 a.m.

BOARD OF DIRECTORS MEETING

Board Members  
(Present)

Pamela Hollingsworth, Vice-Chair  
Matthew Arsenault, Treasurer  
Laurie W. Nuell, Secretary  
Islamiyat Nancy Adebisi  
Daniel Armstrong  
Alex Auguste  
Daniel Bagner, Ph.D.  
Cathy Burgos  
Silvia Castellanos  
Gilda Ferradaz  
Gioia Gentile  
Hon. Norman Gerstein  
Lourdes P. Gimenez  
Valrose Graham  
Mindy Grimes-Festge  
Malou C. Harrison, Ph.D.  
Ilia Molina  
Benjamin Nussbaum  
Dr. Clara Lora Ospina  
Hon. Orlando Prescott  
Hon. Isaac Salver  
Alfred Sanchez  
Luis Suarez

S t a f f

James R. Haj  
President & CEO

County Attorney's Office

Leigh Kobrinski  
Assistant County Attorney

## S T A F F

1  
2 Amanda Gorski  
3 Bevone Ritchie  
4 Bryan Pomares  
5 Carol Brogan  
6 Danielle Barreras  
7 Felix Becerra  
8 Elizabeth Garland Lauren  
9 Imran Ali  
10 Jacques Bentolila  
11 James R. Haj  
12 Jany Mendez  
13 Juana Leon  
14 Lisanne Gage  
15 Jana Wright  
16 Michele Mordica  
17 Natalia Zea  
18 Patricia Leal  
19 Rachel Spector  
20 Victoria Gandul  
21 Wendy Duncombe  
22 William Kirtland  
23 Yuliet Alfonso  
24  
25

1 (Thereupon, the following  
2 proceedings were had:)

3 VICE CHAIR HOLLINGSWORTH: Good  
4 morning, and happy Monday.

5 Thank you for braving the fog this  
6 morning. It's a little bit foggy and  
7 humid out there.

8 I'd like to welcome all of you to  
9 the January 26th Children's Trust Board  
10 of Directors Meeting.

11 I would also like to let you know  
12 that we have an Executive Committee  
13 scheduled for 8:40 a.m.

14 I also would like to extend a  
15 reminder to the Board to note that when  
16 you are recusing, if you are recusing,  
17 to state your name, and the organization,  
18 and the reason why you are recusing from  
19 that particular resolution.

20 And please don't forget to speak  
21 into the microphone.

22 And moving on to great  
23 announcements, we'd like to extend warm  
24 congratulations to Dr. Danny Armstrong.

25 The Miller School of Medicine's

1 Dr. Daniel Armstrong received a Lifetime  
2 Achievement Award from the Association of  
3 University Centers on Disability.

4 Congratulations, Dr. Armstrong.

5 Would you like to say a few words?

6 BOARD MEMBER DR. ARMSTRONG: As few  
7 as possible.

8 Yeah, it is. It's really a  
9 phenomenal honor. And I really give the  
10 credit to the faculty, and staff, and the  
11 trainees at the University of Miami, and  
12 all of the colleagues and partners across  
13 the community that I've had a chance to  
14 work with to really promote innovation  
15 and connection and true impact with  
16 multiple disabilities and chronic  
17 illnesses.

18 So, it's not my recognition. It's  
19 everybody else's that I've been working  
20 with.

21 Thank you, Dr. Armstrong.

22 And, again, congratulations.

23 And just a final reminder to the  
24 Directors, that our next meeting is the  
25 Board retreat. And that's going to be

1 on February 19th at 8:30 a.m. And we  
2 look forward to seeing all of you there.  
3 Please do your best to attend.

4 Let's begin with the approval of  
5 the October 20, 2025 Board of Directors  
6 Minute summaries.

7 Directors, by now you will have had  
8 an opportunity to review the minutes.

9 Do I have a motion?

10 BOARD MEMBER SALVER: I'll move it,  
11 Salver.

12 VICE CHAIR HOLLINGSWORTH: Thank  
13 you. And may I have a second?

14 BOARD MEMBER SANCHEZ: I'll second,  
15 Alfred.

16 VICE CHAIR HOLLINGSWORTH: Thank  
17 you, Mr. Sanchez.

18 All those in favor?

19 BOARD MEMBERS COLLECTIVELY: Aye.

20 VICE CHAIR HOLLINGSWORTH: Are  
21 there any opposed?

22 The meeting -- pardon me, the  
23 minutes are approved.

24 Is Mr. Fernandez here?

25 MS. KOBRINSKI: They are parking.

1 We just got word that they're parking.

2 VICE CHAIR HOLLINGSWORTH: All  
3 right. While we're waiting for  
4 Mr. Fernandez, let's move on.

5 Do we have any public comments?

6 MS. LEON: We do not have public  
7 comments, Madam Chair?

8 VICE CHAIR HOLLINGSWORTH: Thank  
9 you.

10 All right. Let's move to the  
11 Nominating Committee Report. Punting to  
12 Dr. Daniel Bagner, Committee Chair.

13 COMMITTEE CHAIR DR. BAGNER: Thank  
14 you, Madam Chair.

15 So the Nominating Committee has  
16 been busy. We had a meeting back in  
17 November, because there was another  
18 at-large opening for our Board. So we  
19 met on November 3rd to screen candidates  
20 to be interviewed. And then on November  
21 17th, we interviewed seven candidates.  
22 And we were delighted to select and  
23 recommend to the Board Ilia Molina, who  
24 is joining us today, to fill this  
25 position.

1 Ms. Molina is an education leader  
2 with nearly 20 years experience serving  
3 Miami-Dade County Public Schools. She  
4 holds a doctorate in education and  
5 curriculum and instruction with a focus  
6 on educational leadership. She has led  
7 district-wide initiatives and  
8 collaboration with the superintendent,  
9 School Board, and executive leadership  
10 impacting more than 350,000 students; and  
11 currently serves as head of product for  
12 mathematics and education technology  
13 companies supporting K through 12  
14 learners nationwide.

15 Ms. Molina brings a unique blend of  
16 district level of leadership, national  
17 perspective, and an unwavering dedication  
18 to service. She is eager to continue  
19 contributing her expertise and passion in  
20 support of children and families through  
21 her service on the Children's Trust  
22 Board.

23 Do I have a motion?

24 BOARD MEMBER NUELL: So moved,  
25 Nuell.

1 BOARD MEMBER SANCHEZ: I'll proudly  
2 second that motion. She's the leadership  
3 Miami graduates need.

4 COMMITTEE CHAIR DR. BAGNER: Thank  
5 you.

6 And any discussion? All those in  
7 favor?

8 BOARD MEMBERS COLLECTIVELY: Aye.

9 COMMITTEE CHAIR DR. BAGNER: Any  
10 opposed?

11 Congratulations, Ilia. Welcome to  
12 our Board.

13 Do you want to say a few words?

14 BOARD MEMBER MOLINA: This is such  
15 a privilege to be part of this Board.  
16 The footprint that you have is known  
17 throughout the County, and to be part of  
18 this special team really just makes me  
19 so proud to be part of Miami's culture,  
20 Miami's past, and now Miami's future.

21 Thank you, again.

22 COMMITTEE CHAIR DR. BAGNER:

23 Welcome, again. You can officially join  
24 us on the Board.

25 The Nomination Committee also met

1 to discuss approval of, quote, in the  
2 statute, "locally recognized faith-based  
3 coalition." So we met also on the 17th  
4 to discuss this. We discussed the  
5 requirements that every six years the  
6 Board re-evaluate and identify  
7 organizations that would fill the seat  
8 of a locally recognized faith-based  
9 coalition.

10 And the Committee unanimously  
11 agreed that Mosaic best fit the role of  
12 being a faith-based coalition that should  
13 be here to serve on the Board.

14 Mosaic Miami was originally founded  
15 in 1923 as a Christian Jewish Coalition,  
16 and has grown into a prominent human  
17 rights organization representing diverse  
18 religious groups including Christians,  
19 Jews, and Muslims in Miami-Dade County.

20 This is the Board that our Chair,  
21 Ken Hoffman, represents the Board on.

22 So, is there a motion to approve  
23 Mosaic as the locally recognized  
24 faith-based coalition as the organization  
25 that will have a seat on the Board?

1 BOARD MEMBER HARRISON: So moved,  
2 Harrison.

3 COMMITTEE CHAIR DR. BAGNER: Thank  
4 you.

5 Second?

6 BOARD MEMBER HON. GERSTEIN:

7 Second.

8 COMMITTEE CHAIR DR. BAGNER: Thank  
9 you.

10 Any discussion, comments from the  
11 Board? Hearing none, all those in favor?

12 BOARD MEMBERS COLLECTIVELY: Aye.

13 COMMITTEE CHAIR DR. BAGNER: Any  
14 opposed? Okay, passes unanimously.

15 I'll punt it back to you, Pam.

16 VICE CHAIR HOLLINGSWORTH: Thank  
17 you, Dan.

18 Let's move, again, to approval of  
19 the October 2025 Board of Directors  
20 minutes summaries. Again, I will share  
21 that you by now will have had an  
22 opportunity to review the summary of the  
23 minutes.

24 May I have a motion to approve,  
25 please?

1 BOARD MEMBER NUELL: So moved,  
2 Nuell.

3 VICE CHAIR HOLLINGSWORTH: Thank  
4 you. And a second?

5 BOARD MEMBER SUAREZ: Second.

6 VICE CHAIR HOLLINGSWORTH: Name,  
7 sir.

8 BOARD MEMBER SUAREZ: Luis Suarez.

9 VICE CHAIR HOLLINGSWORTH: Thank  
10 you so much.

11 All those in favor?

12 BOARD MEMBERS COLLECTIVELY: Aye.

13 VICE CHAIR HOLLINGSWORTH: The  
14 minute summaries are approved.

15 We are privileged today to welcome  
16 Dariel Fernandez, who is the Tax  
17 Collector. And as we give Mr. Fernandez  
18 an opportunity to get seated, I'm going  
19 to share with you his short bio.

20 Dariel Fernandez was born in Cuba,  
21 and immigrated to the United States in  
22 2002.

23 He believes that family is central,  
24 and states that family is central to his  
25 life. Together with his wife, Carolina,

1 and their two daughters, he is committed  
2 to raising his family with love, respect,  
3 and dedication; emphasizing that the true  
4 American dream is about freedom and  
5 opportunity.

6 Mr. Fernandez' community  
7 involvement is extensive. But I will  
8 share that he serves on several boards,  
9 and in 2022, he was honored as Man of the  
10 Year by the South Florida Hispanic  
11 Chamber of Commerce. He has served on  
12 the Miami-Dade County Community Council,  
13 thereby helping shape local policy and  
14 community priorities.

15 On November 5th, 2024, Dariel  
16 Fernandez was elected as a Miami-Dade  
17 County -- as Miami-Dade County Tax  
18 Collector, becoming the first  
19 Cuban-American to hold this office since  
20 it became an elective office again after  
21 67 years.

22 His mission is to modernize the  
23 office, reduce bureaucracy, and improve  
24 services, guided by the principle of  
25 putting people first, by delivering

1 exceptional service with accountability,  
2 innovation, and integrity.

3 Welcome, Mr. Fernandez.

4 MR. FERNANDEZ: Good morning.

5 BOARD MEMBERS COLLECTIVELY: Good  
6 morning.

7 MR. FERNANDEZ: So, first, I want  
8 to say, Thank you, God, for living in  
9 the best country in the world.

10 Yes or no?

11 BOARD MEMBERS COLLECTIVELY: Yes.

12 MR. FERNANDEZ: So, you mentioned  
13 something very important for me, family.  
14 For me, my family is everything, you  
15 know. My two daughters, my beautiful  
16 wife, Carolina, Elisa and Anastasia.

17 I always, you know, remember when I  
18 arrived to this country, trying to find  
19 the American dream. And for me, the  
20 American dream is not just to buy a  
21 house, to buy a car. It's the freedom  
22 that we have in this country. It's the  
23 freedom that you have to create your own  
24 family, because everything in our  
25 community starts with the family.

1           And I wanted to say thank you to  
2 all of you for everything that you do,  
3 every single day. Not just today with  
4 this meeting that is important, but you  
5 taking care of that important part of  
6 our community, that is the family.  
7 Family is everything in our community.  
8 And sometimes people forget about that.  
9 Because it is in the family where  
10 everything is done.

11           And when you're talking about  
12 children, children is not just the  
13 future. It's the present of our  
14 community.

15           I want to tell you this, I don't  
16 want to take much time to you, that I'm  
17 here to support you 100 percent. This  
18 is not about politics. This isn't about  
19 Republican, Democrat, Independent. This  
20 is about community. This is about taking  
21 care of the children. As I mentioned,  
22 not the future, the present of this  
23 beautiful community.

24           Thank you to all of you for  
25 everything you do. Thank you also to

1 your family, because sometimes you need  
2 to take time from your family to put  
3 time on another family in Miami-Dade  
4 County.

5 I just wanted to end with this.  
6 Pray for me, pray for my family. I will  
7 pray for you, and I will continue to  
8 pray for this beautiful country that one  
9 day gave me freedom.

10 And God bless you all.

11 Thank you.

12 VICE CHAIR HOLLINGSWORTH: Thank  
13 you, Mr. Fernandez.

14 Moving on to Resolution 2026, as  
15 amended. And this is for:

16 "Authorization to fund an  
17 unsolicited request for funds from the  
18 United Way Miami with the full amount  
19 supporting food distribution  
20 organizations in an amount not to exceed  
21 \$75,000 for a term of three months  
22 beginning November 18, 2025 and ending  
23 January 31, 2026.

24 May I have a motion, please.

25 BOARD MEMBER HON. PRESCOTT:

1 Prescott, moves.

2 VICE CHAIR HOLLINGSWORTH: Who was  
3 that, please?

4 SELECT BOARD MEMBERS COLLECTIVELY:  
5 Prescott.

6 VICE CHAIR HOLLINGSWORTH: Oh.  
7 Thank you, Judge Prescott.

8 And a second?

9 BOARD MEMBER ADEBISI: Second,  
10 Adebisi.

11 VICE CHAIR HOLLINGSWORTH: Thank  
12 you very much.

13 Are there any recusals?

14 BOARD MEMBER DR. HARRISON: Recusal  
15 Harrison. I serve on the United Way  
16 Board of Directors.

17 VICE CHAIR HOLLINGSWORTH: Thank  
18 you.

19 Other recusals?

20 BOARD MEMBER NUSSBAUM: Recusal  
21 Nussbaum. I serve on the Finance Board.

22 VICE CHAIR HOLLINGSWORTH: Moving  
23 now to discussion. Comments, feedback  
24 from the Board of Directors?

25 Hearing none, all those in favor?

1 BOARD MEMBERS COLLECTIVELY: Aye.

2 Are there any opposed?

3 The resolution carries.

4 Let's move now to Matt and the  
5 Finance and Operations Committee report.

6 COMMITTEE CHAIR ARSENAULT: Thank  
7 you. Good morning.

8 Before we get to the resolutions, I  
9 just want to take a moment. Right, with  
10 The Children's Trust, that word "Trust"  
11 is very important. And a key part of  
12 building trust is transparency, and solid  
13 internal controls in the operations of  
14 the utilization of resource on the Trust.  
15 So I want to just recognize Bill and his  
16 team for being recognized for the 13th  
17 consecutive year, being awarded the GFOA  
18 certificate of achievement for excellence  
19 in financial reporting.

20 Really, you know, that -- Your  
21 ability to do this with such a great team  
22 really allows us to really earn the trust  
23 of the community with the utilization of  
24 resources here.

25 So, Bill, thank you very much.

1 MR. KIRTLAND: Thank you.

2 COMMITTEE CHAIR ARSENAULT: Any  
3 words or comments, Bill?

4 MR. KIRTLAND: I just want to  
5 thank -- I'm looking at the team in the  
6 gallery, and the team that's probably  
7 not in the room, as really being the  
8 support on the day-in, day-out operation  
9 of the Trust. The culture set by the  
10 Board and the Committees really help  
11 reinforce, you know, what we want to  
12 uphold every day, and, you know, being  
13 able to enforce internal controls, and  
14 report a clean annual report every year.

15 So thank you all for the support  
16 we've received from this Board.

17 Thank you.

18 COMMITTEE CHAIR ARSENAULT: Thank  
19 you, Bill.

20 Okay. With that, we now have a  
21 consent agenda resolutions 2026-12  
22 through 2026-15, which is in the agenda.

23 So before considering that, are  
24 there any recusals or requests of items  
25 to be separated from the consent agenda?

1                   Okay, hearing none, I'll seek a  
2 motion for consideration and approval of  
3 the consent agenda items.

4                   BOARD MEMBER HON. GERSTEIN: So  
5 moved, Norm Gerstein.

6                   COMMITTEE CHAIR ARSENAULT: Is  
7 there a second?

8                   BOARD MEMBER NUELL: Second.

9                   BOARD MEMBER DR. OSPINA: Second,  
10 Lora Ospina.

11                   COMMITTEE CHAIR ARSENAULT: We have  
12 a second.

13                   Any discussion or question on the  
14 items?

15                   VICE CHAIR HOLLINGSWORTH: I just  
16 have a recusal --

17                   COMMITTEE CHAIR ARSENAULT: Okay.

18                   VICE CHAIR HOLLINGSWORTH: -- for  
19 Resolution 2026-23.

20                   MS. KOBRINSKI: We're just doing  
21 2026-12 through 2026-15.

22                   COMMITTEE CHAIR ARSENAULT: Yes.

23                   MS. KOBRINSKI: For those four.

24                   COMMITTEE CHAIR ARSENAULT: Any  
25 other comment or discussion?

1                   Hearing none, we'll call to a vote.  
2                   All in favor, say aye.

3                   BOARD MEMBERS COLLECTIVELY: Aye.

4                   COMMITTEE CHAIR ARSENAULT: Any  
5                   opposed?

6                   The consent agenda items passed.

7                   Thank you. And that's the Finance  
8                   Committee Report.

9                   VICE CHAIR HOLLINGSWORTH: Thank  
10                  you, Matt.

11                  Moving now to the Program Services  
12                  Committee Report.

13                  We will welcome Dr. Brittany  
14                  Birken, the Director Principal Advisor  
15                  for Community and Economic Development,  
16                  Federal Reserve Bank of Atlanta, as well  
17                  as Rachel Spector, Director of Programs  
18                  for the Children's Trust.

19                  MR. HAJ: Madam Chair, If I --

20                  DR. BIRKEN: Good morning,  
21                  Everyone.

22                  MR. HAJ: Brittany, I'm just going  
23                  to tee you up.

24                  So, we've been doing quite a bit of  
25                  work. You know, there is a national

1 crisis around child care. We've been  
2 doing quite a bit of work in Florida, and  
3 in Miami. There's been a lot of  
4 leadership, fiscal cliff. We lead the  
5 fiscal cliff collaborative. There's a  
6 lot of business community around this  
7 issue. We work very closely with the  
8 Federal Reserve, the Florida Chamber,  
9 and other business communities, because  
10 it's becoming a significant issue which  
11 Brittany is going to describe.

12 We asked Brittany to come down.  
13 She came down within the year to come  
14 and look at the industries in Miami, the  
15 top five industries in Miami, in which  
16 child care -- the impact of lack of child  
17 care is doing onto these businesses. So  
18 we asked Brittany to come to present.

19 This will be a brief presentation.  
20 We will send you the entire presentation  
21 or the entire piece; but we asked  
22 Brittany to present, followed by Rachel,  
23 because, as you see, all the agendas, the  
24 next 10 agendas are all related to early  
25 child care. So we'll do your

1 presentation that covers all the resols  
2 that you see before you.

3 Brittany?

4 DR. BIRKEN: Thank you, Jim.

5 Good morning, Everyone. I  
6 appreciate the opportunity to be with  
7 you to share a few highlights from a  
8 recent research project that we did at  
9 the Atlanta Fed, called Too Costly to  
10 Work. The Child Care Burden on Household  
11 Earnings.

12 Next slide, please.

13 By way of quick reminders, since  
14 it's been a minute since I've been with  
15 you all. I'm part of the Atlanta Feds  
16 Community and Economic Development  
17 Function.

18 Our role really focuses on  
19 central bank's mandate of stable prices  
20 and maximum employment by understanding  
21 how low and moderate income individuals  
22 and families are experiencing the labor  
23 market and the economy.

24 Our work is organized in three  
25 focus areas, careers, capital, and

1 communities. And so today, the emphasis  
2 will be on careers.

3 Next slide.

4 So Jim teed up well.

5 We were interested in better  
6 understanding this issue of child care  
7 affordability. It's a lot of attention  
8 and sort of a notional nod and  
9 understanding that it can be hard for  
10 working families. And we really wanted  
11 to know the extent to which that might  
12 be true.

13 So in looking at two states in the  
14 Southeast, Florida and Georgia, we know  
15 that some of the country's fastest  
16 growing Metro areas are within those two  
17 states, and that adequate labor supply is  
18 going to be really important to support  
19 that growth. And that high child care  
20 costs could potentially be an impediment  
21 to labor supply.

22 And so our interest was to dig in  
23 and better understand this issue.

24 Next slide.

25 So we were driven by two research

1 questions that helps us answer the extent  
2 to which child care affordability  
3 constraints could pose a potential  
4 barrier to work for families with young  
5 children. So I will share the  
6 communities with you. But in select high  
7 growth communities in Florida and  
8 Georgia, with current and anticipated  
9 labor supply and demand, what are the  
10 likely child care costs for working  
11 families. And using median wages for  
12 those in-demand occupations, what  
13 proportion of household income would  
14 likely be spent on child care.

15 Next slide.

16 So the setup for this. You can see  
17 we identified six counties for our  
18 initial analysis. Two in Georgia, four  
19 in Florida. The way that we selected  
20 those counties, is we wanted those that  
21 had a growth rate that outpaced the  
22 national growth rate where at least 60  
23 percent of prime age workers were  
24 participating in the labor force, and  
25 most people lived and worked in the same

1 county.

2 And so you can see that resulted in  
3 the six counties on the screen.

4 We then wanted to identify what are  
5 the high demand occupations that are  
6 going to be essential to supporting that  
7 growth. We identified, you can see on  
8 the left, three foundational, six  
9 essential.

10 So, foundational included customer  
11 service representative, truck drivers,  
12 labor and material movers.

13 Essential, we did two for  
14 education, being child care workers and  
15 teachers, two for safety, firefighters  
16 and police officers, and two for health,  
17 registered nurses, and home health aides.

18 And then we held two listening  
19 sessions. One in Miami that the Trust  
20 hosted and helped us host, and one in  
21 Atlanta to ask, does this setup make  
22 sense, and are there other occupations  
23 you would add?

24 And they flagged tourism.

25 Understandably for us. So we added in

1 hotel desk clerks, waiters and  
2 waitresses, and building cleaners.

3 We then wanted to look across  
4 different family types. So we have  
5 three. Where there's a single earner --  
6 A single earner with an infant, a  
7 three-year-old and infant, and  
8 three-year-old. And then three where  
9 there would be two adults working, two  
10 earners in the household. The same  
11 setup. An infant, a three-year-old, an  
12 infant and a three-year-old. So that we  
13 can look at variation across family  
14 types.

15 Next slide.

16 So I'm going to share highlights  
17 for you.

18 This first slide is across all six  
19 geographies in all of the 12 occupations  
20 just to give us a sense, generally, in  
21 these two states, how you see income  
22 broken out.

23 So we did -- green is less than 10  
24 percent of income would be spent towards  
25 the cost of child care.

1                   Blue would be 10 to 25 percent of  
2                   income.

3                   Yellow, 25 to 40.

4                   Orange, 40 to 60.

5                   And then, red, is 60 percent plus.

6                   So you can see here that in a  
7                   single earner scenario, as you might  
8                   anticipate, there is going to be more of  
9                   the household proportion of their income  
10                  going towards the cost of child care than  
11                  in two earners. But across all of these  
12                  situations, nearly half of them, 25  
13                  percent or more of income would go  
14                  towards the cost of child care.

15                  Just as a helpful mental proxy, the  
16                  US Health and Human Services for child  
17                  care subsidy has said that affordability  
18                  for a parent co-pay for families  
19                  receiving subsidy would be about 7  
20                  percent or less of their income.

21                  So that helps give you a mental  
22                  proxy and thought about what do we mean  
23                  when we talk about affordability and  
24                  potential challenges, that paints the  
25                  picture.

1           Next slide.

2           We're going to drill into Miami. I  
3 know this slide is a lot to look at, but  
4 as Jim said, we will follow up, and you  
5 can see the details. So this breaks  
6 down each of the 12 occupations in a  
7 single earner scenario on the left. In  
8 a two earner scenario on the right.

9           For that second earner, we used the  
10 State median income. So anything that's  
11 going to bring up the level of potential  
12 earnings in a house, and you can see,  
13 again, a lot of yellow and orange and  
14 blue variation.

15           And you can see in the green,  
16 there's one scenario, a police officer  
17 with a second earner in the house, and a  
18 three-year-old that would be under that  
19 seven percent threshold, and a lot of  
20 scenarios that would be over that seven  
21 percent threshold.

22           For the single earners on the left,  
23 you can see for child care workers,  
24 building cleaners, home health personal  
25 aides, waiters and waitresses, desk

1 clerks, laborers and material movers,  
2 and customer service reps. There's a lot  
3 of income for single earners that would  
4 go towards the cost of child care that  
5 would begin to push that question of,  
6 would someone be able to maintain  
7 employment?

8 There's other scenarios as well, as  
9 you can see on the right. Even for dual  
10 earner scenarios. If they have two  
11 children, an infant and a three-year-old,  
12 where, again, there's going to be  
13 potential challenges to afford child  
14 care.

15 Next slide.

16 This is similar, but just gives you  
17 a sense of the ranges. So by choosing  
18 three, we intentionally did not choose  
19 all low-wage workers. So you have child  
20 care workers here represented as sort of  
21 the lower wage, customer service reps.  
22 And then mid-tier wage, registered  
23 nurses. And the higher tier wage.

24 And you can see on the left, the  
25 variations.

1                   For example, of an earner,  
2                   a single earner with an infant and a  
3                   three-year-old for a registered nurse,  
4                   they'd be spending over 27 percent of  
5                   their income towards child care.

6                   A customer service rep would be  
7                   spending 61 percent of their income  
8                   towards child care.

9                   And child care workers in this  
10                  scenario would be spending more than  
11                  76 percent of their income towards the  
12                  cost of child care.

13                 On the right, even in the two  
14                 earner scenario, you can see, again,  
15                 if we look at two earners on the far  
16                 right with an infant and a  
17                 three-year-old:

18                 Registered nurse with another  
19                 earner in the house is going to spend  
20                 potentially 17 percent of their income  
21                 towards child care.

22                 Customer service rep, 26 percent.

23                 Child care workers, more than 28  
24                 percent towards the cost of child care.

25                 Next slide.

1           So what does this mean when we talk  
2           about affordability? And to help answer  
3           that, we wanted to put it in the context  
4           of other household budget expenses.

5           So, using, if you're familiar with  
6           the United Way, ALICE Survival Budget,  
7           we use their survival budget for  
8           Miami-Dade County. We did take out their  
9           child care costs, and put ours in. We  
10          worked with the State to get all raw data  
11          in Miami-Dade and the counties of our  
12          analysis for child care. And we weighted  
13          the median so that we have a very good  
14          sense of the going rate of child care in  
15          Miami. And what you can see here on the  
16          screen, is we used a customer service  
17          representative.

18          Again, that mid-tier income level.  
19          And a household with an infant. So just  
20          one child. And you can see the left, the  
21          darker gray is the earner and the  
22          earnings associated with that. And on  
23          the right is that United Way, ALICE  
24          Survival Budget.

25          Important to note here in both the

1 dual earner scenarios and the single  
2 earner scenarios in Miami-Dade the ALICE  
3 expenses exceed the earnings, signaling  
4 that families in this scenario are going  
5 to be challenged to meet all of their  
6 household budget items and needs.

7 Next slide.

8 So what does all of this mean? All  
9 of this means that we found comprehensive  
10 quantitative evidence that healthcare  
11 affordability challenges are, indeed, a  
12 struggle in the high sort of metropolitan  
13 areas in Florida and Georgia. That the  
14 child care costs do consume a  
15 disproportionate share of household  
16 income, particularly for single earner  
17 families, and those employed in lower  
18 wage occupations that are very important  
19 to community functioning.

20 Child care affordability varies  
21 dramatically by occupation and family  
22 structures. So these become signals of  
23 local specific considerations. And that  
24 does not mean there's not implications  
25 for State systems, but there is need to

1 think about the variations that you see  
2 across the different metropolitan areas.

3 And with that, I will close out.

4 And as Jim said, this will all be shared  
5 with you. And I'm happy to be a resource  
6 if this is helpful to your work as you  
7 all move forward.

8 Thank you.

9 MR. HAJ: Brittany, thank you.

10 And then, I'm not sure, Alfred.

11 The last time we presented, Alfred also  
12 presented the Greater Miami Chamber has  
13 been a great partner in this the last  
14 several years.

15 So, Alfred, do you want to chime in  
16 at all?

17 BOARD MEMBER SANCHEZ: I mean,  
18 directionally, it's all been the same.  
19 It's mind-boggling and very eye-opening  
20 to see this breakdown. Brittany, as  
21 always, thank you for bringing such great  
22 information to the table.

23 I mean, from our standpoint, you  
24 know, we focus on workforce housing,  
25 transportation, education, and -- which

1 we really put into workforce development.  
2 Today's workforce and tomorrow's  
3 workforce.

4 And from our findings, you looked  
5 at 60 to 70 percent of median household  
6 incomes are being taken up by just paying  
7 their rent and child care. That's what  
8 we find. So it's very much aligned with  
9 this. It's just -- it's amazing.

10 And we remain committed to this  
11 issue. And I know you guys are moving  
12 up, but we're going to be working arm in  
13 arm with you all on this issue.

14 MR. HAJ: All right.

15 Brittany, thank you.

16 Rachel, I'll turned it over to you.

17 MS. SPECTOR: So, as Jim mentioned,  
18 I'm going to go through all of our early  
19 childhood investments that you're going  
20 to see in the resolutions in front of  
21 you today. I'm going to start with our  
22 early learning quality improvement  
23 system, which is Resolution 2026-16.

24 Brittany highlighted a lot of the  
25 issues inherent in the child care system

1           today.

2           Our QIS intervenes at all levels of  
3           the child care system, because Brittany  
4           really spoke about affordability for  
5           parents. But, also, we're concerned  
6           about the workforce, and, of course, our  
7           main goal is that children are ready for  
8           kindergarten when they leave school.

9           So it is a system that ensures that  
10          families can go to work, that educators  
11          are paid more than \$15 an hour, and that  
12          families are becoming economically  
13          self-sufficient, and kids are ready for  
14          school.

15          So you can go to the next slide.

16          In high poverty neighborhoods,  
17          families have a lack of access to high  
18          quality and affordable child care.

19          So in our system, the criteria for  
20          programs to participate in Thrive By 5,  
21          is that:

22          They're all located in, or adjacent  
23          to high poverty census tracts.

24          They all serve infants and  
25          toddlers, and they also serve 25 percent

1 or more of children that receive some  
2 type of subsidy. Early Head Start, Head  
3 Start, or the School Readiness Subsidy.

4 So we currently have 360 programs  
5 participating in Thrive By 5. We do  
6 include licensed family child care homes,  
7 of which we have 54 programs now.

8 We leverage and piggyback off the  
9 State of Florida's class assessment  
10 system. So the State by statute  
11 evaluates all of the child care programs  
12 that serve subsidized kids, using a tool  
13 called The Class. Which is, essentially,  
14 observers go into the classroom, and  
15 they evaluate 50 percent of the  
16 classrooms by care level. And they're  
17 measuring the interactions between the  
18 children and the teachers to determine a  
19 score, which then determines a tier level  
20 at the State.

21 And so how we layer on top is that  
22 we leverage the assessments from the  
23 State, and then we layer on top, a high  
24 quality tier payment differential. So,  
25 for those programs in the highest quality

1 tier, we offer a -- well, every month  
2 they report to us their enrollment, and  
3 we pay a high quality tier payment  
4 differential to the program.

5 The program is using those funds to  
6 reinvest into the quality. So,  
7 curriculum, materials, teacher bonuses,  
8 increasing teacher salaries ideally,  
9 capital repairs, anything that will  
10 enhance the quality of the program.

11 Next slide.

12 So this slide just shows the  
13 different components that make up our  
14 innovative strategies. We know that it's  
15 not one program or one intervention or  
16 one service that's really going to  
17 disrupt the system and change the system,  
18 because we need to get at the system from  
19 all layers, as Brittany shared before.

20 So I'm going to walk us quickly  
21 through each of the layers of our system.

22 So, Families Forward is our  
23 scholarship program. Brittany just  
24 shared how expensive, and how  
25 unaffordable child care is in our

1 communities.

2 Right now, the School Readiness --  
3 to qualify for the School Readiness  
4 Subsidy, families can earn -- need to  
5 earn under 55 percent of the State median  
6 income.

7 So, two working parents making  
8 minimum wage, do not qualify for the  
9 School Readiness Subsidy in Florida  
10 right now, or in Miami-Dade County.

11 And so our Families Forward Program  
12 was designed to enhance economic  
13 self-sufficiency for families. We fund  
14 scholarships up to 110 percent of State  
15 median income. So that's double the  
16 school readiness eligibility. And that  
17 is about \$90,000 for a family -- two  
18 working parents, and two children in  
19 child care age.

20 So, the goal is that families, as  
21 they continue to improve their job  
22 outcomes, and move up the ladder in  
23 their careers, that they're not facing  
24 this fiscal cliff. Which I think Jim  
25 mentioned, that we have a fiscal cliff

1 collaborative. Many of you in the room  
2 participate.

3 And, so, currently --

4 You could go to the next slide,  
5 sorry.

6 So, currently, we have over 2,500  
7 children that are enrolled in Families  
8 Forward across 313 child care programs,  
9 and we -- I haven't updated this number,  
10 but we have over 220 children on the  
11 wait list as of today. So just a month  
12 later, the wait list is growing by  
13 hundreds every month.

14 So, the program is very  
15 cost-effective for the Children's Trust,  
16 because we, again, leverage the work of  
17 the Early Learning Coalition, and  
18 leverage the State system.

19 So, families apply first for School  
20 Readiness. When they're found ineligible  
21 due to being over the income threshold,  
22 ideally, they're moved right into Family  
23 Forward, and they can continue with their  
24 care.

25 Unfortunately, right now we have a

1 wait list, but we're working on  
2 additional funding.

3 The next program or the next  
4 intervention is A\$CEND. A\$CEND is a  
5 salary supplement program. You will see  
6 in your beautiful workforce brief that  
7 we produced, that the median wage right  
8 now for the early learning educators in  
9 Miami is \$15 an hour. And A\$CEND is a  
10 salary supplement program by which  
11 educators can earn a bonus two times per  
12 year.

13 Every six months they can go into  
14 the system. We developed an app, which  
15 is right there on their phone with our  
16 partners at WELS, and they can go in and,  
17 essentially, request their bonus every  
18 six months.

19 The bonus is based on their  
20 longevity in the system -- in the field,  
21 their knowledge and training. So, their  
22 education level, plus any continuing  
23 professional development courses they  
24 take, and their competency, which we  
25 measure by the class tool.

1           So, again, if the educators have  
2           not been observed by the Early Learning  
3           Coalition, they can request an assessment  
4           through the app. And then that's how  
5           they earn their payment. The maximum  
6           payment is \$3,000 every six months, and  
7           you can see that the median payment is  
8           \$1,900.

9           So, we pay out hundreds of payments  
10          every month to educators, and it's really  
11          meaningful for them, because, as I  
12          mentioned, most of them make \$16, \$17 an  
13          hour. And, so, it adds to their hourly  
14          wage. We also --

15          You can go to the next slide.

16          In combination with A\$CEND, we  
17          developed a new professional development  
18          registry, and a website for educators to  
19          track their career journey, and engage  
20          in professional development.

21          The Early Learning Coalition  
22          offers, I don't know, hundreds probably  
23          at this point, free high quality ISN  
24          approved CEU bearing courses in Elevate  
25          Ed. And then the Children's Trust also

1 bill out a scholarship process. We  
2 process a lot of document translations  
3 for early learning educators. We have  
4 a lot of educators that come from other  
5 countries with foreign degrees, or  
6 foreign documentation. So, we translate  
7 them so that they're eligible to continue  
8 in their education, and also to earn  
9 their bonus in A\$CEND.

10 We also pay for other  
11 scholarship-based courses we're just  
12 launching this summer. We're launching  
13 our bilingual cohort again with FIU.

14 I'm hoping to do the same with  
15 Miami-Dade College, so educators can  
16 also continue to take college level  
17 courses.

18 This Elevate Ed, I'll just add, it  
19 is a part of Thrive By 5, but it's open  
20 to the entire community. And so we have  
21 welcomed Miami-Dade County Public School  
22 teachers, Head Start teachers from  
23 Miami-Dade County, and all the other  
24 agencies to participate as well.

25 And then the next component, sorry.

1           Jump Start is our infinite early  
2 childhood mental health consultation.  
3 This is administered by University of  
4 Miami, Mailman Center. And this is  
5 really focused on ensuring that learning  
6 environments are socially emotionally  
7 appropriate, that children have the  
8 support they need to continue to learn  
9 in the environment. It addresses  
10 challenging behaviors, and the idea is  
11 that we're working with the  
12 administrators, the classroom teachers,  
13 And then, lastly, any individual teachers  
14 if they need more intensive help with  
15 their families.

16           But the goal is to really set the  
17 appropriate environment so that we can  
18 prevent challenging behaviors, thereby  
19 preventing preschool expulsion and moving  
20 children around from sight to sight.

21           And the last component is KATE,  
22 which is implemented by our partners at  
23 United Way. And this is our system of  
24 ongoing child assessments.

25           Next slide, please.

1           So, the KATE Team goes in, and they  
2           work with the directors and the educators  
3           on ensuring that they know how to  
4           appropriately observe children, and  
5           observe children regularly for the  
6           purpose of individualizing instruction  
7           and ensuring that they're meeting all  
8           their developmental milestones, so that  
9           when they reach kindergarten, they are  
10          ready and prepared to learn.

11          So they really work with them on a  
12          feedback loop, observing the children,  
13          documenting their progress,  
14          individualizing instruction, and sharing  
15          feedback back to the families. So, if  
16          there are any concerns, the families can  
17          seek services as early as possible.

18          That's our Quality Improvement  
19          System, Thrive By 5.

20          And our next set of resolutions  
21          is -- you can go to the next slide --  
22          2026-17, 18, and 19, which is our match  
23          funding.

24          With our \$4 million investment,  
25          across these three resolutions, we're

1           able to draw down over \$38 million in  
2           federal funds, federal and state funds  
3           for high-quality child care slots.

4           This is an additional over 3,300  
5           slots, all of which are completely full.  
6           And these are for School Readiness Match,  
7           Early Head Start, Head Start Match, all  
8           across the County, also including slots  
9           for infants and toddlers.

10          And then our last component,  
11          screening assessment and early  
12          intervention. There are, three  
13          resolutions here. So, we essentially  
14          are supporting children that have already  
15          been identified. All of these  
16          resolutions are serving children birth  
17          to five who have already been identified  
18          as having developmental delays. And, so,  
19          we know from the research that  
20          intervening early before school age, the  
21          earlier the better, has the best outcomes  
22          for children.

23          And so all of these programs sort  
24          of support the existing program. So,  
25          the State does fund Early Steps and

1 FDLARS services for year-round therapies  
2 for birth to three and preschoolers, but  
3 there are still children that don't  
4 qualify for their services. They're not  
5 delayed enough, or have enough need that  
6 the state will step in and support them.  
7 They also don't provide year-round  
8 services. So that's where our services  
9 layer on top of state and federal  
10 funding.

11 So, the first program we have is on  
12 Resolution 2026-20. It's also with the  
13 University of Miami NSU CARD Center.  
14 And we fund very comprehensive  
15 psychoeducational autism assessments  
16 through UM CARD. So, they are receiving  
17 referrals directly from the systems that  
18 are in place already to evaluate  
19 children. So, directly from Early Steps  
20 or the school district FDLARS.

21 And they -- and some of the early  
22 intervention programs are also able to  
23 refer at this time.

24 So the evaluations are available in  
25 English and Spanish. This is a

1 deliverable-based contract. So, we pay  
2 the University CARD for the evaluations  
3 that they complete. These are children  
4 that do not have insurance, or could  
5 otherwise not afford to have these  
6 evaluations completed.

7 And once the evaluations are  
8 complete, they, with parent consent, send  
9 the reports directly to Miami-Dade County  
10 Public Schools for their Early Step  
11 System. And the children receive the  
12 services that are indicated in the  
13 evaluation.

14 The school district does share back  
15 with the Children's Trust, all the  
16 results of the placement meetings, and  
17 all the services that the children would  
18 received as a result of our evaluation.

19 Next slide.

20 The next Resolution 2021, is early  
21 discovery. This is a short-term early  
22 intervention program for children that  
23 have developmental delays already, birth  
24 to five, but do not meet the State  
25 criteria for services. And so these are

1 children who mostly are delayed in the 10  
2 to 29 percent area of delays. This is  
3 also operated by University of Miami  
4 Mailman Center, and you can see that last  
5 year they served 439 children that  
6 required intervention.

7 On average, the children receive  
8 about 11 sessions of intervention. So  
9 it is short term. The idea is that if  
10 we intervene early and swiftly, we can  
11 ameliorate the problem. That's an  
12 average. So, some kids may stay a little  
13 longer, some kids may stay a little less,  
14 but they do a survey at the end; and a  
15 very, very high percentage of the  
16 children go on to not needing any special  
17 education services when they reach the  
18 school district.

19 And our last resolution, 2022, is  
20 our early intervention summer program.  
21 So these are -- we have eight programs  
22 that operate, essentially, summer  
23 intervention programs. So these are  
24 typically children that receive early  
25 intervention therapeutic services during

1 the entire school year, but would be  
2 without services during the summer. So  
3 we're hoping that by including these  
4 programs during the summer, that they  
5 will continue to make progress, at least  
6 not lose any progress that they've made  
7 over the school year. They are full-day,  
8 seven to nine weeks in duration,  
9 depending on their provider. And they  
10 offer the therapeutic intervention, plus  
11 whatever therapies the child was  
12 indicated to receive during the school  
13 year.

14 MR. HAJ: Rachel, thank you.

15 And, also, in front of you, you  
16 have the report. You also have an  
17 article from the Herald that was  
18 published a couple of weeks ago talking  
19 about lack of affordable child care is  
20 a billion dollar problem for Miami-Dade.

21 So, Madam Chair, that is it for our  
22 presentation.

23 VICE CHAIR HOLLINGSWORTH: Thank  
24 you, Jim.

25 And thank you, Rachel and Brittany.

1 BOARD MEMBER GIMENEZ: I have a  
2 question.

3 MS. SPECTOR: Yes.

4 BOARD MEMBER GIMENEZ: I have a  
5 question.

6 Rachel, are the class scores  
7 available to parents? Like the licensing  
8 reports are available online that any  
9 parent could go in and look at them? Are  
10 the class scores available like that.

11 MS. SPECTOR: I don't believe that  
12 they have them on the DCF website.

13 DR. BIRKEN: Not at this time.

14 MS. SPECTOR: Yeah. I think that  
15 the early -- yeah, I don't think that the  
16 Early Learning Coalition shares the class  
17 scores with families.

18 BOARD MEMBER GIMENEZ: Okay, thank  
19 you.

20 BOARD MEMBER ARSENAULT: Pam?

21 VICE CHAIR HOLLINGSWORTH: Yes,  
22 Matt?

23 BOARD MEMBER ARSENAULT: Could  
24 staff just take a minute to talk about  
25 the internal control process and kind of

1 monitoring and reviewing the use of funds  
2 that are sent out, and how you look at  
3 vendors -- excuse me, providers just to  
4 ensure that the funds are being  
5 appropriately used just at a very high  
6 level? Could you speak to that process?

7 MS. SPECTOR: We have a monitoring  
8 process. So, every -- we have 360  
9 programs. So every quarter WELS, our  
10 programmatic database, randomly selects  
11 10 percent each quarter. And then we go  
12 out, and we visit -- or we visit half of  
13 those, and then we collect documentation.

14 We use the USDA food forms to  
15 ensure that the number of children are  
16 matched, and then we go to visit, to  
17 ensure that they are reinvesting.

18 It's very easy to know the ones  
19 that are not, because, remember, they're  
20 participating in A\$CEND as well, so we  
21 can see the salaries, and we can see the  
22 bonuses, as the educators need to include  
23 their paychecks to award it. But, yeah,  
24 we go out and check the materials, et  
25 cetera.

1 BOARD MEMBER ARSENAULT: Thank you.

2 VICE CHAIR HOLLINGSWORTH: Thank  
3 you.

4 Alfred?

5 BOARD MEMBER SANCHEZ: So part of  
6 this program is supporting further  
7 education and training for our care  
8 providers. We've been leaning into  
9 quality care for a while now, right? And  
10 I think we've also seen that a lot of the  
11 educational achievement scores have gone  
12 up as well, right? Especially when they  
13 get into kindergarten.

14 Have we done a correlational study  
15 looking at how the workforce has changed  
16 in terms of their training and  
17 educational payment; and how that might  
18 correlate with some of the increases  
19 that we've seen in the educational area?

20 Have we done any of that?

21 MS. SPECTOR: We have for educators  
22 in relation to their own competency, but  
23 we have not yet for professional  
24 development in relationship to children  
25 outcomes. But we hope to do that very

1           soon.

2           BOARD MEMBER SANCHEZ: I mean, I  
3           think that would be a really powerful  
4           statement, especially as we're going in  
5           and talking about increasing funding for  
6           parents to get in, and the reason that's  
7           important. I think the other side of  
8           that argument is to say, we have a proven  
9           model that is saying that this is  
10          actually resulting in a higher quality  
11          workforce of the future, right? Let's  
12          put it in that business terms for now.

13          I think that's an extremely  
14          important step. I look forward in seeing  
15          that.

16          MS. SPECTOR: Yes. And we do  
17          have -- we do know that the educators  
18          that participate in A\$CEND, our salary  
19          supplement program, we have under five  
20          percent turnover rate, which is unheard  
21          of. It's more like 30 percent in the  
22          industry. So we know that while they're  
23          improving their education, they're also  
24          staying, and staying where they work.

25          VICE CHAIR HOLLINGSWORTH: Yes,

1 Silvia.

2 BOARD MEMBER CASTELLANOS: So thank  
3 you so much for that comprehensive  
4 report. And it's just heartening to see  
5 the work and scope of Thrive by 5,  
6 particularly with the children, but also  
7 with the regulars -- different  
8 professional development.

9 I had a question. I noticed with  
10 the autism assessments that's taking  
11 place, and, of course, autism is growing.

12 BOARD MEMBER SANCHEZ: Can you put  
13 your microphone on, please? I can't hear  
14 you. I'm sorry, I can't hear you.

15 BOARD MEMBER CASTELLANOS: Oh.

16 BOARD MEMBER SANCHEZ: I don't  
17 think your mic is on.

18 BOARD MEMBER CASTELLANOS: Oh, it's  
19 on?

20 BOARD MEMBER SANCHEZ: Now it is.

21 BOARD MEMBER CASTELLANOS: Okay,  
22 sorry about that.

23 So with the growing incidents of  
24 autism, the evaluation aspect, you know,  
25 continues to be so critical. What I saw

1           there is that the evaluations are only  
2           available in English and Spanish. And  
3           so I wonder about the Creole-speaking  
4           families and how they're able to benefit  
5           from truly understanding what the  
6           evaluation of their children, you know,  
7           of their children are.

8           MS. SPECTOR: I will have to get  
9           back to you, but my understanding is that  
10          the CARD Center has translators for a lot  
11          of other -- all the other languages that  
12          a family may come across, but I could let  
13          you know how many evaluations they  
14          conducted in Hatian Creole.

15          BOARD MEMBER CASTELLANOS: And I  
16          would think so. I think we need to  
17          update the information, because I'm also  
18          certain that they have evaluators and  
19          translators and interpreters that speak  
20          Haitian Creole. I didn't see it in the  
21          narrative.

22          MS. SPECTOR: Yes.

23          BOARD MEMBER CASTELLANOS: So we  
24          might want to update that.

25                 Thank you.

1 BOARD MEMBER HON. GERSTEIN: You  
2 said that we were spending some money on  
3 high-tier quality programs and giving  
4 them some extra funds? Do we do anything  
5 from low quality programs to help bring  
6 them up?

7 MS. SPECTOR: So we do. They get  
8 less though. So we have -- it's a tiered  
9 system. So the programs, essentially,  
10 the scores range from four to five, five  
11 to six, and six to seven. So it works  
12 as an incentive model.

13 So the programs between tier  
14 four -- that are in tier three, they  
15 receive 10 percent. This is like a  
16 small percentage on top of their subsidy  
17 payment.

18 Tier 4, 12 percent.

19 And Tier 5, 15 percent.

20 So the idea is that we are  
21 incentivizing programs to take the  
22 courses, engage with our support  
23 services, improve their quality so they  
24 can receive a higher tier payment.

25 BOARD MEMBER HON. GERSTEIN: Thank

1           you.

2                   VICE CHAIR HOLLINGSWORTH: Further  
3 questions from the Board?

4                   Thank you, Rachel.

5                   Let's move on to Resolution  
6 2026-16.

7                   And I'm punting to Dr. Bagner.

8                   COMMITTEE VICE CHAIR DR. BAGNER:  
9 Great. Thank you, Madam Chair.

10                   So we're going to get started with  
11 Resolution 2026-16.

12                   "Authorization to award a total  
13 amount not to exceed \$47,497,000.00 for  
14 the delivery of integrated child care  
15 quality improvement services described  
16 below, and to waive the formal  
17 competitive procurement process [2/3  
18 vote]. The total amount includes  
19 \$29,007,000.00 to negotiate and execute  
20 through multiple contracts with  
21 providers, identified herein, and  
22 \$18,490,000.00 for The Children's Trust  
23 to encumber in purchase orders for  
24 educator scholarship payments, salary  
25 supplement payments to early learning

1 educators, and high-quality tiered  
2 payment differentials to providers.

3 In addition, authorization for the  
4 President & CEO to move funds between the  
5 different QIS system components  
6 identified within this resolution, for a  
7 term of 12 months, commencing October 1,  
8 2026, and ending September 30, 2027."

9 Do I have a motion?

10 BOARD MEMBER GIMENEZ: So moved,  
11 Gimenez.

12 COMMITTEE VICE CHAIR DR. BAGNER:  
13 Do I have a second?

14 BOARD MEMBER HON. GERSTEIN:  
15 Second, Norm Gerstein.

16 COMMITTEE VICE CHAIR DR. BAGNER:  
17 And recusals. And please remember to  
18 state the reason for the refusal.

19 BOARD MEMBER DR. ARMSTRONG: This  
20 is Armstrong. I'm on the Board of the  
21 ELC.

22 BOARD MEMBER SANCHEZ: Sanchez also  
23 on the Board of the ELC.

24 BOARD MEMBER FERRADAZ: Ferradaz,  
25 refusal. Serve on the Board of the ELC.

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VICE CHAIR HOLLINGSWORTH:

Hollingsworth, recusal. I work for the Early Learning Coalition.

COMMITTEE VICE CHAIR DR. BAGNER:

Okay. Thank you.

Opening up for discussion and comments. I know we've heard a lot of details about this initiative just now, but do we have any questions, follow-ups about the specific resolution?

BOARD MEMBER NUSSBAUM: Question.

I know we're reading competitive bids. Obviously one of our biggest contracts are awarding. I understand the challenges in putting this out to bid, but have we considered, I guess, price reasonableness in this consideration for any of the particular components of the contract?

COMMITTEE VICE CHAIR DR. BAGNER:

Good question.

I'll defer to the staff on how we look at how competitive the payments are.

MR. HAJ: Yeah. I don't know where

Rachel went to. Where is Rachel?

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COMMITTEE VICE CHAIR DR. BAGNER:

So the question relates to how we look at the folks we work with, and bidding, if I'm understanding correctly, how competitive those costs are to families.

MR. HAJ: So, Rachel, before I turn it over to you. So, we work with the Early Learning Coalition, who we see that they are identified by the State as for implementing school readiness. So that is the system who we work with. If we have to try to recreate and build an entirely new system that wouldn't be cost effective.

MS. SPECTOR: Yeah, so all of the components were competitively solicited. I think it was for the United Way and the Mailman Center. It was about seven years ago.

MR. HAJ: Rachel, I'm sorry, just on the QIS reso.

MS. SPECTOR: Yes. Those are part of the QIS reso. The reason that we didn't competitively solicit, is because we spent probably three of -- the first

1 year building out the system. And it is  
2 integrated into every other piece of the  
3 QIS. And, so, we actually haven't  
4 increased the funding along the way.

5 So, the other components of the QIS  
6 we're not paying -- we're paying an  
7 administrative fee only for the  
8 operation, because we're leveraging all  
9 the State assessments, we're leveraging  
10 the class assessments, we're leveraging  
11 the application process for families  
12 forward. And there's very -- like, two  
13 or three staff members only at the Early  
14 Learning Coalition.

15 And I just wanted to add that I did  
16 receive a text message from the ELC that  
17 all of the class scores are posted on the  
18 DCF website. So families do have access  
19 to see the class scores.

20 BOARD MEMBER NUSSBAUM: Thank you.

21 COMMITTEE VICE CHAIR DR. BAGNER:  
22 All right, thank you.

23 Any other questions or comments?

24 Hearing none, all those in favor?

25 BOARD MEMBERS COLLECTIVELY: Aye.

1 COMMITTEE VICE CHAIR DR. BAGNER:

2 Any opposed.

3 The resolution passes unanimously.

4 And moving on to Resolution

5 2026-17:

6 "Authorization to negotiate and  
7 execute contracts with the Early Learning  
8 Coalition of Miami-Dade Monroe,  
9 Miami-Dade County Community Services  
10 Department, and United Way Miami for  
11 local match funding for the federal Early  
12 Head Start-Child Care Partnership,  
13 EHS-CCP grant, in a total amount not to  
14 exceed \$2,670,000 for a term of 12 months  
15 commencing October 1st, 2026, and ending  
16 September 30, 2027."

17 Do I hear a motion?

18 BOARD MEMBER HON. PRESCOTT:

19 Prescott, moves.

20 COMMITTEE VICE CHAIR DR. BAGNER:

21 Moved. And a second?

22 BOARD MEMBER HON. GERSTEIN:

23 Second, Norm Gerstein.

24 COMMITTEE VICE CHAIR DR. BAGNER:

25 Any recusals?

1 BOARD MEMBER DR. ARMSTRONG:

2 Armstrong, the ELC Board.

3 BOARD MEMBER FERRADAZ: Recusal,

4 Ferradaz. I serve on the ELC Board.

5 BOARD MEMBER BURGOS: Recusal,

6 Cathy Burgos. Director of the Community

7 Services Department.

8 VICE CHAIR HOLLINGSWORTH: Recusal,

9 Hollingsworth. I work for the Early

10 Learning Coalition.

11 BOARD MEMBER SANCHEZ: Sanchez. I

12 sit on the Early Learning Coalition

13 Board.

14 COMMITTEE VICE CHAIR DR. BAGNER:

15 Are there any questions, comments?

16 Hearing none, all those in favor?

17 BOARD MEMBERS COLLECTIVELY: Aye.

18 COMMITTEE VICE CHAIR DR. BAGNER:

19 Any opposed. The resolution passes

20 unanimously.

21 And Resolution 2026-18:

22 "Authorization to negotiate and

23 execute a contract with the Early

24 Learning Coalition of Miami-Dade/Monroe

25 (ELC) for local match funding for the

1 State of Florida School Readiness Program  
2 Match grant, in a total amount not to  
3 exceed \$1,230,000.00, for a term of 12  
4 months, commencing October 1, 2026, and  
5 ending September 30, 2027."

6 Do I hear a motion?

7 BOARD MEMBER HON. PRESCOTT:

8 Prescott moves.

9 COMMITTEE VICE CHAIR DR. BAGNER:

10 Thank you.

11 And a second?

12 BOARD MEMBER HON. GERSTEIN:

13 Second, Norm Gerstein.

14 COMMITTEE VICE CHAIR DR. BAGNER:

15 Thank you.

16 And recusals?

17 VICE CHAIR HOLLINGSWORTH: Recusal,  
18 Hollingsworth. I work for the Early  
19 Learning Coalition.

20 BOARD MEMBER DR. ARMSTRONG:

21 Recusal, Armstrong, the ELC Board.

22 BOARD MEMBER SANCHEZ: Recusal,  
23 Sanchez, ELC Board.

24 BOARD MEMBER FERRADAZ: Recusal,

25 Ferradaz. I serve on the ELC Board.

1 COMMITTEE VICE CHAIR DR. BAGNER:

2 Okay. Questions, comments?

3 Hearing none, all those in favor?

4 BOARD MEMBERS COLLECTIVELY: Aye.

5 COMMITTEE VICE CHAIR DR. BAGNER:

6 Any opposed? Resolution passes

7 unanimously.

8 And I'm going to punt it back to  
9 you, Madam Chair.

10 Thank you.

11 VICE CHAIR HOLLINGSWORTH: Thank  
12 you, Dan.

13 Resolution 2026-19:

14 "Authorization to negotiate and  
15 execute a contract with Redlands  
16 Christian Migrant Association (RCMA) for  
17 local match funding to draw down federal  
18 and state child care subsidy funds, in a  
19 total amount not to exceed \$102,000.00,  
20 for a term of 12 months, commencing  
21 October 1, 2026, and ending September 30,  
22 2027."

23 May I have a motion, please?

24 BOARD MEMBER NUELL: So moved,  
25 Nuell.

1                   VICE CHAIR HOLLINGSWORTH: And a  
2 second?

3                   BOARD MEMBER AUGUSTE: Second, Alex  
4 Auguste.

5                   VICE CHAIR HOLLINGSWORTH: Thank  
6 you.

7                   Are there any recusals?

8                   Hearing no recusals, let's move to  
9 discussion, feedback, comments from the  
10 Board.

11                  With no discussion, all those in  
12 favor.

13                  BOARD MEMBERS COLLECTIVELY: Aye.

14                  VICE CHAIR HOLLINGSWORTH: Are  
15 there any opposed?

16                  The resolution carries.

17                  Resolution 2026-20:

18                  "Authorization to negotiate and  
19 execute a contract with the University of  
20 Miami-Nova Southeastern University  
21 (UM-NSU) Center for Autism and Related  
22 Disabilities (CARD) to provide  
23 comprehensive diagnostic evaluations for  
24 preschool-age children, in a total amount  
25 not to exceed \$264,000.00, for a term of

1 12 months, commencing October 1, 2026,  
2 and ending September 30, 2027."

3 May I have a motion, please?

4 BOARD MEMBER HON. PRESCOTT:

5 Prescott moves.

6 VICE CHAIR HOLLINGSWORTH: And a  
7 second?

8 BOARD MEMBER HON. GERSTEIN:

9 Second, Norman Gerstein.

10 VICE CHAIR HOLLINGSWORTH: Thank  
11 you.

12 Are there any recusals?

13 BOARD MEMBER DR. ARMSTRONG:

14 Armstrong, recusal. We have a  
15 collaboration for the Autism Center with  
16 UM CARD.

17 VICE CHAIR HOLLINGSWORTH: Thank  
18 you.

19 Other recusals?

20 Moving now to discussion, feedback,  
21 comments from the Board?

22 With no discussion, all those in  
23 favor?

24 BOARD MEMBERS COLLECTIVELY: Aye.

25 VICE CHAIR HOLLINGSWORTH: Are

1           there any opposed?

2                   The resolution carries.

3                   Resolution 2026-21:

4                   "Authorization to negotiate and  
5                   execute a contract with the University of  
6                   Miami Miller School of Medicine (UM) in  
7                   an amount not to exceed \$1,590,000.00 for  
8                   comprehensive early intervention services  
9                   for children with mild developmental  
10                  delays who do not meet eligibility  
11                  requirements for the Individuals with  
12                  Disabilities Education Act (IDEA) Parts B  
13                  or C, for a term of 12 months, commencing  
14                  October 1, 2026, and ending September 30,  
15                  2027."

16                  May have a motion please?

17                  BOARD MEMBER GIMENEZ: So moved,  
18                  Gimenez.

19                  VICE CHAIR HOLLINGSWORTH: Thank  
20                  you.

21                  And a second?

22                  BOARD MEMBER HON. PRESCOTT:  
23                  Second, Prescott.

24                  VICE CHAIR HOLLINGSWORTH: Are  
25                  there any recusals?

1 BOARD MEMBER DR. ARMSTRONG:  
2 Armstrong, recusal. This is a Mailman  
3 Center Program.

4 VICE CHAIR HOLLINGSWORTH: Other  
5 recusals?

6 Moving now to discussion, feedback  
7 questions, comments from the Board.

8 BOARD MEMBER DR. BAGNER: I just  
9 have a comment, Madam Chair.

10 VICE CHAIR HOLLINGSWORTH: Yes.

11 BOARD MEMBER DR. BAGNER: So I  
12 usually state this earlier. This is a  
13 fantastic program. Just to emphasize the  
14 point made earlier, these are kids that  
15 are just missing eligibility criteria for  
16 Early Steps, but they still have delays.  
17 So these are the kids that are going to  
18 fall between the cracks if they don't get  
19 services. So it's really a critical  
20 program. And the outcomes are really  
21 compelling.

22 VICE CHAIR HOLLINGSWORTH: Thank  
23 you, Dr. Bagner.

24 Other discussion?

25 All those in favor?

1 BOARD MEMBERS COLLECTIVELY: Aye.

2 VICE CHAIR HOLLINGSWORTH: Are

3 there any opposed?

4 The resolution carries.

5 Resolution 2026-22:

6 "Authorization to negotiate and  
7 execute contract renewals with eight  
8 providers, identified herein, to provide  
9 635 slots for therapeutic health and  
10 early intervention summer camp services  
11 for children aged birth to five years, in  
12 a total amount not to exceed  
13 \$2,517,499.00, each for a term of five  
14 months, commencing April 1, 2026, and  
15 ending August 31, 2026, subject to annual  
16 funding appropriations."

17 May I have a motion, please?

18 BOARD MEMBER BURGOS: So moved,  
19 Burgos.

20 VICE CHAIR HOLLINGSWORTH: Thank  
21 you.

22 A second?

23 BOARD MEMBER AUGUSTE: Second, Alex  
24 Auguste.

25 VICE CHAIR HOLLINGSWORTH: Thank

1           you.

2                   Are there any recusals?

3                   BOARD MEMBER DR. BAGNER:   Recusal,  
4           Bagner.   Employed by FIU, which is one of  
5           the funding agencies.

6                   VICE CHAIR HOLLINGSWORTH:   Thank  
7           you, Dan.

8                   Second recusal?

9                   BOARD MEMBER DR. ARMSTRONG:  
10          Armstrong, recusal.   Debbie School and  
11          Mailman Center is one of the funders.

12                  VICE CHAIR HOLLINGSWORTH:   Thank  
13          you, Dr. Armstrong.

14                  Other recusal?

15                  Moving now to discussion, feedback  
16          from the Board?   We have no discussion.

17                  All those in favor?

18                  BOARD MEMBERS COLLECTIVELY:   Aye.

19                  VICE CHAIR HOLLINGSWORTH:   Are  
20          there any opposed?

21                  The resolution carries.

22                  And I'll punt to Mrs. Gimenez for  
23          Resolution 2026-23.

24                  BOARD MEMBER GIMENEZ:   Resolution  
25          2026-23:

1                   "Authorization to negotiate and  
2                   execute contract renewals with 19  
3                   providers, identified herein, to deliver  
4                   high-quality summer programming for 2,237  
5                   elementary, middle, and high school-aged  
6                   children and youth, in a total amount not  
7                   to exceed \$4,736,000.00. The contract  
8                   term will be five months, commencing  
9                   April 1, 2026, and ending August 31,  
10                  2026, with two remaining annual renewals,  
11                  subject to annual funding  
12                  appropriations."

13                  May I have a motion to move the  
14                  item, please.

15                  BOARD MEMBER HON. GERSTEIN: So  
16                  moved, Norm Gerstein.

17                  BOARD MEMBER GIMENEZ: And a  
18                  second?

19                  BOARD MEMBER GRAHAM: Second,  
20                  Graham.

21                  BOARD MEMBER GIMENEZ: Any  
22                  recusals? And please don't forget to  
23                  state the reason why.

24                  BOARD MEMBER DR. ARMSTRONG:  
25                  Recusal, Armstrong. The Debbie School,

1 was one of the receiving institutions.

2 VICE CHAIR HOLLINGSWORTH: Recusal,  
3 Hollingsworth. I have a family member  
4 that works for the Arsht Center.

5 BOARD MEMBER DR. BAGNER: Recusal  
6 Bagner. Employed by FIU, also receiving  
7 funding.

8 BOARD MEMBER DR. HARRISON: Recusal  
9 Harrison. Employed by Miami-Dade  
10 College.

11 BOARD MEMBER GIMENEZ: Any other  
12 recusals?

13 Hearing none, is there discussion,  
14 comments, feedback from the Board?  
15 Comments?

16 Hearing none, all those in favor?

17 BOARD MEMBERS COLLECTIVELY: Aye.

18 BOARD MEMBER GIMENEZ: Any opposed?  
19 The motion carries.

20 Thank you.

21 VICE CHAIR HOLLINGSWORTH: Thank  
22 you, Lourdes.

23 I'm sending it to you, Jim.

24 MR. HAJ: Madam Chair, thank you.

25 Just briefly, Media Highlights are

1 on Page 44 to 50 of your packet.

2 Champions for Children is right  
3 around the corner, April 16th at Jungle  
4 Island.

5 And the quarterly CEO report is on  
6 Page 51 to 52 of your packet.

7 And just a reminder, as Pam had  
8 mentioned, the Board retreat is February  
9 19th.

10 Thank you.

11 VICE CHAIR HOLLINGSWORTH: Thank  
12 you, Jim.

13 Yes, Dan.

14 BOARD MEMBER DR. BAGNER: Just a  
15 quick announcement that if you're on the  
16 Nominating Committee, please do not  
17 leave. We are having a meeting right  
18 after this meeting, I think in Conference  
19 Rooms C.

20 VICE CHAIR HOLLINGSWORTH: Thank  
21 you, Dan.

22 And with that, we are adjourned.  
23 Thank you.

24 (Thereupon, the meeting was  
25 adjourned at 9:34 a.m.)

