



THE CITY OF MIRAMAR ELDERLY AFFAIRS ADVISORY BOARD MEETING MINUTES

MAY 4, 2026

6:30 P.M.

A meeting of the City of Miramar Elderly Affairs Advisory Board (EAAB) took place at 6:39 p.m. on Monday, May 4, 2026, in the conference room at the Alexandra P. Davis Multi-Service Complex, Room 104, 1st Floor, 6700 Miramar Parkway, Miramar, FL 33023.

1. & 2. CALL TO ORDER/ROLL CALL & ABSENCES

The following members of the EAAB were present:

Paulette Watson, Vice Chairperson
Juan Chiquito
Teresa McGrew
Cleopatra Mills
Julienne Owens
Pamella Reid

The following members of the EAAB were absent:

Annette Wellington, Chairperson (Excused)
Roland Abel
Maryse Jean Pierre

A quorum was achieved.

Also Present:

Krishana Delisser, Social Services Director
Jordan Gary, City Attorney (Remote)
David Hagerty, Senior Services/Transportation, SSD
Dr. Fabio A. Naranjo, Grants Accreditation Manager

Dr. Randy Cross, Nova Southeastern University (NSU)

3. RECORDING OF MEETING (ACKNOWLEDGEMENT)

4. EAAB PURPOSE STATEMENT

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a) Dr. Fabio A. Naranjo, Grant's Accreditation Manager, City of Miramar, and Dr. Randy Cross, Nova Southeastern University (NSU)

Grants Accreditation Manager Dr. Fabio A. Naranjo, City of Miramar stated Dr. Randy Cross, NSU, and he would give a PowerPoint presentation, as provided in the backup. Dr. Naranjo indicated Dr. Ann-Marie McSwain, the City's Chief Operating Officer (COO) for Health and Education was participating in the subject project as the City's representative, and Ms. Delisser cochaired the City's committee. In June 2025, NSU submitted an application to National League of Cities (NLC) to be a part of six-city cohort selected from across the country to participate in an initiative: the Community, Health and Wellbeing Accelerator. He highlighted the following:

- The selected six cities were participating in a 12-month project that began July 2025, and ended June 20, 2026
- The six cities selected, one being Miramar, were working together to conduct a set of evaluations of what was happening within their own city, and determine how to accelerate progress, wellbeing, and community development
- Cities began the process by working internally; Dr. McSwain and Ms. Delisser put together a city team consisting of 12 staff members to look at data collected from city departments, such as Housing, Police, Fire, Social Services, etc.; the raw data was analyzed to determine where the City stood in those areas
- The NLC provided cities with numerous resources, including databases of information gathered by other entities to help the six cities conduct their evaluations
- They sought input from the City's advisory boards to facilitate the subject initiative; the goal being to figure out ways to improve the areas of need within the Miramar community
- The City's project committee looked at such areas as: the status of providing economic opportunities for economic growth; whether sufficient affordable housing was being provided; what was in place at present in terms of infrastructure in Miramar that was beneficial for residents, and

what else was needed; were the health and human services needs being met, and what improvements were needed

- The City's project committee were able to provide a lot of information on the subject areas, informing them of what services the City already provided through Social Services, particularly for seniors and early childhood programs
- Thus, NSU and city staff went through the data and identified the emerging priorities from the standpoint of staff internally
- The internal findings were looked at to determine how they reflected on the City's systems and operations, so as to identify opportunities for growth and development
- They now needed to validate these findings with external stakeholders; that is, those who did not work for the City of Miramar; this included residents; businessowners, etc. who had a stake in the City
- They sought input from the board members, asking them to provide their live experiences living in Miramar; for them to voice what they felt were the community realities, as well as what they thought were the gaps in services that the numbers did not reveal
- Gathering such information from external stakeholders helped the City to formulate programs and policies that were more equity-centered decision-making approach; this would contribute to elected officials and city management being better informed about what was happening in the Miramar community
- The priorities needed to also be resident informed, and resident driven, which, again, required them to get input from the board members
- They hoped to create a stronger, more accurate roadmap; that is, the actions that would be taken in the future to bring about the changes needed as external stakeholder thought they should be
- The City entered into a partnership with NSU; Dr. Cross led a center that did research with access to doctoral students to help with the subject initiative
- They were moving into phase two that included conducting structured focus groups, and the City's advisory boards, of which there were 13, were being asked during May and June at one of their regular monthly meetings to contribute to these conversations
- The road map they were devising was in alignment with the City's planning process being conducted at present
- They sought to ensure that whatever decisions the City's leaders made were informed by Miramar's residents.

Dr. Randy Cross, Professor of Public Administration, NSU, stated he also ran NSU's Center of Public Service where they had the institution's doctoral students

doing their dissertation projects that sought to improve the quality of life of and services for surrounding cities and nonprofit organizations. He noted the following:

- A grant opened up in January, and NSU worked with Ms. Delisser and her staff to do a program evaluation of the City's senior centers, looking at the services they provided, and whether there were ways to maximize those services
- This was happening at the same time the NLC's Accelerator program was being conducted in Miramar
- For the subject study there were four phases; the first was completed, as discussed earlier, that is, the gathering of data from city staff's perspective
- It was about capability; that is, the City provided services for residents funded via the tax dollars the City collected from residents
- A capability assessment was needed to determine if the City was capable of meeting the residents and businesses needs
- For the second phase, the community's input was being sought, a survey would be conducted, beginning with them meeting with the City's 13 advisory boards, most of which whose members were Miramar residents
- This was a completely voluntary process, so there was no requirement or pressure on board members
- An anonymous survey would be administered, from which the data would be compiled and analyzed to see what the findings revealed; based on those findings, focus groups would be formed guided by focus groups questions; participation by board members were voluntary; they sought to gather good quality data to reveal what was and was not working, and what improvements could there be
- In the second half of the year, particularly for seniors, the data would be taken, so they could work with city staff to design possible solutions; they would be implemented as a pilot program for six month, and its effectiveness would be measured
- Six to eight weeks after the program ended they would return to survey the persons in the pilot program again, thus doing a pretest and post test to determine if there were improvements after changes after the program
- What they did at Nova had to be grounded in applied theory, so they could publish results, and that those results could be incorporated into the operation; that is, they would make recommendations based on the results to, for example in the subject instance, city staff working with NSU, and city staff would determine if the recommended changes could be made based on resources, etc.
- It was a positive approach to help make the services being delivered stronger, better, and last longer

- Toward the end of the summer, in order to continue the work they were doing, they had to go through NSU's Institutional Review Board (IRB) whenever studies being done involved human subjects; in such studies there could be conflicts of interest, so it was important to put in place things that the people involved in the process were protected
- Everything they designed, such as survey questions, focus group questions, the methodology to be use, the protocol to implement the surveys, etc. must be presented to the IRB for approval to ensure there were no violations of federal law, ethical concerns, etc.; this could take about a month
- It was a two-step process, and board members were being asked if they were interested in participating in either or both the survey and/or the focus groups; both would be anonymous
- The results from the survey would be used to design the focus group topics of discussion; the results from the latter would be used to code and create results; the latter would be used to create the pilot program.

Ms. Owens referred to the comment in the presentation about taking parts of the strategic plan to chart out the recommended improvements.

Dr. Cross responded that the City was currently drafting its strategic plan with input from each city department, and feedback from the Miramar community; the draft would then go to the City Manager, and then the City Commission. He said there were already priorities detailed in the plan.

Ms. Owens questioned if this was part of the grant application NSU and the City submitted to the NLC.

Dr. Naranjo answered no, as those were two separate processes; in the current strategic plan process, the City provided funding to hire a consulting company to do this, and the City was chosen by the NLC as one of the six cities when Miramar just began its strategic plan process. Thus, both the subject project, and the City's strategic planning process complemented each other rather than competed against one another. Dr. Cross created a memorandum of agreement with the City of Miramar that was ratified by the Commission.

Dr. Cross affirmed this to be the case, stating that the agreement between the two entities was not only for the subject project, but for other research work NSU did for the City. NSU also partnered with Florida State University (FSU), as it gave NSU the opportunity to engage with the local community, and it gave Miramar the chance to leverage the resources NSU brought for various programs.

Ms. Owens questioned where the baseline of the study for the focus groups would be, so they could determine where improvements could be made.

Dr. Cross replied there were three datasets; one from the Memorial Healthcare System (MHS)/South Broward Hospital District where every three years they did a community health needs assessment, which was a very comprehensive dataset that dealt with barriers to health by zip code, rates of care, etc. The second was the NLC survey conducted internally. The third dataset was the information gathered from the surveys and focus groups they did with the advisory boards, along with internal input from city staff. He said they would use the data from the three datasets to identify what were the most critical factors, and in the subject instance, they sought to identify ways to improve senior services programming, the most consequential areas of care that needed to be addressed. The idea was to compare the data from all three data sets, and see what issues rose to the top, triangulating those that were the most reported areas, and the pilot program would be designed to address those areas, so they would not be based on assumptions.

Vice Chairperson Watson sought clarification as to who would make up the focus groups.

Dr. Cross replied that the City had 13 advisory boards established by the City Commission via resolution; the research team of NSU and staff thought the members of these boards would be better representations of stakeholders rather than random sampling. The advisory boards were already made up of concerned citizens who were already engaged in the City's activities and concerns.

Dr. Naranjo added that the board members were being asked to invite other community members they thought might be interested in participating, whether they were neighbors, coworkers, etc., people with a vested interest in Miramar. He said the board members' role was important in the pilot project, as it was specifically about the City's programs, so it would be foundational on what would take place after the pilot program. The makeup of other city advisory boards included local businesspeople, youths, etc.; they would be asked to meet in the focus groups for 60 to 90 minutes in a group setting similar to the advisory board meetings; the dialog would be 100 percent confidential, so even though notes would be taken, no one would be asked to identify themselves.

Ms. McGrew questioned if Miramar residents and/or business owners, including nonprofits might be able to assist in piloting the ideas, collaborating in some manner, possibly participating in some of the grants, etc. When she worked with people who had grants, most times they were not able to collaborate to address

some of the City's identified needs.

Dr. Cross commented there were always such opportunities, but he was unsure if that would be beyond the scope of the subject project. He felt sure they would discover needs that the City lacked the resources to address, or could not prioritize over other identified needs. As board members followed the projects progress, they should see which of the identified needs were being addressed by the City only, or if the latter partnered with other entities.

Ms. McGrew asked if the City had a nonprofit advisory board.

(ASK David about)

Dr. Naranjo indicated they sought to make the subject process as comprehensive as possible, and some of the city advisory boards had elements of nonprofit attached to them. Whatever they asked of the EAAB, they would be asking the same of the other 12 advisory boards, including asking them to invite others from the Miramar community to participate in some manner; the expectation was that advisory board members were representatives of the larger Miramar population.

Mr. Chiquito asked if the NSU/city staff team had an idea of how many participants they wished to fill out the surveys, as well as participate in the focus groups.

Dr. Cross answered not really, but the more the better, as they were not doing random sampling, as this was a more complicated process, adding that the benefit of using members of established city boards was that they were already serving in the role of representing the larger population. They were already engaged and active in the community, and, therefore, were impacting the larger Miramar community through speaking to relatives, friends, other residents, etc. in their neighborhoods. He said though they were doing some quantitative data collection, they were more focused on qualitative data collection; the focus group discussions would be semi-structured utilizing the results of the survey data.

Dr. Naranjo added that the structured part of the focus group discussions would be: 1) they would be conducted within a set amount of time; 2) the dialog would entail a set number of people discussing a set number of questions.

Dr. Cross noted board members' expressed concerns, feedback, and experiences with regard to the questions resulting from the identified areas of concerns constituted the qualitative data they sought to gather.

Mr. Chiquito asked if the board would be allowed to review the data gathered.

Dr. Naranjo answered absolutely; the City was a public entity, so the results were

a matter of public record per State law.

Ms. Owens asked if the questions asked would be advisory board specific.

Dr. Cross stated, again, the subject phase of the project was centered on utilizing data gathered for a pilot program for the improvement of the City's senior services programming only. The survey questions administered to each advisory board would be specific to them to gather data on a variety of city services.

Mr. Haggerty asked if the research team had a limit on the number of residents board members could invite.

Dr. Cross said they had to comply with a specific methodology and research guidelines, following established step-by-step procedures, all of which had to be approved by the IRB. Board members wishing to participate in the survey had to fill out various forms, including one for confidentiality, in order to do so.

5. NEW BUSINESS

Ms. Mills mentioned prior discussion on steps the board would take to show what the board had done thus far, and Commissioner Colbourne indicated when she attended the last board meeting that she would facilitate the board's efforts. She wished to now what would be the board's next step.

Mr. Haggerty stated those interviews would take place the coming Thursday morning, and a few seniors were identified who were well spoken, and either could be interviewed. Commissioner Colbourne wished one board member to accompany the senior selected; Ms. Wellington was not available, so he asked if any other board members were willing to go. He said the interview should last about 15 minutes.

Ms. Owens volunteered to attend the interview.

Mr. Haggerty said, with regard to Dr. Cross/Dr. Naranjo's project, part of the reason the EAAB was chosen to be first to make their presentation, was the City's strategic plan and their project process were running parallel. He recalled a board member asking how the board would know about the end result of such projects; he felt this was a very difficult question to answer, so he thought it beneficial for the board to keep it on their radar. He preferred reviewing dashboards, as they gave a useful overview. Staff and he would keep the matter on the board's agenda, so there could be discussion on how the board would identify community members that might have some good life experiences to provide informed input. The City had a great track record with making

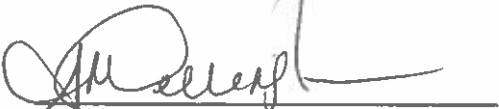
improvements when seeking to address gaps in city services for its residents.

6. OPEN DISCUSSION:

7. ADJOURNMENT:

The next meeting: August 14, 2026 @ 6:30 p.m.

The meeting was adjourned at 7:53 p.m.


Annette Wellington, Chairperson
AW/cp