



Board of Directors Meeting

May 18, 2026

1 The Children's Trust
2 Monday, May 18, 2026
3 3250 S.W. 3rd Avenue (Coral Way)
4 United Way - Ryder Room
5 8:30 a.m. - 9:30 a.m.

6 BOARD OF DIRECTORS MEETING

7 Board Members
8 (Present)

9 Kenneth C. Hoffman, Chairman
10 Pamela Hollingsworth, Vice Chair
11 Norman Gerstein, Treasurer
12 Luis Suarez, Secretary
13 Matthew Arsenault
14 Daniel Armstrong
15 Alex Auguste
16 Daniel Bagner, Ph.D.
17 Cathy Burgos
18 Norie Del Valle
19 Lourdes Diaz
20 Gilda Ferradaz
21 Lourdes P. Gimenez
22 Osmani Gonzalez
23 Valrose Graham
24 Mindy Grimes-Festge
25 Hon. Keon Hardemon
Malou C. Harrison, Ph.D.
Ilia Molina
Laurie W. Nuell
Benjamin Nussbaum
Dr. Clara Lora Ospina
Alfred Sanchez

S t a f f

James R. Haj
President & CEO

County Attorney's Office

Leigh Kobrinski
Assistant County Attorney

S T A F F

Aliya Dhanji
Amanda Gorski
Ana Sanchez-Suris
Bevone Ritchie
Blake (George) Brown

Danielle Barreras
Elizabeth Garland Lauren
Felix Becerra
Gretel Suarez
Imran Ali

Jacques Bentolila
James R. Haj
Jana Wright
Jennifer Ulysse
Jessica Beaubrun

Jorge Ibarra
Juana Leon
Juliette Fabien
K. Lori Hanson
Kristin Celani

Lia Shawn
Lisanne Gage
Lisete Yero
Michele Mordica
Natalia Zea

Nandy Smith
Patricia Leal
Roberto Leiva
Rachel Spector
Sebastian Det Marmol

Shujia Sun
Wendy Duncombe
William Kirtland
Ximena Nunez
Yesenia Reyes
Yuliet Alfonso

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

3 CHAIRMAN HOFFMAN: Welcome,
4 Everybody.

5 Thank you for being here on time.
6 We'll get the meeting started.

7 We do have, as we have in the past,
8 an Executive Committee meeting scheduled
9 for 8:40 just in case. We're going to
10 leave that open in case we have any
11 recusals for the consent agenda items
12 that we have on the agenda.

13 I want to remind you that if you do
14 recuse from a resolution, please state
15 your name and organization. And
16 remember, these mics go on and off. So,
17 please put them on when you're talking,
18 and offer your name.

19 I think most of you were at the
20 Champions for Children event recently.
21 It was really a fantastic event. A lot
22 of energy. Obviously, a lot of people.
23 The awardees were all gracious, but all
24 very deserving.

25 I want to tee up, we have a

1 three-minute video of the event that we
2 can take a look at, and if anybody else
3 has any comments on it, you're welcome to
4 make them.

5 (Thereupon, a video was played,
6 where the following transpired:)

7 What motivates me to step up? I
8 don't know, I think like I've always had
9 that innate, like, need to do that in my
10 life. I mean, there's different
11 personality types, and I feel like I'm
12 usually the one to step up.

13 Andrea's approach to leadership is
14 one of being a visionary. She just has
15 an idea, she has a vision, and she takes
16 off with it. Her confidence is very
17 inspiring for others who might not have
18 that confidence. And they can follow
19 her, because she's so empowered and
20 believes in herself so --

21 MS. ZEA: Coming shortly.

22 (Thereupon, technical difficulties
23 were had, after which the following
24 transpired:)

25 CHAIRMAN HOFFMAN: Anyways, it was

1 a great event. I hope you all enjoyed
2 it. I did observe that somebody was
3 very -- it was unusual. We had an all
4 female awardees, and I think that was
5 pretty remarkable. Remarkable people, as
6 I said earlier.

7 We're going to welcome Jeanette
8 Nunez, the President.

9 MR. HAJ: She's not here.

10 CHAIRMAN HOFFMAN: Oh, not here
11 yet. Okay. We're not going to do that
12 then.

13 This is a great time of year for
14 the school system, graduations and the
15 like. I just learned that Miriam Ramos'
16 son, Andy, is graduating from West Point,
17 And her Daughter, Isa, is graduating from
18 high school.

19 I want to congratulate all of our
20 directors, and you can certainly tell us
21 about your kids, if you want, whose
22 children are graduating either from high
23 school, college, kindergarten, et cetera.

24 Anybody want to volunteer? Okay.

25 So, we have two directors that are

1 going off the Board -- rolling off the
2 Board that we're going to give service
3 awards to. Both of them have really been
4 great contributors to the Board, and I
5 think in one case, the Executive
6 Committee.

7 And so, I'd first like to recognize
8 Osmani Gonzalez. Osmani came to us as a
9 representative of the Miami-Dade County
10 PTA/PTSA. Really made a lot of
11 contributions in terms of his heart and
12 soul for the kids of our community.

13 And, Osmani, come up and grab the
14 dais.

15 MS. YERO: One, two, three.

16 Thank you.

17 BOARD MEMBER GONZALEZ: Thank you
18 so much. Appreciate it.

19 CHAIRMAN HOFFMAN: You're welcome
20 if you'd like to say a few words.

21 BOARD MEMBER GONZALEZ: It's been
22 an amazing experience to be able to, you
23 know, serve with so many of you. So not
24 only serving with you, I've made a lot of
25 friends in these two years. You know,

1 great leadership. What you guys do for
2 the community is phenomenal.

3 So, I'm really proud to, you know,
4 to have been here.

5 Thank you, Chair. Thank you.

6 CHAIRMAN HOFFMAN: And next we have
7 Tamara Labrousse.

8 Tamara was an At-Large Director
9 that was appointed. And then
10 self-appointed as an executive of an
11 agency that we provide a little too much
12 funding to, in accordance with our
13 bylaws, for her to be a director. So,
14 while we're sorry to see you go as a
15 director, we appreciate your
16 contributions.

17 I think it's great that we get to
18 see you on the other side of the table
19 doing good in the community.

20 MS. YERO: One, two, three -- oh,
21 sorry. Technical difficulties. There
22 you go. One, two, three, cheese.

23 Thank you.

24 MS. LABROUSSE: Thank you.

25 CHAIRMAN HOFFMAN: If you'd like

1 to, you're certainly welcome to.

2 MS. LABROUSSE: Thank you so much.
3 It's been quite an honor to be part of
4 the Board. I've wanted to do that for so
5 many years. But as life would have it,
6 you know, I guess I'm needed elsewhere.
7 I really appreciate the opportunity to
8 serve. I deeply appreciate and respect
9 each of you and the work that you do.
10 And I look forward to continuing to work
11 with The Trust.

12 Thank you.

13 CHAIRMAN HOFFMAN: Okay. I just
14 want to welcome our new officers to their
15 first meeting.

16 Pam Hollingsworth is continuing as
17 our Vice Chair of the Board, and Chair of
18 the Program Services Committee.

19 Judge Gerstein is joining us to
20 take over as Treasurer and Chair of the
21 Finance and Operations Committee, which
22 Matt Arsenault will be leaving us
23 shortly.

24 And Alex Auguste will serve as the
25 Vice Chair of the Finance and Operations

1 Committee.

2 Luis Suarez will be acting -- where
3 is Luis? There he is -- will be acting
4 as our Secretary.

5 So, congratulations to all, and we
6 look forward to working with you in the
7 coming year.

8 We had recently, I was on vacation,
9 but there was a Young Talents Big Dreams
10 event. As you know, we sponsored this
11 event talent show across county, a talent
12 show for many years. It's actually been
13 one of my favorite events to go to over
14 the years, but I missed it.

15 But Judge Gerstein, I saw you were
16 bearing The Children's Trust flag. Do
17 you have any comments on the competition?

18 BOARD MEMBER HON. GERSTEIN: Oh, it
19 was definitely my favorite event. It's a
20 fabulous event. It was May 9th. It was
21 at the Miracle Theater. The theater was
22 entirely full of parents, educators,
23 students. There were 338 kids in the
24 competition. This was the finals. I was
25 shocked how talented they were. I mean,

1 you're going to see some of the kids on
2 America's Got Talent. They were really
3 that good. I did see an eight-year-old
4 with perfect pitch who played the piano,
5 the harmonica, and did Piano Man by Billy
6 Joel. And they had to have wooden
7 extensions for his feet to touch the
8 pedals.

9 I mean the show was absolutely
10 extraordinary. I was really proud that
11 The Children's Trust has been doing this
12 that many years. It was wonderful.

13 CHAIRMAN HOFFMAN: Thank you.

14 Also, recently, there was a press
15 conference for the Zero Drownings
16 Initiative to announce two new national
17 funders that were supporting our model.
18 One is Bloomberg Philanthropies, and the
19 other was Griffin Catalyst.

20 I know three of our four Board
21 Members were in attendance at that,
22 Laurie, Gilda, and Lourdes.

23 Anything to say, Laurie, toward
24 what happened?

25 BOARD MEMBER NUELL: Okay, I heard

1 you say. I was sort of listening about
2 putting on the microphone, so I hope I'm
3 doing it correctly.

4 Anyway it was a fantastic morning.
5 It was -- just to see this collaboration
6 growing and growing, and seeing the
7 breadth of all of these organizations in
8 Miami coming together, it's not something
9 we've always seen traditionally. And I
10 was thinking about it, because we had the
11 Mayor, the School Board Chair, the School
12 Board Deputy Superintendent, the head of
13 Dade County Parks and Recreation, the
14 Miami Foundation, obviously, the woman
15 from Griffin Catalyst and Bloomberg
16 Philanthropies, which this is their first
17 foray into -- well, into Miami-Dade
18 County, but also into the United States
19 on this particular topic of Zero
20 Drownings. They've been doing it around
21 the world for many years. The American
22 Red Cross, and I'm sure I'm leaving
23 something out. But to see everybody
24 together super enthusiastic and working
25 together, it is just only going to

1 continue to grow and grow.

2 And, obviously, I forgot. Jim was
3 also one of the speakers, and made a
4 great announcement about our commitment
5 to Zero Drownings Miami-Dade.

6 So, it was a great day. And then
7 we got to see an example of the kids
8 getting their swimming lessons. This is
9 such a no-brainer. Everybody just was
10 very grateful to The Trust --

11 (Thereupon, technical difficulties
12 were had, after which the following
13 transpired:)

14 BOARD MEMBER NUEL: I guess I got
15 timed out.

16 CHAIRMAN HOFFMAN: No, you're good.
17 Gilda or --

18 BOARD MEMBER FERRADAZ: Yeah, I
19 just ditto what Laurie said. I mean,
20 this program is, I think, different from
21 any other drowning prevention program
22 that I've seen. It's not just that they
23 give the kid a voucher, and then
24 sometimes they show up or not. This is
25 really intentional, the way it was put

1 together. Strategically going to each
2 school.

3 I think that the children that went
4 to this pool came right from the school
5 that's right next door. So, they just
6 walked over to get these lessons. And
7 just having all of them from that class
8 go, and the parent not have to worry
9 about transportation, not have to worry
10 about, you know, what time do I take
11 them? I have to take off of work or
12 whatever. It's just so well put
13 together.

14 CHAIRMAN HOFFMAN: Great.

15 BOARD MEMBER FERRADAZ: And like
16 Lourdes said, all of the partnerships
17 including the Sun Schools and the Red
18 Cross, it's just a great program.

19 CHAIRMAN HOFFMAN: And this is an
20 initiative for those of you who don't
21 remember that The Children's Trust
22 including the engagement team,
23 particularly, really helped create the
24 idea, bring it to the community, and form
25 the partnerships. She's not here right

1 now, but Dr. Bendross-Mindingall is also
2 the driving force behind the initiative
3 on The Children's Trust side, but, more
4 importantly, on the School Board side to
5 help us get into the school system as
6 well.

7 So, thank you, everybody. It
8 really is a successful partnership
9 showing that we can drive ideas into the
10 community, and create models for others
11 to follow.

12 So, speaking of site visits or
13 being on the site, we will have some site
14 visits coming up over the summer.
15 Information will be, if not has been, has
16 been sent to your calendar.

17 Linda Ray Intervention Center at
18 the University of Miami, we're going on
19 June 16th at 9:30 a.m.

20 And the FIU Center for Children and
21 Families, which is in Paul Bell Middle
22 School, we're going on July 21 at 10:00
23 a.m. So, I look forward to seeing as
24 many of you there as possible, because,
25 again, these are great opportunities to

1 see what's going out in the field, what
2 our funds are doing, and how enthusiastic
3 people are about the programs that we
4 support.

5 Let's see.

6 MR. HAJ: The video is ready.

7 (Thereupon, a video presentation
8 was played, where the following
9 transpired:)

10 Ladies and Gentlemen, thank you so
11 much for coming to The Children's Trust
12 20th Annual Champions for Children Awards
13 Ceremony. What a great day. We're here
14 at Champions for Children. It's our 20th
15 year. Huge day for this community. We
16 have a sold-out crowd of Miami leaders
17 coming out. And I say thank you to those
18 people who do God's work.

19 With so many people from across
20 this community go into one room to honor
21 the best among us all at one time, just
22 shows you how tight-knit Miami-Dade's
23 community really is.

24 I'm completely excited about
25 today's event, because it really outlines

1 the Champions of The Children's Trust.
2 And we are very blessed and fortunate to
3 be able to have The Children's Trust to
4 support so many of our students and their
5 families, and our society as a whole.

6 None of this would be possible
7 without the help from our sponsors in the
8 community. I'd like to thank, in
9 particular, TD Bank, and all of the other
10 organizations that have helped us support
11 this event.

12 Thank you.

13 There is no more important event in
14 our community than families or children.
15 This is where the people that really
16 spend their lives, they're fully
17 dedicated.

18 What an organization. What we're
19 doing for the community is amazing.
20 Please continue to follow us and share
21 everything that we do.

22 Thank you guys.

23 Thank you to the honorees and to
24 all of you for being the foundation of
25 our community's support system.

1 Twala Kelly.

2 Families First.

3 The Little Seals Program.

4 Parent Club.

5 Senator Alexis Calatayud.

6 Andrea Cabera-Elguezabal.

7 So, I've known Gepsie Metellus,
8 since I arrived in Miami from Detroit 37
9 years ago. And what she has done has
10 strengthened education, elevated,
11 importantly so, cultural pride, built
12 bridges across all corners of this
13 community.

14 Ladies and Gentlemen, Gepsie
15 Metellus.

16 MS. METELLUS: I thank you, all of
17 you, every one of you who's here today,
18 who have shown up for children. When we
19 lift one child, one family, we don't just
20 change a single story, we redefine what
21 is possible for an entire community. And
22 when we redefine what's possible, we
23 change everything.

24 Thank you.

25 (Thereupon, the video presentation

1 was concluded, after which the following
2 transpired:)

3 CHAIRMAN HOFFMAN: Okay.

4 On to business.

5 Are there any public comments?

6 MS. LEON: There are no public
7 comments, Mr. Chair.

8 CHAIRMAN HOFFMAN: Thank you.

9 We are to the approval of the March
10 16, 2026 Board of Directors minutes.
11 They're in your packet.

12 Would anybody like to make a motion
13 to approve those minutes?

14 BOARD MEMBER HON. GERSTEIN: So
15 moved, Norman Gerstein.

16 CHAIRMAN HOFFMAN: Thank you.

17 A second?

18 BOARD MEMBER NUELL: Second, Laurie
19 Nuell.

20 BOARD MEMBER SANCHEZ: I'll second,
21 Alfred Sanchez.

22 CHAIRMAN HOFFMAN: Thank you.

23 All those in favor?

24 BOARD MEMBERS COLLECTIVELY: Aye.

25 CHAIRMAN HOFFMAN: Opposed?

1 Okay. The motion carries.

2 In your packet, we have a red lined
3 copy of changes to the bylaws that were
4 approved at the Executive Committee
5 Meeting recently. These changes are
6 primarily to conform to changes in the
7 statute and the ordinance, as well as a
8 couple of clarifications or, I guess,
9 minor changes. There's nothing -- if
10 anybody's had any questions on what's
11 there, I'm happy to answer them, but I
12 also will entertain a motion to approve
13 the amended bylaws.

14 BOARD MEMBER HON. GERSTEIN: So
15 moved, Gerstein.

16 CHAIRMAN HOFFMAN: Second?

17 BOARD MEMBER NUELL: Second, Nuell.

18 CHAIRMAN HOFFMAN: Any discussions
19 or questions?

20 Hearing none, all those in favor?

21 BOARD MEMBERS COLLECTIVELY: Aye.

22 CHAIRMAN HOFFMAN: Opposed?

23 Okay. Motion carries.

24 And with that, I'll turn it over to
25 Judge Gerstein for the Finance and

1 Operations Committee Report.

2 COMMITTEE CHAIR HON. GERSTEIN:

3 Good morning again, Everybody.

4 The Finance and Operations
5 Committee met on May the 7th. During a
6 lot of our recent meetings, Board Members
7 had a number of questions on a few
8 primary areas.

9 The first area being our
10 infrastructure, systems control,
11 cybersecurity protection.

12 During the meeting both Bill and
13 Jack presented excellent and informative
14 presentations addressing the issues.
15 Cybersecurity is becoming a bigger issue.

16 The Trust has numerous safeguards
17 in place and conducts staff training on
18 cybersecurity threats. We also have a
19 Florida Statute that governs some of our
20 cybersecurity controls.

21 Unfortunately, cybersecurity is
22 becoming truly a nationwide problem. And
23 last week, I don't know if any of you saw
24 it in the paper, a Canvas learning
25 platform, which is used in thousands of

1 schools across the country, got hacked.
2 So, this is going to be an up and coming
3 area for us. And we're really going to
4 have to keep our eye on it.

5 The second major topic involves The
6 Trust budget and fund balance. Our fund
7 balance is presently \$70,800,000. I will
8 say that the Committee had a very
9 healthy, robust, and productive
10 discussion regarding the appropriate
11 level of reserve, and of our long-term
12 financial planning. We reviewed several
13 factors that contributed to the
14 increases.

15 One of them was a contracting and
16 timing issue, which resulted in us having
17 an extra \$12 million in our fund balance.
18 That issue has been resolved.

19 We also discussed potential
20 strategies to gradually reduce the
21 balance towards a more targeted level
22 while still continuing flexibility and
23 stability. We still don't know what the
24 legislature is going to do about property
25 taxes.

1 On the upcoming budget process, the
2 Property Appraiser is going to release
3 the estimated property tax values on June
4 1st. Staff's going to use those
5 estimates and prepare a proposed budget.
6 At the June meeting, we're going to
7 review the proposed budget, make a
8 recommendation to the full Board on the
9 fiscal year 26-27 budget and proposed
10 millage rate.

11 Lastly, an issue that will come up
12 is The Trust leases all of its space.
13 And I understand the staff is going to
14 present a consultant's report evaluating
15 some long-term options to try to decide
16 whether it's more advantageous for The
17 Trust to continue to lease, or perhaps to
18 purchase a building.

19 I would recommend that the Board
20 Members show up at the June meeting,
21 because it's truly an important meeting.
22 It's where we are going to consider both
23 our budget and the millage rate.

24 Questions?

25 Great, okay.

1 CHAIRMAN HOFFMAN: I'll turn it
2 over to Pan Hollingsworth for our Program
3 Services Committee Report.

4 COMMITTEE CHAIR HOLLINGSWORTH:
5 Thank you, Mr. Chair.

6 Good morning, Everyone.

7 The Programs Committee met on May
8 5th to consider the resolutions that we
9 will be bringing before you today. We
10 are presenting these resolutions in the
11 form of a consent agenda, and I will be
12 recusing from Resolutions 37, 38, and 40.

13 And so with that, I'm going to
14 recuse from the entire agenda, and pass
15 the traffic management over to Norie Del
16 Valle.

17 BOARD MEMBER DEL VALLE: Good
18 morning, Everyone. Good morning Board
19 Members.

20 We will be voting on resolutions
21 2026-36 through 2026-44 as a consent
22 agenda, which were all approved by the
23 Program Services Committee at the last
24 meeting as Pam indicated.

25 Please note that if a member

1 recuses themselves from any one item
2 listed on the consent agenda, that
3 recusal vote will apply to all items
4 included in the consent agenda.

5 At this time, please advise if you
6 would like to bifurcate any item from the
7 consent agenda for a separate discussion
8 and vote.

9 BOARD MEMBER HON. HARDEMON: Thank
10 you. Mr. Chair, I'd like to bifurcate
11 2026-36.

12 CHAIRMAN HOFFMAN: Thank you.

13 BOARD MEMBER FERRADAZ: I'm
14 recusing from 2026-39. I serve on the
15 Board of the Healthy Start Coalition. I
16 was already on the other committee, so I
17 can't do that.

18 MS. KOBRINSKI: Any other
19 bifurcations?

20 BOARD MEMBER ARMSTRONG: Yeah,
21 Daniel Armstrong. I'm going to recuse
22 from 37, 39, 41, and 42. Those are
23 Mailman Center Programs.

24 MS. KOBRINSKI: We're not doing
25 recusals just yet. We're saying does

1 anyone want to bifurcate the items?

2 BOARD MEMBER DEL VALLE: Bifurcate
3 something out.

4 MS. KOBRINSKI: Would you like to
5 bifurcate the items that you have to
6 recuse on?

7 BOARD MEMBER DEL VALLE: So, we'll
8 take a vote on the consent agenda that
9 would include 2026-37 through 2026-44.

10 BOARD MEMBER SANCHEZ: I'll move
11 it, Alfred.

12 BOARD MEMBER DEL VALLE: Second?

13 BOARD MEMBER HON. GERSTEIN:
14 Second, Norman Gerstein.

15 BOARD MEMBER DEL VALLE: So any
16 recusals on those that are part of the
17 consent agenda?

18 BOARD MEMBER ARMSTRONG: Recusing
19 on 37, 39, 41, 42. This is Daniel
20 Armstrong. Those are Mailman Center
21 Programs.

22 VICE CHAIR HOLLINGSWORTH:
23 Restating my recusals for 37, 38, 40,
24 Hollingsworth. I'm employed by the Early
25 Learning Coalition, and my CEO is the

1 Board Chair of the Miami-Dade Family
2 Learning Partnership.

3 BOARD MEMBER DR. BAGNER: Recusal,
4 Bagner, 37 and 41. Both include FIU,
5 which is my employer.

6 BOARD MEMBER FERRADAZ: Ferradaz,
7 recusal, 2026-39. I serve on the Board
8 of the Healthy Start Coalition.

9 BOARD MEMBER DEL VALLE: So, now
10 I'm going to ask for a vote on --
11 discussion on the consent agenda 2026-37
12 through 44.

13 Hearing none, I'm asking for a vote
14 on that consent agenda.

15 BOARD MEMBERS COLLECTIVELY: Aye.
16 Any opposed?

17 That consent agenda passes, and
18 then I'll turn it back over to Pam for
19 2026-36.

20 COMMITTEE CHAIR HOLLINGSWORTH:
21 Thank you, Nori.

22 Okay, 2026-36. Give me a minute,
23 please.

24 Resolution 2026-36.

25 Authorization to negotiate and

1 execute contracts with nine providers,
2 identified herein, to deliver public
3 benefits enrollment supports, in a total
4 amount not to exceed \$1,474,382.00, for
5 a term of 12 months, commencing October
6 1, 2026, and ending September 30, 2027,
7 each with one remaining annual renewal,
8 subject to annual funding appropriations.

9 May I have a motion, please?

10 BOARD MEMBER NUELL: So moved,
11 Nuell.

12 COMMITTEE CHAIR HOLLINGSWORTH:
13 Thank you.

14 And a second?

15 BOARD MEMBER DR. BAGNER: Second,
16 Bagner.

17 COMMITTEE CHAIR HOLLINGSWORTH:
18 Thank you.

19 Are there any recusals?

20 Moving now to discussion.

21 And this Resolution, 2026-A --
22 pardon me, 36, continues funding for
23 public benefits enrollment supports.
24 This investment helps thousands of
25 families across essential benefits like

1 SNAP, Medicaid and KidCare, WIC, and also
2 child subsidies.

3 Last year, more than 80 percent of
4 families who sought help successfully
5 enrolled in at least one benefit. And
6 this resolution continues a five-year
7 funding cycle with renewals based on
8 performance.

9 BOARD MEMBER HON. HARDEMON: May I?

10 BOARD MEMBER DEL VALLE: Yes, sir.

11 BOARD MEMBER HON. HARDEMON: Thank
12 you very much, Mr. Chair.

13 The reason I had this item pulled
14 was because I was reading the language.
15 So, I have some clarifying questions, and
16 then maybe get into some out right
17 questions. But my first question would
18 be, who is responsible for the language
19 that's -- whose point of view is written
20 within these documents when these
21 resolutions are written?

22 MR. HAJ: Commissioner, we draft
23 the resols. It goes to the attorney's
24 for review, and then gets on the Board
25 agenda.

1 BOARD MEMBER HON. HARDEMON:

2 Because part of the reason I'm asking is
3 because, when I look at the budget, one
4 of the first lines that we have is for
5 Haitian Neighborhood Center Saint La, Inc.

6 And what it reads is:

7 "The funding amount differs from
8 the funding reflected in Resolution
9 Number 2024-39, but it is actually the
10 same award as the 2025-2026 contract
11 cycle. Prior to the contract being
12 renewed for 2025-2026, Haitian
13 Neighborhood Center Saint La requested,
14 and received for approval, a reduction
15 in service level in award amount to align
16 service levels to reduce community
17 participation.

18 This led to a reduction from 940
19 families to 450, with a commensurate
20 budget reduction of \$122,500.00."

21 So, my first clarifying question
22 is, the first part of this written
23 statement, what does it mean when you say
24 the funding amount differs from what's
25 reflected in Resolution Number 2024-39,

1 but it's the same award as the 2025-2026
2 contract cycle.

3 Are they different? Why is there a
4 difference there? What does that mean to
5 the overall statement?

6 MR. HAJ: Thank you, Commissioner.
7 I'm going to turn it over to Juliette or
8 Bevone.

9 MS. RITCHIE: Good morning.
10 Bevone Ritchie, Director of
11 Programs in The Trust.

12 The Board approved the resolution
13 for the original amount. During contract
14 negotiations, during that year, the
15 provider came to us and said the need was
16 much less, because of many reasons, and
17 they asked to reduce their contract. So,
18 what went to the Board was the original
19 amount, and what we negotiated was the
20 amount that you see here.

21 So, it references the prior
22 resolution that had the higher amount.

23 BOARD MEMBER HON. HARDEMON: May I?

24 So the prior resolution, the 2024
25 through 2029, is when we project out. We

1 have these contracts, we're projecting
2 out for a certain number of years. This
3 is what we'll be giving them from year to
4 year. And then from year to year, you'll
5 need to do some sort of reconciliation?

6 Is that what you explained?

7 MS. RITCHIE: Yes. So, typically,
8 year to year is based on performance.
9 So, we go to the Board with what was done
10 prior. This was unusual because the
11 provider indicated there wasn't the need
12 for the amount that was previously
13 approved year after year. So, they
14 discussed with us, based on need in the
15 community, the reduction that they
16 needed.

17 BOARD MEMBER HON. HARDEMON: You
18 know, I'm happy you used the word
19 unusual. And that's the reason that this
20 paragraph stopped me in my tracks,
21 because I felt as if the wording here was
22 a bit unusual. Because when you read
23 through, Board Members, all the other
24 different budgets, if there was ever a
25 time in which, for instance, there was a

1 reconciliation, it basically -- it never
2 uses the phrase that's used here where it
3 says that the organization requested and
4 received approval for.

5 It normally says, for instance, if
6 I look at one of these items, it normally
7 says something to the effect of, they
8 really -- you all had an evaluation, and
9 you determined that the need was less,
10 and so you reduced the amount. And so,
11 that's why I was trying to figure out,
12 well, what's actually happening here
13 that's different from everyone else.
14 Because there's no other place that I
15 read in the document -- unless you
16 know -- you may know better than I do.
17 But from when I read it, that it says
18 that the organization let you know, hey,
19 we have a smaller need, maybe you should
20 reduce the amount.

21 And so, I wanted to figure out if
22 they, in fact, did go through that sort
23 of process. Because, you know, I work
24 with budgets a lot, and I've seen
25 misstatements from certain organizations.

1 You know, I'll refrain from saying
2 exactly who they are, but organizations
3 where years later they have to come back
4 and say, well, actually, what we
5 reflected in these documents is not true.
6 They need to be amended so we can use
7 them.

8 MS. RITCHIE: Yes. That's a great
9 question. So, yes, it is unusual.
10 Usually it's based on performance
11 assessment we make deductions. But in
12 this situation, the organization was
13 seeing trend, like, to what the
14 programming they offered. People were
15 not showing up the way they used to show
16 up in the past.

17 So, if you look at the first year
18 of the contract, they were serving all
19 the participants. But after -- and I'm
20 sure you're aware of some of the
21 immigration issues that were happening in
22 the Haitian community. So, people, even
23 though they have legal status, they were
24 not coming forward to apply for public
25 benefit, because there was a, you know,

1 bad thing associated with that, you know,
2 immigrant families. Even though they
3 were eligible, they were afraid to show
4 up and to seek benefits.

5 So, the organization was very
6 conscientious about that. So, they were
7 like, they don't want to have a contract
8 that's going to show they're not
9 performing as expected by The Trust.
10 Therefore, they were being proactive to
11 say, I think we need to reduce the award
12 amount, because we don't think we're
13 going to reach the number of
14 participants.

15 BOARD MEMBER HON. HARDEMON: That
16 makes good sense now.

17 Then the savings that they have --
18 or the savings that we have from that,
19 did they request to move that money to
20 other parts of services that they
21 provide, because they receive services
22 in a number of different sections here.

23 MS. RITCHIE: Great question again.

24 So, if it's not just -- first of
25 all, the way we do our solicitation, we

1 stick to, like, the Board give us
2 authorization on certain amount of money
3 for a specific initiative. We don't have
4 the authority to move money from one
5 initiative to the next. Usually we do
6 the assessment, we see the initiative.
7 But I do not think they were experiencing
8 a volume on the other initiatives.

9 And I know the CEO is there, she
10 can speak to that as well, because she
11 knows the history of what was happening
12 within the organization, even though
13 she's new. So, there was no need for the
14 other programs that we fund for the
15 Haitian Neighborhood Center. Therefore,
16 we just stick to that one initiative, and
17 review this.

18 BOARD MEMBER HON. HARDEMON: So
19 then, last question. So, the money that
20 we have in savings here, the budget
21 reduction, \$122,500, this will most
22 likely be moved over to the fund balance
23 that was spoken of earlier of \$70
24 million.

25 MR. HAJ: Correct.

1 MS. RITCHIE: For now.

2 BOARD MEMBER HON. HARDEMON: For
3 now. Okay. Thank you.

4 COMMITTEE CHAIR HOLLINGSWORTH:
5 Thank you, Commissioner.

6 BOARD MEMBER HON. HARDEMON: Thank
7 you, Madam Chair.

8 COMMITTEE CHAIR HOLLINGSWORTH:
9 Thank you also, Bevone and Juliette.

10 Further feedback, questions from
11 the Director?

12 Hearing none, all those in favor?

13 BOARD MEMBERS COLLECTIVELY: Aye.

14 COMMITTEE CHAIR HOLLINGSWORTH: Are
15 there any opposed?

16 The resolution passed.

17 Thank you.

18 Mr. Chair?

19 CHAIRMAN HOFFMAN: Thank you.

20 I'm going to turn it over to Jim
21 for the CEO report.

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

23 And I'll be somewhat brief. We are
24 waiting for President Nunez to walk in
25 at any moment. So, if I finish the

1 comments, if we can ask the Board to
2 stay for a minute or two until she
3 arrives.

4 Quarterly CEO reports are on Page
5 48.

6 Media highlights.

7 Our team has been out considerably
8 the last couple of months. You'll see on
9 Page 49 through 57. Our media
10 highlights are highlighted and showcased.

11 Financial disclosures.

12 Again, it's that time of year.
13 They're due by July 1st. Those of you
14 who've completed it, thank you. If you
15 have not completed it, please do so. I
16 know Juana will be reaching out and
17 pestering you as the next month goes on.

18 Site visits.

19 Ken had mentioned, we scheduled
20 three site visits. One of the things
21 that we've heard from the Board is the
22 ability to do the Board field trips, and
23 get out there. We do know your time is
24 valuable. We're scheduling for an hour
25 to an hour and-a-half throughout

1 different locations throughout the
2 community during the summer.

3 So, we have Linda Ray, FIU, and
4 Family and Children of Faith Coalition.

5 And then our big expo is scheduled.
6 It's moving August 1st. Please, if you
7 come to the youth fairgrounds, if only
8 for a short period of time, we expect
9 over 6,000 kids and families coming
10 through the door during that day. It's
11 a great day for families. It's also
12 right before school starts to provide the
13 backpack supplies everything else that
14 they need, as well as our mobile units
15 will be there.

16 So, two things that were mentioned.
17 Zero Drownings.

18 It really was a great day for us on
19 Thursday to have two national funders, to
20 have Bloomberg and Griffin, come to start
21 our partnership. We don't know -- we
22 have other partnerships going on that we
23 hope to start bringing down. There's a
24 lot of wealth, a lot of companies coming
25 to Miami to continue building on that

1 momentum. So, it really was a great day.

2 And Thursday night, Silver Knight
3 Ceremony, which we sponsor, we were
4 there. We had Michelle Mordica from our
5 communications team presented. Did a
6 phenomenal job. And From Miami-Dade, I
7 think there were 640 participants. And
8 if you really want to renew your faith in
9 humanity, watch the Silver Knight show.
10 See all these young kids doing such
11 amazing work locally, throughout the
12 state, throughout the nation, and
13 globally. But it was great. We'll send
14 you the clip.

15 We thank the students on behalf of
16 the Board and their families, as well as
17 letters are going out this week. On
18 behalf of the Board, 640 letters would be
19 mailed out just to congratulate them.
20 But it really was a very great week for
21 us last weekend, and for this community.

22 So, Mr. Chair, that is my comments,
23 and we have a presentation.

24 CHAIRMAN HOFFMAN: Before we go on
25 to -- is Jeanette Nunez here? No.

1 So, Osmani's replacement, as the
2 designee of the Miami-Dade County
3 PTA/PTSA, is Jackie Gonzalez-Cuba. She's
4 here with us today.

5 Hello, Jackie.

6 Jackie is a Miami native of Cuban
7 descent with a strong background in
8 marketing, operations, and community
9 engagement. In her community roles,
10 Jackie has been deeply involved in
11 education and community advocacy working
12 to support students, families, and
13 schools at both the local and county
14 levels. She's the incoming President as
15 of June 1st for the Miami-Dade County
16 PTA/PTSA replacing Osmani.

17 She holds a bachelor's degree in
18 marketing, and an MBA with concentration
19 in hospitality from Johnson and Wales
20 University. And throughout her career,
21 she has led marketing initiatives,
22 managed cross-functional teams, and
23 executed large-scale events, most
24 notably, during her leadership roles
25 with Papa John's Pizza.

1 Welcome.

2 Look forward to seeing you at the
3 next Board meeting.

4 MR. HAJ: Kenneth, can you just
5 show the Zero Drownings short clip? The
6 Zero Drowning video.

7 As we're waiting, if we can just
8 show a short clip from Thursday's event.
9 NBC 6.

10 Natalia, will that take a while to
11 tee it up?

12 MS. ZEA: No.

13 MR. HAJ: Okay.

14 CHAIRMAN HOFFMAN: Welcome. I'm
15 going to turn it over to Dr. Bagner, Dan
16 Bagner, our FIU Representative to
17 introduce Jeanette Nunez, who's the
18 incoming recent President of FIU.

19 Welcome. You're right on time, by
20 the way.

21 BOARD MEMBER DR. BAGNER: Thank
22 you, Ken.

23 Welcome, President Nunez.

24 I have the privilege of introducing
25 President Nunez to you all.

1 Ms. Jeanette Nunez is the President
2 of FIU. The Board of Trustees voted
3 unanimously to name President Nunez as
4 the University's seventh President. Her
5 presidency was confirmed by the Florida
6 Board of Governors on June 18, 2025.

7 Prior to her appointment, Ms. Nunez
8 served as Florida's Lieutenant Governor.
9 She was first elected in 2018, and
10 subsequently reelected in 2022.

11 Ms. Nunez oversaw the Florida
12 Department of Health, and served as Chair
13 of Space Florida, Florida Cybersecurity
14 Advisory Council, and Health Care
15 Innovation Council. She was reappointed
16 as Chair of the Space Florida Board of
17 Directors on February 17 of 2025.

18 Before her tenure as Lieutenant
19 Governor, Ms. Nunez served as State
20 Representative of the Florida House of
21 Representatives from 2010 to 2018. She
22 held several appointments such as Speaker
23 Pro Tempore and Vice Chair of the
24 Appropriations Committee as well as Chair
25 of the Select Committee on Hurricane

1 Response and Preparedness following
2 Hurricane Irma.

3 In addition, she served as Chair of
4 the Health Quality Subcommittee,
5 Government Operations and Technology
6 Appropriations Subcommittee, and Higher
7 Education and Workforce Subcommittee.

8 Over the years, Ms. Nunez has
9 served on a number of professional
10 boards, and as a member of various
11 organizations. She has been involved
12 with the Greater Miami Chamber of
13 Commerce, Leadership Miami, and various
14 other local, state, and national
15 organizations.

16 In addition to her extensive
17 experience in public service, Ms. Nunez
18 has contributed to the academic community
19 as an adjunct professor, and guest
20 lecturer at Florida International
21 University.

22 Ms. Nunez is also a proud FIU
23 Alumna. She earned her Bachelor of Arts
24 in International Relations and Political
25 Science, and Master of Public

1 Administration from FIU.

2 Please join me in welcoming
3 President Nunez to The Children's Trust.

4 MS. NUNEZ: Good morning.

5 Thank you all very much for this
6 invitation to come and speak with you.
7 And I apologize for running a little bit
8 behind schedule. If we can maybe work
9 together to solve the traffic woes, then
10 I think we'll be golden in this
11 community.

12 But, again, thank you all to The
13 Children's Trust for allowing me a few
14 brief moments to come and share some
15 thoughts on everything that's going on
16 with FIU, and how our partnership is so
17 important. Not only for our children,
18 for our community, for our State, and for
19 the Country.

20 So, first of all, thank you, again,
21 for that kind introduction.

22 And I want to just start off by
23 saying your commitment to communities and
24 families here in Miami-Dade County, such
25 an appreciation for everything the staff

1 does. Everyone around this table plays
2 such an important role. And I firmly
3 believe in the power of partnerships.

4 So, again, thank you all.

5 At FIU, our vision is clear. We
6 want to become a top 30 university by
7 2030. And that is really what we've been
8 able to do with our strategic plan, is
9 focus on three main pillars.

10 Student success, of course. It's
11 at the heart of everything we do.

12 Research excellence.

13 And then strategic alliances.

14 So, again, as I mentioned
15 previously, this partnership, this
16 alliance is for us so important, because
17 we know that the young children of today
18 will be our future students of tomorrow,
19 and they'll be the leaders in the next
20 generation that will be sitting around
21 this table. And I think that's
22 especially important now as we translate
23 what we've identified as our strategic
24 plan into measurable progress, because we
25 know so much is going on in our

1 community. The growth, what we're
2 seeing, so many businesses and industries
3 coming to South Florida. I think now is
4 more important than ever that we sit
5 around tables like this, and that we
6 focus on the things that are going to
7 elevate our community.

8 We know that as the legislative
9 session is still undergoing, there's so
10 many issues still being discussed and
11 debated. Issues that are impacting many
12 organizations, including this one and
13 mine as well. There is budget
14 discussions going on. There's policy
15 discussions going on that will impact us
16 positively or negatively. So, we have to
17 be prepared.

18 So, for us, at FIU, we're really
19 focusing on how do we begin to drive
20 efficiencies? How do we begin to be
21 fiscally responsible, recognizing that
22 there's limited dollars available, and
23 there's infinite need.

24 And, so, as we look at the things
25 that we're doing to ensure that

1 everything we do, every decision has a
2 return on investment; that partnerships
3 continue to flourish that are mutually
4 beneficial; that we drive costs out of
5 the organization; that we limit
6 bureaucracy; that we make sure that we
7 are accessible to the community. Not
8 just from the student access standpoint,
9 but also vendors in the community that
10 work with FIU. Those that perhaps want
11 to work with FIU. We've tried to bring
12 in efficiencies in procurement,
13 efficiencies throughout our financial
14 organization.

15 So, I just wanted to share that,
16 because I think it's important that when
17 you invest in organizations, whether it's
18 taxpayers dollars or philanthropy, that
19 you know that you're getting a great
20 return on investment.

21 And speaking of philanthropy, just
22 recently we were so pleased to announce a
23 major transformational gift to FIU from
24 Helen and Jacob Shaham. Many of you know
25 them, the owners of the Palace. Great

1 philanthropists, and very committed to
2 transformational gifts. In particular,
3 this one is around health care. And I
4 think we can't talk about the Children's
5 Trust, we can't talk about FIU without
6 talking a little bit about health care,
7 because we know the importance of what a
8 gift like that and the focus that FIU has
9 on health care is doing for our
10 community.

11 As you all know, we have a great
12 med school. For the fourth year in a
13 row, we had 100 percent residency
14 placement with our medical students, and
15 so that's a great measure of success. We
16 also know that it's important to continue
17 investing in health care, because
18 oftentimes, and I say this from many,
19 many moons ago when I was a at Jackson
20 Memorial Hospital, I see Laurie Nuell
21 right there, and we had always -- we
22 would hear this often, and I'm sure many
23 of you hear it. You know, you can't have
24 a great city unless you have a great
25 university and a great health care

1 system. Well, I think that is true
2 today. I don't know that, that was true
3 back in the day, but we absolutely are
4 focused on providing opportunities, not
5 only for our residents, our medical
6 students, but also for industry. You
7 want to make sure that you're providing
8 that footprint to have great health care.

9 And so, right now, as I speak,
10 there are many cranes on our campus. We
11 have a lot of construction projects going
12 on, but one of the ones I'm most excited
13 about is we're building an academic
14 center that will have all sorts of --
15 it's in partnership with Baptist. It
16 will have all sorts of access to
17 orthopedics, neurology, cardiology,
18 oncology, ambulatory surgery. So, you'll
19 see that coming up in the next couple of
20 months. We're breaking ground later this
21 month, and it should be open and ready
22 for business end of 2027, beginning of
23 2028. So, we're excited about that.

24 Our partners, Baptist and Nicholas,
25 are committed to academic medicine.

1 They're committed to recruiting top-notch
2 physicians that are going to bring
3 another level of health care. So, again,
4 as we talk about access, I think that's
5 something very important to keep focusing
6 on.

7 And then we're also looking at -- I
8 think you cannot have conversations like
9 this without talking about AI. I know
10 everyone talks about it, everyone thinks
11 about it, everyone uses it, but the
12 impact that it has on our children. So,
13 we are committed, as an organization, to
14 be proficient in AI, but we're also
15 committed to the ethical use of AI. So,
16 that's everything around governance,
17 everything around how do you ensure
18 integrity, especially in an academic
19 setting. It's vital. But we are
20 committed to that. And so, I think as we
21 continue to see that grow throughout our
22 community, the impact it's going to have
23 on children, just know that you have a
24 partner here at FIU to see how we can
25 continue to navigate some of those

1 challenges.

2 And I think The challenges are
3 going to be ever-growing. They're going
4 to be changing. Every so often, we'll
5 see a new issue that pops up. We'll see
6 a new challenge. So, please know that
7 you have a partner in FIU.

8 Also, I think some of the things
9 that we do with you, the community based
10 programs, I want to say the research that
11 we do -- you know oftentimes you hear
12 about research. And sometimes you don't
13 really see the connection between the
14 research, and the application to real
15 world challenges. And I think that is
16 the beauty of this partnership. We have
17 so many great researchers, so many
18 excellent scientists that are looking at
19 bridging that gap between theory and
20 reality.

21 So, we're really proud. Student
22 success, as I mentioned at the onset, is
23 at the heart of everything we do. We
24 want to make sure that our students are
25 prepared, not just for today's jobs, but

1 for the future jobs. And, I think, as
2 you look through the educational
3 ecosystem, I see folks here, of course,
4 from the K through 12 setting. I see
5 folks here from, you know, the Miami-Dade
6 College setting. It's pivotal that all
7 three organizations, including our
8 charter schools as well, that we are
9 united, that we're focused on providing
10 the best opportunity for our children.

11 I can't stress enough, and I know
12 everyone around this table probably feels
13 the same, you cannot turn your back on
14 what's going on. You have to be at the
15 cutting edge. You have to be nimble.
16 You have to be efficient. So, we're
17 looking at continuing to strengthen those
18 partnerships as we look at the future for
19 education.

20 One of the things that I'm most
21 proud of is the way that FIU has
22 performed at the State level. So,
23 perhaps many of you don't know, but we
24 are measured with very specific matrix
25 that the State has ensconced in statute.

1 And so we have to do everything from our
2 graduation rates. We have to report our
3 retention rates. We have to report how
4 many of our students end up employed
5 post-graduation. So many things.
6 There's about 10 different matrix that
7 the State of Florida looks at, and we're
8 measured against our peers.

9 There's 12 universities of the
10 State university system, and that
11 includes University of Florida, FSU, USF,
12 UCF. So, we're 12 in total, and for the
13 last three years, consecutively, FIU has
14 ranked Number 1 in performance. And
15 those are really difficult measures,
16 because many times you look at it, and
17 for example, 50 percent of our students
18 are on Pell. Some sort of financial aid.
19 Which means 50 percent of our students
20 have some sort of socioeconomic
21 challenges.

22 But our Pell students, and I say
23 this all the time, and it gives me great
24 pride, our Pell students graduate on par
25 or better than our non-Pell students.

1 So, FIU does a fantastic job of ensuring
2 that no one gets left behind, no matter
3 where you come from, no matter where
4 you're starting from.

5 So, those are all really important
6 things for us. We haven't gotten our
7 numbers for this year, so I'm not going
8 to say, but I'm pretty confident we'll be
9 in the top. So, stay tuned on that. But
10 we're, again, very proud that we're able
11 to beat the likes of, you know, I don't
12 want to give any other university any
13 props, but Gator Nation or Seminole
14 Nation, we're proud that we come out on
15 top.

16 And Wall Street Journal has ranked
17 FIU Number 1 in terms of our
18 socioeconomic mobility. So, that means
19 our students have so much opportunity
20 when they graduate. When they cross that
21 stage. And just on Friday, the last of
22 our 10 graduation ceremonies for this
23 semester has concluded. And so, when our
24 students cross that graduation stage,
25 they are better prepared and better

1 equipped to not only do a really good job
2 when they're there, but when they
3 graduate, to have a meaningful, important
4 job contributing to society.

5 So, so much going on. I could
6 probably spend a few hours talking about
7 all the great things that FIU is doing,
8 but, you know, we're focused on research,
9 we're focused on ranking.

10 On ranking, many people say, oh,
11 they're nothing more than a beauty
12 contest. Yes, unfortunately, you're
13 competing with people that spend a lot
14 more in terms of their marketing dollars
15 than FIU can afford, but that's okay
16 because I think when you boil it down,
17 our rankings are skyrocketing.

18 So, just the other day, as I
19 mentioned, the Wall Street Journal. Just
20 the other day, our hospitality school was
21 ranked Number 1 in the State, Number 3 in
22 the Country. So that was a great
23 testament to the work that they're doing
24 on the hospitality front. And I could
25 probably go college by college, major by

1 major, and talk about the different
2 rankings, and the different opportunities
3 that we're providing our students.

4 But when it all boils down, I often
5 get asked this question. Okay, so, FIU
6 has long been, you know, they were a
7 commuter school, they were only an upper
8 division, now they're a full-fledged top
9 50 public research university, R1, all
10 these great things. And many people will
11 say to me, you know, what do you
12 prioritize? Do you prioritize access to
13 the community, or do you prioritize
14 excellence? And I say both. I don't
15 think you have to forego your
16 responsibility to the community. And I
17 don't think you have to lower your
18 standards.

19 So, I'm really proud at this point
20 in time to be the seventh President of
21 FIU, a Proud alumna, twice over, a
22 Panther parent.

23 And just by a show of hands, how
24 many of you have either attended FIU, or
25 have a family member that has attended

1 FIU? So, you cannot go into a room like
2 this and not see hands go up across the
3 room.

4 And, again, it is just -- for me
5 it's such a great time to be at FIU.
6 There's so much going on. I would
7 encourage you that raised your hands and
8 those that didn't to please come by.
9 Open invitation to come and visit our
10 campus, spend some time learning a little
11 bit about FIU, because I assure you,
12 every time I talk about FIU, I share
13 something that people tell me, I didn't
14 know. I had no idea.

15 So, it is my honor to be able to be
16 the walking billboard for FIU. But
17 beyond that, the way that we continue to
18 work with The Children's Trust, I know is
19 important.

20 And thank you, again, for this
21 invitation.

22 CHAIRMAN HOFFMAN: Thank you. And
23 thank you for your partnership with The
24 Children's Trust.

25 So, with that, we're going to

1 adjourn the meeting.

2 And I appreciate everybody being
3 here, and I look forward to seeing you at
4 the next meeting.

5 (Thereupon, the meeting was
6 adjourned at 9:30 a.m.)

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STATE OF FLORIDA)
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) SS:
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COUNTY OF MIAMI-DADE)

I, Jannett Taylor-Brown, Court Reporter and Notary Public in the State of Florida, do hereby certify that I was authorized to and did TRANSCRIBE the AUDIOTAPED proceeding of the Board of Directors Meeting, held before The Children's Trust on the 18th day of May 2026; and that foregoing transcript, Pages 1 through 59, is a true record of the audiotaped TRANSCRIPTION, to the best of my ability.

Dated 6-12-26 in the City of Miami,
County of Miami-Dade, State of Florida,

JANNETT TAYLOR-BROWN,
COURT REPORTER.