



**Finance & Operations Committee Meeting  
Transcript**

**June 3, 2021**

THE CHILDREN'S TRUST  
FINANCE AND OPERATIONS COMMITTEE MEETING  
"VIRTUAL MEETING VIA ZOOM WEBINAR WITH A QUORUM OF  
MEMEBERS PHYSICALLY PRESENT  
AND SOME MEMBERS ATTENDING VIRTUALLY"

The Children's Trust Finance and Operations  
Committee Meeting was held on June 3, 2021  
commencing at 9:30 a.m., with a quorum of members  
physically present and some members attending  
virtually. The meeting was called to order by Mark  
Trowbridge, Chair.

COMMITTEE MEMBERS:

Mark A. Trowbridge, Vice-Chair  
Gilda Ferradaz, Vice-Chair  
Dr. Magaly C. Abrahante (Zoom)  
Matthew Arsenault  
Constance Collins  
Javier Reyes  
Kenneth Hoffman (ex-officio) (Zoom)

STAFF:

Bevone Ritchie  
Donovan Lee-Sin

## 1 STAFF (continued):

2 Felix Becerra

3 Imran Ali

4 James Haj

5 Joanna Revelo

6 Juana Leon

7 Juliette Fabien

8 Lisanne Gage

9 Lori (Katherine) Hanson

10 Maria-Paula Garcia

11 Muriel Jeanty

12 Rachel Spector

13 Sabine Dulcio

14 Sheryl Borg

15 Stephanie Sylvestre

16 Wendy Duncombe

17 William Kirtland

18 Ximena Nunez

19

## 20 GUESTS:

21 Jose Dans

22 Da-Venya Armstrong

23 Harvey Rodriguez

24 Jennifer Clarin

25 Claudia Sarabia

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PROCEEDINGS

(Recording of the meeting began at 9:30 a.m.)

MR. TROWBRIDGE: Do we have a quorum?

MS. JEANTY: Yes, we have a quorum.

MR. TROWBRIDGE: Fantastic. And I think we're being joined on Zoom, in addition to the public, by our board member, Dr. Abrahante. So, welcome, Magaly, great to have you. And in-person today we have our vice-chair, Gilda Ferradaz. We have Matthew Arsenault. We have Constance Collins. Javier Reyes is here. And we're joined by a number of the members and staff, of course led by James Haj. So seeing that we have a quorum and we're at about 9:33 this morning, we'll go ahead and call the meeting to order.

Good morning and welcome to our Thursday, June 3rd Finance and Operations Committee meeting. I want to thank all of you for being here, especially those of you being here in-person, it feels more and more comfortable and more and more our new normal that we gathered in-person. So thank you all for making the time to be here for our monthly Finance and Operations Committee meeting.

Muriel, is there any public comment?

MS. JEANTY: No, Mr. Chair, no public comments.

1 MR. TROWBRIDGE: Thank you very much. No public  
2 comment.

3 I will move then to seek the approval of the May  
4 6, 2021 Finance and Operation Committee meeting  
5 minutes summary.

6 Is there a motion to approve those as presented?

7 MR. ARSENAULT: So moved.

8 MR. TROWBRIDGE: Thank you, Matthew.

9 MS. COLLINS: Second, Collins.

10 MR. TROWBRIDGE: Thank you, Constance.

11 Are there any recusals? I doubt on the minutes,  
12 but we still ask. Any corrections or additions, any  
13 other comments?

14 If not, motion to approve has been made. Please  
15 vote aye in the affirmative to approve the minutes.

16 ALL: Aye.

17 MR. TROWBRIDGE: Any nays? Any recusals?

18 The motion carries.

19 Fantastic. So today, a bulk of our meeting is  
20 going to be dedicated to talking about the  
21 preliminary budget for fiscal year '21-'22. I want  
22 to thank everybody, again, for our May meeting, where  
23 we had a great conversation about the millage rate,  
24 we talked a lot about a number of different  
25 scenarios, which are available for your review and

1 I'm sure will be part of Jim and Bill's discussion  
2 today. But we are getting closer and closer to  
3 obviously bringing a recommendation from this  
4 committee to the full board, not only in terms of our  
5 budget, but some of the strategic initiatives that  
6 came out of our retreat that we're looking at over  
7 the next few years. New funding cycles, that'll be  
8 proffered in the next year or two. And, of course,  
9 the work that we have done very diligently on our  
10 fund balance. We have certainly deployed additional  
11 dollars to meet the pandemic at its most critical  
12 point and I'm so proud of the work that our team has  
13 done and our board has supported during these last 16  
14 months. And I know that many of you very  
15 passionately shared your thoughts at the -- you  
16 continue to do that, not only in the strategic  
17 initiatives that we've been talking about, but in the  
18 work that we have already set into motion.

19 So, with that, Jim, I'll turn it over to you,  
20 and Bill, talk a little bit about the preliminary  
21 budget, which you should have in front of you, but  
22 you can also remember, go to the tab on your iPad and  
23 scroll on your own and follow along in addition to  
24 what is on screen. So, Mr. CEO.

25 MR. HAJ: Mr. Chair, thank you. We do have two

1 preliminary budgets. We ran them at two millage  
2 rates at .4825 and .5, the half mill, based on prior  
3 conversations. We sent it to you last night. I  
4 appreciate -- I just want to thank Bill and his team  
5 because the property appraiser releases their  
6 estimates June 1st, so Bill and his team turned it  
7 around, we got it by afternoon, by the evening it  
8 went out as quickly as possible. Those are in front  
9 of you.

10 We're also going to go through the chart which  
11 is familiar to you that we've seen the last couple of  
12 months. But I also just want to give everybody a  
13 reminder, remind you a little bit about the history.  
14 The Trust was at a half mill from 2011 to 2017. We  
15 found ourselves with an additional fund balance going  
16 into the next cycle. This Finance Committee  
17 developed an amazing strategy that put additional  
18 funds out into the street. We put an additional --  
19 above our regular investment, we put an additional  
20 36.2 million annually into this five-year cycle. So,  
21 we did that, as well as driving down our millage  
22 rates. And you can see on the chart we had several  
23 years of a rollback rate, one year of a rate  
24 increase. And the plan worked.

25 I want to congratulate the Finance Committee,

1 the plan that the Finance Committee -- worked exactly  
2 as it was designed. And now we find we're at a  
3 point, we're hitting our fund balance and it needs to  
4 be a larger discussion of where do we go from here.

5 So based on the board retreat and the board  
6 priorities, we had showed the list at the last  
7 several board meetings, and I think that's on your  
8 tab, or we have it passed out, the list of the board  
9 priorities. So, in the chart, and I'll turn it over  
10 to Bill to go into this in detail, the chart that was  
11 sent to you yesterday and being displayed here, you  
12 have the blue line, the target fund balance of .4825,  
13 which keeps the status quo, that we keep on funding  
14 everything as is, and we would have to adopt the  
15 .4825 mill. Or, embedded in that green line are the  
16 expenditures for this chart going to a half mill. So  
17 that's the difference between the blue line and the  
18 green line. And I'll let Bill go into more detail.

19 But again, I just wanted to highlight, from  
20 where we've been since '17-'18, that this committee  
21 took a proactive approach to put more program in the  
22 street, drive down our fund balance, we're in a great  
23 position because of the leadership. And those of you  
24 who are here and helped designed this, those of you  
25 that helped monitor it over the years, I truly



1 appreciate it. Now it's just a matter of managing it  
2 as we move forward. So I'll turn it over to Bill, as  
3 we'll go into much more detail.

4 MR. KIRTLAND: Thanks, Jim.

5 Today I think the purpose of our budget that we  
6 brought before you is to get a better feel, I think,  
7 for, ultimately, what we want to bring back in July.  
8 We know in what we've gathered from previous meetings  
9 that we've presented even more millage rate options  
10 than what you see before you today. We looked at  
11 things like the roll back rate, applying the same  
12 exact millage rate that we had in our current fiscal  
13 year. And we have the two millage rates before you.

14 But I think we gathered from our last meeting,  
15 and we've been looking at this chart together as a  
16 committee, I think, for the past several months, so I  
17 think there's a good grasp about the historical  
18 strategy, as Jim alluded to, how its worked and what  
19 our considerations are going forward. But we feel  
20 like the most viable options and what we gathered  
21 from the committee last meeting is this is what we  
22 wanted to take a deeper dive into. And this is the  
23 plan -- the two options that are the most feasible  
24 going forward.

25 Essentially, the target fund balance, as

1 described, is exactly that. I mean, we don't have  
2 any additional investments built into our future two  
3 to three year plan to finish this solicitation cycle  
4 with this strategy. It is the blue line that's  
5 reflected on the graph. We know there has been board  
6 priorities identified in our board retreat and as  
7 we've reviewed in other board meetings. And I think  
8 a one pager that we still have available for today's  
9 meeting, I believe. Right, Jim? If we want to look  
10 at that.

11 But the only way those investments are built  
12 into our future plan is we believe by adopting a  
13 millage rate at least comparable to the half millage  
14 rate as you see indicated by the green line. So the  
15 only difference in what you're assessing on this  
16 graph is that we do actually have added investments  
17 in our half millage plan that's reflected on this  
18 graph.

19 So if you were to go year by year in what we  
20 mapped out as far as what we can invest in year one,  
21 year two, and year three, we have a progressive  
22 schedule of items that we already have some assumed  
23 dollar amounts that we can apply to the budget. And  
24 all of this is leading up to the new solicitation  
25 cycle where we're not completely sure what amount

1 might be needed to fund a new wave of programs and  
2 applicants.

3 So that's why there is some belief that a  
4 slightly increasing fund balance might be something  
5 to plan for, or allow for with the uncertainty of  
6 what we might be funding when we review applications  
7 for the fiscal year '24 as indicated in the last year  
8 in this chart. So we've tried to provide all the  
9 information that typically comes up in discussion  
10 like this. We have our historical performance of our  
11 millage rate. You can see that three of the last  
12 four years we've applied a roll back rate trying to  
13 be as fiscally responsible as possible and use  
14 existing funds. We believe we're arriving to that  
15 target balance by the end of this year with the  
16 performance of our programs and our forecasting  
17 models with probably some tolerable difference there,  
18 but at least in the ball park of what we want to hold  
19 our fund balance at.

20 And so, essentially, we've only had one tax  
21 increase in the last four years. And what we're  
22 discussing today and again in July, and ultimately  
23 what we'd be approving in the TRIM meetings in  
24 September, is likely a tax increase, whether it's a  
25 half millage rate or a millage rate that allows us to

1 sustain current funding at 4825.

2 So I think I've hit a number of the talking  
3 points, but now I think what we're prepared for is  
4 more of the discussion based forum that we can answer  
5 any questions and assist in that discussion.

6 MR. TROWBRIDGE: Thanks, Bill, appreciate that.  
7 And I appreciate you updating the chart. I know when  
8 we looked at it last month we had four different  
9 scenarios. But I think the high points to see,  
10 obviously, are what the history has been. Both Jim  
11 and Bill talked a little bit about that in terms of  
12 when we were last at the .5 mills, you see that at  
13 the bottom there with the roll back rates, tax  
14 increase rates. And then obviously you see what the  
15 impact is on average per household, correct, that's  
16 the 5538 versus the 5739.

17 Thoughts and questions, I know this is a follow  
18 up to kind of the conversation we had last month in  
19 May. Any thoughts? You want to talk about the  
20 budget, you want to talk about the millage, you want  
21 to talk specifically about target fund balance?

22 Constance?

23 MS. COLLINS: Yeah, so perhaps I'm more acutely  
24 aware than others because of the nature of our work  
25 at our homeless shelter. But these are really still

1 extraordinary times of need. And I think about this  
2 past, a little over a year, how challenging it has  
3 been, how nimble The Trust has been in responding to  
4 those needs. Sometimes it was extra funding for  
5 providers and PPE. Sometimes it was extra emergency  
6 operating funding. There were many unanticipated  
7 expenses arising out of this pandemic and -- as we  
8 sit here with our masks on, I'm reminded that we are  
9 not through it. And we don't know what the future is  
10 going to bring in the coming years.

11 So, to me, it's extremely important that The  
12 Trust is well positioned financially to respond not  
13 only to the needs that we see currently arising from  
14 this pandemic, but also to the unanticipated needs of  
15 the future. The difference between the lower millage  
16 rate, which would keep us in the status quo versus  
17 the half mill -- millage rate, is roughly two  
18 dollars, if I read this correctly, approximately, per  
19 household. I think that two dollars is a relatively  
20 small financial burden spread across the county to  
21 ensure that we continue to provide both existing and  
22 prospectively needed services for the coming year,  
23 two years, three years, however long. Obviously, the  
24 millage rate is something we look at every year in  
25 both the Finance Committee and at the main board.

1 I would add that when I look at the investment  
2 priorities identified over the past year, both in the  
3 board retreat and in the Racial, Equity, Diversity  
4 and Inclusivity Ad Hoc Committee, of which I was very  
5 fortunate to participate, I think that those  
6 priorities are something that need to be reflected in  
7 our upcoming budget. To talk about racial, equity,  
8 diversity, and inclusion without putting any funding  
9 behind it, and without supporting the measures that  
10 the committee developed throughout that process is to  
11 render that process, in my view, hollow. And I think  
12 as a Trust board, we have work to do. And that  
13 became very evident through that committee process.  
14 And we have greater equity to apply in our  
15 programming and in supporting services for providers  
16 and The Trust as well. Which this higher budget  
17 would reflect.

18 The second thing I would say is at the board  
19 retreat, if I heard one thing repeatedly, it was the  
20 importance of mental health supports. Deeper mental  
21 health supports for the community. When we look at  
22 gun violence in our community, when we look at the  
23 impacts of the pandemic, which I think we've only  
24 begun to register, in terms of the mental health and  
25 well-being of our children, I think that the

1 investment in deeper mental health supports is vital.

2 And then, lastly, I would say that as a society  
3 we are paying those who are closest to our children  
4 and providing childcare and early childcare  
5 education, as well as other programming, the least,  
6 quite frankly, the minimum wage. The impact of the  
7 increase in minimum wage has really just scratched  
8 the surface of attempting to bring some economic or  
9 social equity to our work, just overall, in terms of  
10 those who are providing services.

11 And so I think the minimum wage supports that  
12 the increased millage rate provides are really  
13 critical as well. We cannot have our childcare  
14 workers on the verge of homelessness because they  
15 don't make an adequate wage to deliver the services  
16 that we care about. We want high quality childcare,  
17 we have to ensure that the childcare providers, the  
18 programming providers receive a living wage.

19 And I realize that this investment is graduated  
20 overtime in this perspective budget and projection,  
21 but I don't think we can place enough emphasis on  
22 that point. And I know as a provider how difficult  
23 it is just to do your core services. And how hard  
24 everyone is working on the frontline, especially in  
25 these times, and to keep those individuals on your

1 team in the face of unprecedented risks means that,  
2 at minimum, we must be offering living wage.

3 So to the extent that The Trust can play a role  
4 in supporting providers to deliver those services in  
5 a way that values frontline workers, I think that we  
6 have an obligation to do so. So I am very much in  
7 favor of the half millage rate. And I believe that  
8 the impact on each household is so de minimis  
9 relative to the positive impact or benefit that we  
10 would get as a Trust in our community from these  
11 additional services, that I do hope everyone is in  
12 favor of the higher millage rate, the .5 millage  
13 rate.

14 MR. TROWBRIDGE: Thank you, Constance. I  
15 appreciate that very much. Other thoughts? This is  
16 the opportunity to kind of build upon what we talked  
17 about last month and now seeing a budget laid out in  
18 front of you. And, Bill, the difference between two  
19 proposed rates is about, what, 5.5 million?

20 MR. KIRTLAND: In revenue, is your question?

21 MR. TROWBRIDGE: In revenue. Yeah. Which is  
22 going to help, as we see in those, kind of those  
23 lines diverge, the green and the blue line.

24 MR. KIRTLAND: Right. Let me just peek at this.  
25 You're about right. I think we're looking at for



1 adopting the target fund balance ad valorem revenue  
2 is almost at a 155 million.

3 MR. TROWBRIDGE: Okay.

4 MR. KIRTLAND: And for the half millage rate,  
5 about 160.5 million. So just a shade over 5 million,  
6 I believe, is the difference. I just wanted to supp  
7 -- clarify a little bit about what Constance said  
8 about the rate. I just want to make sure that we  
9 identify, or at least point out the fact that the tax  
10 payer affects from what we are displaying or  
11 calculating, again, is just at a median, tax value  
12 household. Obviously the tax effect takes different  
13 affects for each tax payer in the county. This is  
14 the best we can do as far as just trying to at least  
15 display the monetary effect of applying these  
16 different rates, but it does have a wide range of  
17 effect for every tax payer individually in the  
18 county.

19 We're continuing to display the graph and  
20 everybody wants to ask a specific question about  
21 maybe the budget schedule as they're displayed, we  
22 can do that. But I think that we are also knowing  
23 that the strategy is probably what's going to take up  
24 most of the conversation today. But we can dive into  
25 schedules if you want to. But those are just

1 available to you, again, on the iPads on the  
2 supporting attachments if there's any question about  
3 that. The schedules essentially mirror each other as  
4 far as management costs and nonoperating  
5 expenditures. We budgeted the same items for both  
6 those schedules, however, like what's been indicated,  
7 we do have a differential in the investments and  
8 programs and our core strategies depending on if the  
9 revenues are required to fund those programmatic  
10 activities. And obviously the revenues are different  
11 on both schedules as well.

12 MR. TROWBRIDGE: But for the most part in what I  
13 see in the budget schedule that those difference in  
14 those dollars really is going to the fund balance?

15 MR. KIRTLAND: Yes. Absolutely.

16 MR. TROWBRIDGE: Got you. Which, again, the  
17 Constance point then creates that flexibility.

18 MR. KIRTLAND: Right.

19 MR. TROWBRIDGE: Like we've seen over the last  
20 15, 16 --

21 MR. KIRTLAND: As you noted, the difference in  
22 revenue being about five million and then the  
23 investments and programs next year and what we were  
24 looking at in our -- in what's been identified as  
25 sort of a ramp up in expenditures is, we had

1 somewhere in the range of maybe about two million  
2 dollars planned for next year and which would grow in  
3 the subsequent years as we get -- as we have more  
4 things that we're ready to package and roll out.

5 MR. TROWBRIDGE: Okay, thank you.

6 MR. HOFFMAN: Mr. Chair?

7 MR. TROWBRIDGE: Matthew, we'll come to you in a  
8 moment, I think our Chairman wants to say a word or  
9 two on Zoom. Ken, good morning.

10 MR. HOFFMAN: Good morning. Thank you. First  
11 of all, I echo the sentiment of Constance because I  
12 think that the needs that we've seen are only greater  
13 partly because of Covid, but partly because things in  
14 our community still need healing, help, and our help,  
15 in particular. I think we've been blessed by a  
16 wealth of riches back in 2015, '16, '17 when we  
17 started looking at this and able to substantially, as  
18 Bill described, increased the budget.

19 I do agree we should be looking at above funding  
20 and above what would just be sufficient to get us the  
21 target fund balance so that we can spend some of the  
22 extra money. I would just caution, though, against  
23 funding at the half mill level. One of the things  
24 that we don't see in the budget itself is the fact  
25 that we benefit from inefficiencies in contracting

1 and spending, such that we have -- there's a portion  
2 of the budget that is not spent every year.

3 The staff has done a great job over the last  
4 three, four years of making, or contracting our  
5 budgeting towards what we're spending much more  
6 efficient. And the risk I think we have is if we get  
7 too close to the spend, if we go to a half mill and  
8 then spend all the money, we could be looking at a  
9 situation where we don't have the ability to raise  
10 additional revenue in the future. I think we've also  
11 been blessed fortunately with growth and property tax  
12 revenues.

13 I think that we'll likely continue, but it  
14 seems, at least from our conversations with Bill,  
15 that the rate has been slowing down at least  
16 temporarily. That remains to be seen. So I fully  
17 support, I think the plan that was put in place  
18 starting back in the beginning of this current cycle  
19 was to put as much money as reasonably possible into  
20 the community. And I fully support continuing to do  
21 that in any way we can. Thank you, Mr. Chair.

22 MR. TROWBRIDGE: Thank you, Ken. Matthew?

23 MR. ARSENAULT: Thank you. You know, I really -  
24 - I still think it's very important, I mentioned at  
25 the last meeting, you know, to be very clear. You

1 know, when we talk about this as a tax increase, it's  
2 really, I think, unfair to staff and management  
3 because it's really a reset back from the successful  
4 execution of the fund plan. So I really want to  
5 commend the committee and The Trust and staff for  
6 successful execution of that.

7 I think -- building on what Constance said, I  
8 think the concern of wage pressure and cost pressure  
9 on our providers is real. I think that that's  
10 something that we're seeing throughout the community  
11 is that I think everybody has been very well aware of  
12 the pressure to employ people and all that, so that  
13 is creating a lot of pressure, I'm sure, on our  
14 providers. And my concern is I would rather we be in  
15 a situation where we might potentially be above our  
16 fund targets than having issues where some of our  
17 providers are not able to provide those services  
18 because of that.

19 So I think the focus is really on what value The  
20 Trust provides to the children and families of Miami-  
21 Dade. I think the team has demonstrated the ability  
22 on the administrative side with costs to really make  
23 sure that money is going to providers to the  
24 community. And the administrative costs of The  
25 Trust, I think based on this budget, is still very

1 well-managed. And I would approve going up to the  
2 half mill on that and continue that focus through  
3 Program Committee. And that making sure that that  
4 funding is having the highest impact, whether it be  
5 adding, as we talked about in the board retreat, or  
6 even pivoting to higher needs for things like mental  
7 health or other areas to just make sure that that  
8 funding is having the highest impact.

9 We're a growing community, we're not shrinking.  
10 So there's greater demand, you know, property value  
11 will catch up, but I would be supportive of that and  
12 think that it is the expectation of the county and  
13 the community that The Trust provide that value. So  
14 I would be supportive of the half mill.

15 MR. TROWBRIDGE: Thank you, Matthew. Other  
16 comments? Gilda?

17 MS. FERRADAZ: Yes, thank you, Mr. Chair. And I  
18 appreciate everything that Constance has said, I know  
19 that the need is great. It's never going to be  
20 enough. But I wanted to clarify something. So if we  
21 go with the .5 mill, which is additional five million  
22 dollars, approximately, our own board retreat said  
23 that for that fiscal year, '21-'22, we wanted to  
24 invest an additional 1.9 million. So my question is,  
25 this .5 mill gives us more revenue than what our

1 priorities generated in the retreat and in the chart  
2 that we have. Is my understanding correct?

3 MR. TROWBRIDGE: Bill?

4 MR. KIRTLAND: That's true. I mean we're -- I  
5 think we just went over those talking points, right,  
6 like we do our -- we are bringing in slightly more  
7 revenue than we have planned expenditures next year,  
8 so it would build up the fund balance slightly. Is  
9 that your question?

10 MS. FERRADAZ: Right. So we would be generating  
11 more revenue than what our plan in increased  
12 expenditures were?

13 MR. KIRTLAND: Correct. We have on the budgeted  
14 expenditures, we -- it would be indicated as if we  
15 have higher expenditures than revenue, but with the  
16 forecasting and knowing what our true expenditures  
17 are per year and that's kind of the exercise we've  
18 been going through the past few years, is a deeper  
19 dive and understanding of what our realized  
20 expenditures and planning for how the fund balance  
21 ends up being recognized at the end of each year.

22 So we would, on the schedules, have budgeted  
23 expenditures of about 175.5 million dollars next year  
24 versus the ad valorem tax revenues and then other  
25 realized revenues of about 163.3 million dollars if

1 the half millage rate was adopted. However, we know  
2 that there's some awards, some budget utilization  
3 issues that we should be nearly balanced, but as  
4 forecasted, maybe slightly over in higher or greater  
5 revenues than the realized expenditures by the end of  
6 next year.

7 MR. HAJ: Gilda, if I may. On the chart for the  
8 board priorities, we had a conversation yesterday  
9 we're going to bring it to the full board for some  
10 discussion. If you look for the early childhood, the  
11 minimum wage impact, I'm not sure if you have that in  
12 front of you --

13 MS. FERRADAZ: Yeah.

14 MR. HAJ: -- everybody has that. We have two  
15 million dollars starting next year and going to  
16 three. The discussion we're going to have with the  
17 board is could we start it this year, the two  
18 million, and start it into this column. We're  
19 getting a lot of calls for our scholarships. We have  
20 750 kids on the waitlist. There was a lot of  
21 articles published, reason why people -- employers  
22 are having a hard time finding jobs is because they  
23 don't have quality childcares to put them at. And  
24 there's a whole economic effect, there's a great  
25 demand now that schools are, everything is opening



1 back up and they want their kids placed. I think  
2 it's a great opportunity for these scholarships. The  
3 demand is there. We can't hit 750, that would cost  
4 us 7.5 million dollars. But we have them ready to  
5 go. So, if we can start, instead of waiting for '22-  
6 '23, move it up to start for this year.

7 We met with ELC yesterday and we had some  
8 internal conversations yesterday. I know its late in  
9 the game, but we were going to proffer the board with  
10 the board priorities what they consider moving it up  
11 one year to start this year. And that would take us  
12 to four -- close to four million dollars extra in  
13 expenditures if the board approves.

14 MR. TROWBRIDGE: So you would slide that over  
15 into potentially this upcoming fiscal year --

16 MR. HAJ: '21-'22.

17 MR. TROWBRIDGE: Okay. So then to Gilda's  
18 point, that takes us up to about 3.5 million of that  
19 five million, okay. Great insight.

20 MR. ARESENAULT: I would not be surprised if we  
21 start to hear more and more concerns from providers  
22 on their cost pressure. The challenge in maintaining  
23 and retaining staff because people are -- have other  
24 opportunities for higher wage jobs in other areas, I  
25 just believe that that's going to be something that's

1 not going to be decreasing, it's going to be  
2 increasing for our providers.

3 MR. TROWBRIDGE: And I think some of those  
4 opportunities and issues lag where we are today.  
5 Constance?

6 MS. COLLINS: Yeah, I would say, as a direct  
7 provider, we've seen an enormous increase in just  
8 base core operating expenses because we have deeper  
9 cleaning protocols, you have more expensive -- just  
10 simple things, like air filters that are higher  
11 grade, and the Vial protectant type of surfactants  
12 that you have to put on high touch areas, more  
13 staffing required just to operate. I think that --  
14 and then you have the other side of the equation,  
15 which is you have to encourage people to show up to  
16 your establishment that is operating in the middle of  
17 a pandemic. That has, in many cases, close contact  
18 with children.

19 So I think you have all of those other pressures  
20 as a provider to deliver services in these times.  
21 Meanwhile, you have the need side of the equation  
22 going off the charts. Because families are in  
23 financial distress. And children have lost ground,  
24 the educational achievement gap has widened for,  
25 particularly, children that are at the lesser means.

1 And so I think you have these two very difficult  
2 factors that are weighing on providers, like  
3 ourselves, who are on the front line and have no  
4 choice but to remain fully operational, and The Trust  
5 is asking all those providers to remain fully  
6 operational in-person.

7 I think to not recognize that we have to provide  
8 some accommodation to those providers to ensure that  
9 services continue would be short sided on our part.

10 And I think if we're not asking for too much here to  
11 have that extra flexibility.

12 MR. TROWBRIDGE: Constance, just as a follow up  
13 to that, as a provider, is it fair to say that some  
14 of those protocols may never roll back?

15 DR. ABRAHANTE: We lost the sound.

16 MR. COLLINS: -- and better. And then we can't  
17 roll that back either.

18 DR. ABRAHANTE: Yes. I would like to make a  
19 comment --

20 MS. KOBRINSKI: Does Zoom have sound? I heard  
21 from someone that they don't have sound.

22 DR. ABRAHANTE: Yes. Its back.

23 MR. TROWBRIDGE: I think it was Dr. Abrahante.

24 DR. ABRAHANTE: Yes.

25 MR. TROWBRIDGE: Okay. Dr. Abrahante, can you

1 hear us now?

2 DR. ABRAHANTE: Yes, I can. Thank you.

3 MR. TROWBRIDGE: Thanks for letting us know  
4 that.

5 DR. ABRAHANTE: I would like to comment --

6 MR. TROWBRIDGE: She was responding to my  
7 question about whether we would ever see any roll  
8 backs in some of these enhanced protocols. And I  
9 think what her answer was is no. And so those costs  
10 will carry. Dr. Abrahante, did you want to make a  
11 comment on that or another comment?

12 DR. ABRAHANTE: No, just another comment.

13 MR. TROWBRIDGE: Please.

14 DR. ABRAHANTE: I have been working as part of  
15 the Finance Committee all the time that I've been on  
16 the board and I'm very proud of the work that has  
17 been done. And what we were able to accomplish  
18 through the release of additional funds to the  
19 community. I'm a fiscal conservative as a public  
20 servant of over 38 years, so my inclination is always  
21 to not impact the community. If there's another way  
22 to do it with additional taxing, I think that's part  
23 of our responsibility as a board. However, at this  
24 time, in the situation that we're in, if there's ever  
25 been a time to justify doing that, I think this is

1 the time. And so, even though I'm still very  
2 uncomfortable with any increases in taxes, I feel  
3 very comfortable with the use of the money.

4 And I think that the only thing that I would  
5 add, so the half mill seems reasonable to me at this  
6 time because of the situation that we're in. I think  
7 that the only thing I would add to that is that with  
8 increase request for funding, we need to invest  
9 perhaps a little more on accountability as well.

10 Because those people who will be asked to put in  
11 additional resources into what we're doing, are going  
12 to expect that the services that are being provided  
13 and the opportunities that are being provided are of  
14 quality.

15 And so as we look at this green line, which I  
16 understand will continue to grow if we keep the .5,  
17 which is not a big amount of money anyway. I think  
18 we need to keep in mind the issue of accountability  
19 and the fact that we have a responsibility to the  
20 community to ensure that the funds are being used to  
21 the best possible way. And so, like I said, I'm in  
22 agreement with the .5 mill. I don't think that at  
23 this point this is unreasonable. I think it takes us  
24 to where we need to go.

25 If I may, I wanted to make another comment,

1 which is kind of like a public broadcasting  
2 announcement. Based on what was said earlier about  
3 the increase in the need of childcare services and  
4 the importance of providing quality childcare so  
5 people can return to work, I agree with that  
6 completely. And I wanted to make the group aware  
7 that the county has decided to, at this time, reduce  
8 the allocation of Head Start units that serve our  
9 county, by 400, for next year. Those units that we  
10 provided services through the school district, they  
11 were developed through negotiations with Mayor  
12 Gimenez when he was here about using some other  
13 resources to help us provide additional services to  
14 children. And I find it extremely ironic that at a  
15 time where we are going to raise taxes and are going  
16 to ask people to give more, we can come up with a way  
17 to fund this 400 seats that we've been providing for  
18 nine years.

19 And I just wanted the group to know that we are  
20 in the middle of trying to get that resolved. We  
21 haven't. We've been at it for two months. And it's  
22 sad. It's a contradictory situation to what the  
23 community needs right now. We should be adding more  
24 slots, not taking away slots. That's it.

25 MR. TROWBRIDGE: Thank you, Dr. Abrahante, for

1 both of those comments. Appreciate that. Matt, back  
2 to you, I know you had your hand up.

3 MR. ARSENAULT: Just in talking about the  
4 pressures on providers. I guess one thing I know  
5 that The Trust asked, you're frequently in  
6 conversation with providers. I think one of the  
7 things to focus on is are those services that have to  
8 be provided in-person, rather than those in our  
9 various programs support that are more broad.  
10 Because those are the ones I think that are at most  
11 risk. Because for the reasons that Constance talked  
12 about and the challenge of that, but also the  
13 pressure of, again, retaining staff. Because there  
14 are many, many opportunities now for people to be  
15 able to work remote and we're seeing a lot of people,  
16 right, we're seeing that in healthcare, as an  
17 example, where people are saying, well, I can have a  
18 remote job rather than a job where I'm expected to  
19 come to work every day.

20 And I think that's something, in working with  
21 providers, to just pay special close attention to  
22 those providers that need to be onsite because I  
23 believe they're the ones at most risk for not meeting  
24 the expectations of the services to provide.

25 MR. TROWBRIDGE: Thank you, Matthew. Any other

1 comments? We've talked a lot about the millage.

2 Gilda?

3 MS. FERRADAZ: To piggyback on the comment  
4 earlier about that we don't spend 100 percent of  
5 what's allocated out there through the providers. I  
6 think that we need to make sure that if there's an  
7 increase in the assets, if we go to a higher millage,  
8 that that funding is spent and not go towards  
9 increasing the fund balance. That would not -- it  
10 would not, I think, put us at a loss if we were to  
11 increase taxes and there's -- that we're increasing  
12 the fund balance. I think it would meet the goal in  
13 the services. It's been said that there's a lot of  
14 need out there. That goes back to Dr. Abrahante's  
15 comment also on accountability. We need to make sure  
16 that its spent on services and that it's not going  
17 into an increase in the fund balance.

18 MR. KIRTLAND: I'll just clarify a little bit  
19 along Gilda's comment. Essentially about 100 percent  
20 of our budget is completely allocated to contracts.  
21 I just wanted to make that distinction. Is that we  
22 don't leave substantial or material amounts  
23 unallocated in our budget. The unpredictable factor  
24 is that our program services are budgeted based on  
25 the contractual amounts that we've committed to. So



1 what you're looking at is turned over to contract  
2 amounts. What we monitor and try to understand a  
3 little bit better is if we're receiving expenditures  
4 and invoices from our providers that fully utilize  
5 their program.

6 So every year we're striving to better  
7 understand our programs. I think we're learning a  
8 lot about that in a five year cycle this time around  
9 versus in previous cycles about the history and the  
10 performance of our programs. So we're looking to  
11 reduce and have better understandings of the actual  
12 expenditures our programs need each year. So I just  
13 wanted to make that distinction because it's not that  
14 we leave amounts unallocated or unencumbered.  
15 They're all committed to contractual amounts. It's  
16 our -- it's the program utilization and the service  
17 itself that may recognize some unused expenditures  
18 within those contracts. And then we look to research  
19 and understand better why those programs or those  
20 contracts may have remaining amounts in them that we  
21 invest in different ways in future years.

22 MR. TROWBRIDGE: Thank you, Bill. Javier?

23 MR. REYES: So with regards to that  
24 underutilization, I think for the reasons that  
25 everybody stated so clearly, it probably makes sense.

1 The .5, there's a risk that there can be an increase  
2 because there will always be adjustments made.  
3 Again, all the reasons previously stated regarding  
4 needs in the community.

5 MR. TROWBRIDGE: Thank you, Javier. Any other  
6 comments? I don't think we're looking for a board  
7 action or a committee action today, but just knowing  
8 that as we get closer to July and our upcoming TRIM  
9 meetings, we need to continue to give guidance to the  
10 staff, Bill and his team, as they work on the budget,  
11 you've seen in a couple of scenarios. But it seems  
12 like we're moving towards some consensus here within  
13 the Finance Committee, so thank you for those  
14 discussions both last month and this month.

15 Bill, anything else you need from us in terms of  
16 direction? I think you see where folks are thinking  
17 in terms of --

18 MR. KIRTLAND: Right.

19 MR. TROWBRIDGE: -- implementation of the .5  
20 mill and how we're going to deploy those resources  
21 more robustly. Not only some new opportunities, but  
22 I appreciate Jim's comments, that maybe some cycles  
23 get moved up into even the new fiscal year.

24 MR. KIRTLAND: I think what Jim said, too, is  
25 like, just an example, but may occur in a period like

1 this. It was a more specific item, but I think some  
2 points that have been made is we're going to be  
3 realizing a lot of opportunities that may not have  
4 originally been forecasted by board planning or the  
5 prioritizations of what we know we will expend. So I  
6 think that's what we're proposing in one of the  
7 models, that there is a little bit of a safety net in  
8 case there are new opportunities that haven't been  
9 planned for.

10 I think you summarized it well by what our next  
11 steps are moving up in future meetings. I don't  
12 specifically think there needs to be a motion to  
13 approve anything today, but typically the July  
14 meeting has consensus of the budget that will be  
15 brought in September. So I think maybe we're, as you  
16 stated, we're looking probably for direction of what  
17 we might want to finalize or bring in the July  
18 committee, ultimately, to be also reviewed by the  
19 board in the July meeting as well. So I don't know  
20 if it's the committee's desire to still present and  
21 propose two different rates or to come to a little  
22 bit more of a solid solution in what we present next  
23 month.

24 MR. TROWBRIDGE: I think you're hearing, for the  
25 most part, pretty uniform consensus that the .5, so

1 without objection, I think you should move in that  
2 direction in terms of budget preparation, that way  
3 when we come back together in July, we're very  
4 focused on that recommendation going forward.

5 Any objection? Great. Thank you all for your  
6 very thoughtful comments and sharing your insight,  
7 especially, Constance, in terms of the provider point  
8 of view, that goes a long way in terms of informing  
9 the committee. We'll move on to the next part of our  
10 agenda, which we're going to have a communications  
11 presentation. So Jim and Ximena are going to walk us  
12 through some items that will then pertain to the  
13 upcoming resolutions that we'll then be discussing,  
14 so.

15 MR. HAJ: Mr. Chair, thank you very much.

16 MR. TROWBRIDGE: There are days.

17 MR. HAJ: This is just the time of year that  
18 communication resos are coming in front of you. We  
19 do so much throughout the year that sometimes it's  
20 hard to showcase that to the board, so we tried to  
21 put a short presentation about our communication  
22 efforts. And Ximena has done an amazing job the last  
23 couple of years she's been with us, but this year,  
24 especially during Covid, and doing what we need to do  
25 so the community knows about our services. And also

1 just letting the entire community know who we are and  
2 what we do.

3 Ximena?

4 MS. NUNEZ: Thank you, Jim. Good morning,  
5 everybody. I'm very excited to walk you through  
6 today all of the projects and different  
7 accomplishments that we have been working on during  
8 this year. As Jim mentioned, 2020 was a year full of  
9 challenges, not only we had to quickly pivot and  
10 adapt to the challenging circumstances that we were  
11 facing, but it was also a year when we started  
12 working with new partners. In 2020, our Board of  
13 Directors approved to work with Agencia Central to be  
14 our creative lead agency and for Wow Marketing and  
15 Armstrong Creative to be our media agencies. Then in  
16 October 2020, a new partner also joined the team,  
17 Boardroom PR, bringing with them their expertise in  
18 terms of public relations.

19 So we are working independently with each agency  
20 to one model, where we are one team with only one  
21 goal in common, and is to improve the lives of all  
22 children and families in Miami-Dade County. We  
23 started with refreshing our logo, but we couldn't  
24 stop there. We needed to make sure that all of our  
25 initiatives were aligned to our new branding. This

1 is why we started taking on different tasks. We  
2 started with our Thrive By 5 initiative and we also  
3 rebranded our Youth Advisory Committee. We wanted to  
4 make sure that they deserve a brand that looks as  
5 cool as they are.

6 We also rebranded everything from our Books for  
7 Free shelf, that is actually a resolution that was  
8 approved in the last month. And we also rebranded  
9 our Parenting Our Children newsletter. This is a  
10 trilingual publication that reaches more than 87,000  
11 readers every month. This newsletter is distributed  
12 every month to over 70 different locations throughout  
13 Miami-Dade County including afterschool programs,  
14 childcare centers, and faith-based institutions. The  
15 newsletter content is original content that is  
16 produced internally at The Trust in three languages  
17 every month.

18 We also revamped our weekly provider bulletin  
19 and other newsletters, but we didn't stop there. We  
20 wanted to start creating new collateral material so  
21 we can be ready for when we start attending to  
22 events. This one in particular is a piece that we  
23 created with Agencia Central to increase parent  
24 awareness so they don't forget that they have their  
25 child in the car. It's a series of stickers that can

1 be placed on different points in peoples car, that  
2 way we help minimizing the children that die,  
3 unfortunately, every day because parents forgot that  
4 they have them in the car with them. We'll make sure  
5 to share these ones once we have them ready. With  
6 the board.

7 We also started creating ads that will resonate  
8 more with our audience. This one in particular is an  
9 ad that we created for the Florida Film Institute.  
10 And this one is the ad that we created to  
11 congratulate the 2021 Silver Knight Award winners and  
12 nominees.

13 We also took on a new challenge to produce the  
14 first Virtual Champions for Children Award Ceremony.  
15 Our event stream lived on December 9th and had over  
16 1,800 views. And for the second consecutive year, we  
17 supported the virtual addition of Young Talent Big  
18 Dreams with a fun look and feel that represents our  
19 talent. This year we had a total of 146 participants  
20 and the finals are this coming Sunday, June 5th. You  
21 must have -- you probably already received an email  
22 with all the details so that you can join and watch.

23 We also created videos to elevate events that  
24 are important for community. This one in particular  
25 is an event that we created to commemorate MLK day

1 this year.

2 (Recording played for Martin Luther King, Jr.  
3 Day.)

4 This was a video that was showcased in all of  
5 the MLK events that we sponsored during the month of  
6 January. We also created a 15 second TV spot to  
7 commemorate Haitian Heritage Month.

8 (Recording played for Haitian Heritage Month.)

9 We continue supporting children enrollment in  
10 our Book Club, not only with mass media efforts, but  
11 also with targeted need efforts. And we added new  
12 messages to invite parents to join our parent club  
13 workshops. Everything that we are doing, we are  
14 making sure that we are in line with our ready  
15 efforts. We look at our campaigns through our  
16 social, racial, and equity lens. We also started  
17 supporting other initiatives that we didn't used to  
18 support before from a communications perspectives,  
19 such as the Summer Youth Program Internship. And we  
20 made sure that our summer camp campaigns were fun  
21 because we know that our children are so looking  
22 forward to the summer.

23 So all of our communication efforts, we also  
24 want to make sure that we show the diversity of the  
25 community that we serve. We also created materials



1 to promote our summer camps on the school system  
2 website as part of the Summer 305 partnership.

3 So now I want to take you through different  
4 accomplishments that we've had so far this year. We  
5 successfully implemented QR codes and UTMs for more  
6 influent analytics, this way we can also optimize and  
7 reinforce those channels that are performing better.

8 We have enrolled over 14,000 children since the  
9 beginning of this fiscal year in the Book Club and  
10 over 26,000 since we launched in July this year.

11 We also launched a WhatsApp ad campaign, a pilot  
12 initiative hypertargeted to the Haitian community.

13 We also expanded our talk show presence for the first  
14 full year, now including a 30-minute segment  
15 targeting the Haitian community. This is a monthly  
16 Trust segment on the VSS Hour radio show that airs on  
17 1700 AM, Radio Mega, Facebook, Telecam, and channel  
18 18.7 or Telecam.TV. And also, our media department  
19 has secured another 65 percent in added value. Also,  
20 our media departments have delivered over 190 million  
21 impressions in traditional media and 34 million in  
22 digital media, for a total of 224 media impressions  
23 between October 28, 2020 and April 2021.

24 We also renewed the monthly column in the Miami  
25 Herald's neighbors section and The Trust will have a

1 feature cover in the Gospel Truth this month, a  
2 publication with over 100,000 readerships.

3 We strengthened The Trust relationship with the  
4 community newspapers and our president and CEO was  
5 featured in publications such as Florida Trend, a  
6 statewide business publication and Invest Miami. Our  
7 programs that have been highlighted in multiple news  
8 outlets and including one national segment on TV.

9 What are our efforts in terms of diversity and  
10 communication? We are strengthening our relationship  
11 with BOMA, Black Owned Media Alliance, to make sure  
12 that we're anchorable, not only when we're reaching  
13 to our community, but also to support our community.  
14 We're currently advertising with six members of BOMA  
15 and this is an increase from previous years. We also  
16 increased our digital marketing presence across  
17 multiple specific platforms, including Iceland  
18 Origins, Legacy Miami, Gospel Truth, Miami Times, and  
19 WYMBM. But we are not stopping there. Because  
20 thanks to this amazing group of creative media  
21 partners, we're going to take on a new and bigger  
22 challenge.

23 This year our family expo will be different.  
24 The community won't be going where the family expo  
25 is. The family expo will be going to where our

1 community is. The family expo will be a series of  
2 four pop-ups and each pop-up will be in a different  
3 area in Miami-Dade County. These pop-ups will be  
4 smaller and shorter events than the traditional expo,  
5 but they will be more targeted this year. They will  
6 be from 10:00 in the morning until 3:00 p.m. and each  
7 will have between 35 to 50 exhibitors.

8 We will make sure that The Trust funded  
9 providers that attend a particular event serve that  
10 community specifically. Meaning, a provider that  
11 serves family in Florida City, won't be north Miami-  
12 Dade family expo. We want to make sure that the  
13 families connect with the resources in their areas.

14 So as you can see in the chart, we're going to  
15 have four family expos. The first one is going to be  
16 in South Miami-Dade. It will be at the Sweet Home  
17 Community campus. This family expo will serve  
18 communities in Richmond Heights, Perrine, Goulds,  
19 Florida City, Naranja, and Homestead. And it will  
20 take place on Saturday, August 28th.

21 Our second family expo, it will be for North  
22 Miami-Dade. It's a tied in partnership with Papa  
23 Keith, People Matter Festival. We will be serving  
24 the people in Opa-Locka, Miami Gardens, North Miami,  
25 North Miami Beach, Little Haiti. It will be taking

1 place on Saturday, September 11th.

2 Our third family expo will be Central Miami-  
3 Dade. It's a partnership with History Miami Museum.  
4 And this one, this one -- this event will serve the  
5 community Little Havana, Overtown, liberty City,  
6 Brownsville, West Grove, North Miami, North Miami  
7 Beach, and Little Haiti. And it will take place on  
8 Saturday, September 18th.

9 Last but not least, we have our West Miami-Dade,  
10 it's a partnership with Jackson Hospital. We are  
11 going to serve the communities in Hialeah, Hialeah  
12 Gardens, Kendall, Doral, and Sweetwater. And it's  
13 going to take place on Saturday, September 25th.

14 So this is a fragment of what we have  
15 accomplished so far this year. And thanks to these  
16 incredible partners, Agencia Central, Wow Marketing,  
17 Armstrong Creative, and Boardroom PR, and of course  
18 the hard work of the entire communications team, we  
19 have been able to accomplish this and so much. So I  
20 truly appreciate the board support in offering the  
21 resolutions that you are about to see today so we can  
22 continue passionately working to improve the families  
23 and children in our community. Thank you.

24 Yes, that's the other purpose as well. Yes.  
25 Thank you, Mark.

1 MR. TROWBRIDGE: Let me turn on my mic. I saw  
2 you lurking there.

3 Parent company to the Miami Herald, for services  
4 rendered by the Miami Herald to advertise The  
5 Children's Trust's truth in millage rate, that's the  
6 TRIM, board vacancies and other advertisements  
7 related to funding announcements, activities,  
8 initiatives, events and programs, in addition to the  
9 2022 Silver Knight and Spelling Bee sponsorships, in  
10 a total amount not to exceed \$75,000.00 for a term of  
11 12 months, commencing October 1, 2021, and ending  
12 September 30, 2022. This resolution also seeks  
13 retroactive authorization to issue payments to the  
14 SIJ Holdings, LLC d/b/a The McClatchy Company, LLC,  
15 as of April 2021 through the end of the current  
16 fiscal year, for any remaining amounts previously  
17 authorized through resolution 2020-67, approved by  
18 the board on June 15, 2020.

19 My understanding that is more of a ministerial  
20 change because of the holding company, but the first  
21 one is the 75,000 and then just the retro activity.

22 And we'll take those as a motion together.

23 Is there a motion to approve?

24 MR. ARSENUALT: So moved, Arsenault.

25 MR. TROWBRIDGE: Thank you, Matthew. Is there a

1 second?

2 MS. COLLINS: Second, Collins.

3 MR. TROWBRIDGE: Thank you, Constance. Any  
4 recusals?

5 We'll move into discussion. The discussion on  
6 this item, remember, it's not only the approval of  
7 the 75,000, but that we're retroactively approving  
8 payment to SIG (sic) Holdings. Anyone on Zoom?  
9 Magaly? Seeing none, all in favor please signify by  
10 saying aye.

11 ALL: Aye.

12 MR. TROWBRIDGE: Any opposed say nay. The  
13 motion carries. Resolution 2021-A. Thank you.

14 MR. HAJ: Mr. Chair, may I make a brief comment?

15 MR. TROWBRIDGE: Yes.

16 MR. HAJ: I just want to let the board know,  
17 Silver Knight was last week or two weeks ago.  
18 Beautiful ceremony. And if you don't know about  
19 Silver Knight, we had about 500 from Broward, 500  
20 kids from Miami-Dade, Miami-Dade and Broward. It  
21 just renews your faith in humanity watching these  
22 kids do some amazing projects. We were able -- I was  
23 able to speak and recognize the participants, as well  
24 as a letter was mailed out to every single one of  
25 those kids from Miami-Dade on behalf of the board,

1 thanking those kids for their service.

2 MR. TROWBRIDGE: Terrific. It's nice to see  
3 that we're able to continue these incredible programs  
4 in the community, even in many cases in the virtual  
5 space, much like we did with Champions, but even more  
6 so, I think being excited about seeing those return  
7 to live or live-hybrid events is something that  
8 allows us to feel a little bit of a sense of recovery  
9 and normalcy.

10 Resolution 2021-B: Authorization to negotiate  
11 and execute contract renewals with the three  
12 agencies, identified herein, for advertising  
13 creative, media buying, and community outreach  
14 services, in a combined total amount not to exceed  
15 \$2,015,000.00, for a term of 12 months, commencing  
16 October 1, 2021, and ending on September 30, 2022,  
17 with two remaining 12-month renewals, subject to  
18 annual funding appropriations.

19 Is there a motion to approve?

20 MR. ARSENAULT: So moved, Arsenault.

21 MR. TROWBRIDGE: Thank you, Matthew. Is there a  
22 second?

23 MS. FERRADAZ: Second, Ferradaz.

24 MR. TROWBRIDGE: Thank you, Gilda.

25 Any recusals?

1 MR. REYES: Javier Reyes, recusal. While I was  
2 a client, I had a relationship with them.

3 MR. TROWBRIDGE: Thank you very much. Any other  
4 recusals?

5 DR. ABRAHANTE: Is this the one that I have to  
6 recuse?

7 MR. TROWBRIDGE: Magaly? I don't think so, but  
8 --

9 DR. ABRAHANTE: Okay.

10 MR. TROWBRIDGE: No, ma'am, you're good. So  
11 moving into discussion, I just want to remind you of  
12 the different programs. We have the advertising  
13 creative under Agencia Central, LLC. We have the  
14 media buying under Wow Factor Marketing Group. And  
15 then you have -- I think those are the two; is that  
16 correct?

17 MS. NUNEZ: There's one more, Armstrong  
18 Creative.

19 MR. TROWBRIDGE: Armstrong Creative. Thank you  
20 very much. Those are the three. I just wanted to  
21 remind you all of that. And if you look in the  
22 resolution data, you see a little bit about each one  
23 of them in terms of their scope of service, whether  
24 its related to the advertising creative, things like  
25 the Miami Heart Gallery, Book Club, Parent Club,



1 Champions For Children. Again, you see in the media  
2 buying, obviously pretty extensive in terms of what  
3 you see the impact has been with what Ximena shared  
4 with us, Armstrong with working with the faith-based  
5 community outreach into approximately 80 houses of  
6 worship targeted media buying in urban media outlets.  
7 And specific outreach to the African American  
8 community.

9 Any further discussion, questions or comments?  
10 Seeing none, all in favor please signify by saying  
11 aye.

12 ALL: Aye.

13 MR. TROWBRIDGE: Any opposed say nay. Motion  
14 carries. Thank you all very much.

15 We'll move on to Resolution 2021-C:  
16 Authorization to negotiate and execute a service  
17 agreement with Cay Industries, Inc., d/b/a Print  
18 Dynamics, to print and prepare for distribution The  
19 Children's Trust's trilingual monthly Parenting Our  
20 Children newsletter, in a total amount not to exceed  
21 \$40,000.00, for a term of 12 months, commencing on  
22 October 1, 2021, and ending on September 30, 2022.

23 Is there a motion to approve authorization and  
24 the Resolution 2021-C?

25 MR. ARSENAULT: So moved, Arsenault.

1 MR. TROWBRIGE: Thank you, Matthew. Is there a  
2 second?

3 MR. REYES: Second, Reyes.

4 MR. TROWBRIDGE: Thank you, Javier. Any  
5 recusals? Any further discussion? Just as a way of  
6 background, we've -- I think you got a great  
7 indication when Ximena gave her presentation of the  
8 print piece we've done. We actually rebranded and  
9 upgraded those, doing them in three languages. I  
10 know you see sort of the quotes that we received from  
11 qualified vendors. And the choice to go with Print  
12 Dynamics. Seeing no further discussion, all in favor  
13 signify with saying aye.

14 ALL: Aye.

15 MR. TROWBRIDGE: Any opposed, nay.

16 Motion carries. Thank you all very much.

17 We'll move on to Resolution 2021-D:

18 Authorization to execute a service agreement with  
19 Yellow Box, Inc., to rent and maintain Yellow Box  
20 kiosks in a total amount not to exceed \$50,000.00,  
21 for a term of 12 months, commencing October 1, 2021,  
22 and ending September 30, 2022.

23 Is there a motion to approve this resolution?

24 MS. KOBRINSKI: Mr. Chair, it's just a motion to  
25 discuss, not to approve at this point.

1 MR. TROWBRIDGE: I apologize. Is there a motion  
2 to discuss?

3 MS. FERRADAZ: I make a motion, Ferradaz.

4 MR. TROWBRIDGE: Thank you, Gilda. Is there a  
5 second?

6 DR. ABRAHANTE: Second.

7 MR. TROWBRIDGE: Thank you, Magaly. Any  
8 recusals? Seeing none, now we'll move into  
9 discussion. Just to remind you that we have  
10 successfully used Yellow Box Inc. kiosks to  
11 disseminate information in the Haitian community  
12 going back to May 2014. This includes video screens,  
13 mobile charging stations, and last year, adding  
14 personal protection equipment. And hand sanitizer.  
15 We've worked with Yellow Box to secure better  
16 locations for the displays. And I think you heard a  
17 little bit in Ximena's report, that we used this to  
18 engage in the Haitian community.

19 Any further discussion?

20 MR. ARSENAULT: I just have a question.

21 MR. TROWBRIDGE: Yes, Matthew?

22 MR. ARSENAULT: All right. In the details it  
23 says the recommended action is the authorization to  
24 execute the agreement. So I'm just confused as to --

25 MR. TROWBRIDGE: All right, so let's clarify

1 that, versus the financial amount, is that the  
2 question?

3 MR. ARSENAULT: Well, I guess we said the motion  
4 was not, was just to discuss, but are we actually  
5 voting on the --

6 MR. TROWBRIDGE: Well, I think I was moving too  
7 quickly into the vote --

8 MR. ARSENAULT: Oh, okay.

9 MR. TROWBRIDGE: -- versus taking the original  
10 motion.

11 MR. ARSENAULT: Sorry.

12 MR. TROWBRIDGE: I was getting ahead of myself  
13 and Leigh was pulling back the reigns appropriately.  
14 But we are now in that point where you can approve  
15 both the --

16 MS. KOBRINSKI: Yes.

17 MR. TROWBRIDGE: -- dollar amount and the  
18 authorization to move forward. Great question. Any  
19 other comments? All right, seeing none, all in  
20 favor, please signify by saying aye.

21 ALL: Aye.

22 MR. TROWBRIDGE: Any opposed say nay.  
23 Resolution is approved.

24 Resolution 2021-E: Authorization to negotiate  
25 and execute an agreement with Boardroom PR, a public

1 relations agency, for a term of 12 months, commencing  
2 on October 1, 2021, and ending September 30, 2022, to  
3 plan and execute public relations campaigns on behalf  
4 of The Children's Trust, in a total amount not to  
5 exceed \$42,000.00.

6 Is there a motion to approve?

7 MR. REYES: So moved, Reyes.

8 MR. TROWBRIDGE: Thank you, Javier. Is there a  
9 second?

10 MS. FERRADAZ: Second, Ferradaz.

11 MR. TROWBRIDGE: Thank you, Gilda. Any  
12 recusals? Seeing none, we will now move into  
13 discussion on number 2021-E. We requested quotes for  
14 services to create, implement comprehensive media and  
15 public relations plan that adheres to our strategic  
16 communication strategies. Putting relationship  
17 building in-person meetings with media, developing  
18 and maintaining the targeted media list, maintaining  
19 relationships with reporters, editors, and key media  
20 publications, and see the other scope of service  
21 bullets here in resolution detail.

22 Any discussion? Again, I think you see the  
23 other quotes, so thank you for that detail. It's a  
24 successful recommended firm of Boardroom PR. Seeing  
25 no further discussion, all in favor signify by saying

1 aye.

2 ALL: Aye.

3 MR. TROWBRIDGE: Any opposed, nay.

4 Resolution 2021-E carries.

5 Our final resolution today is 2021-F:

6 Authorization to negotiate and execute a contract  
7 renewal with The United Way of Miami-Dade County,  
8 Inc., for match funding for the Community Based Care  
9 Alliance of Miami-Dade County (CBC Alliance), in a  
10 total amount not to exceed \$64,000.00, for a term of  
11 12 months, commencing October 1, 2021, and ending  
12 September 30, 2022.

13 Is there a motion to approve for discussion?

14 MS. COLLINS: Collins, so moved.

15 MR. TROWBRIDGE: Thank you, Constance. Is there  
16 a second?

17 DR. ABRAHANTE: Second.

18 MR. TROWBRIDGE: Thank you, Magaly. Any  
19 recusals?

20 MS. FERRADAZ: Recused, Gilda.

21 MR. TROWBRIDGE: Gilda, thank you very much.

22 So let's move into discussion on item E. I

23 think many of you are familiar with this alliance

24 opportunity. This is a leveraged relationship that

25 we have with partners and maintained for a number of

1 years. I think if you look at the scope, you see  
2 some very incredible work that took place that was  
3 not only in our usual space, but obviously in the  
4 pivot with Covid, work that we did under the  
5 alliance. Any further discussion, questions,  
6 comments?

7 Seeing none, all in favor say aye.

8 ALL: Aye.

9 MR. TROWBRIDGE: Any opposed say nay.

10 The motion will carry. Those are the  
11 resolutions that we will be bringing forward to the  
12 full board on the 21st, so if there's any other  
13 questions that come up between now and then, please  
14 let us know. I know Programs and Services are  
15 meeting today at 3:30 and they have a number of  
16 resolutions as well.

17 I'm going to turn it over to Jim for the CEO  
18 report.

19 MR. HAJ: Bill, monthly financial statements,  
20 anything to highlight?

21 MR. KIRTLAND: What I was going to say,  
22 actually, was we needed to amend those schedules like  
23 at the last second, so I don't know if there's an  
24 opportunity maybe to email or provide those schedules  
25 to the committee members following the meeting today.

1 But as far as the numbers, I've looked at them  
2 preliminary basis. It's just, again, to confirm that  
3 we look like we're on track as far as the forecasting  
4 of how we think the year is going to come to fruition  
5 with the realized expenditures as we discussed today,  
6 understanding what our expenditures would be, again,  
7 in comparison to the budgeted amount. Right now we  
8 have a slight edge on the amount compared to prior  
9 year, year-to-date, at this point. We're spending in  
10 the range of about a million or two million dollars  
11 more than we were at this point last year.

12 Again, I've noted that we actually had some  
13 efficiencies realized in invoicing this past year  
14 with so many providers, maybe administrative staff,  
15 working remotely. We're receiving invoices sooner  
16 and quicker than we have in previous years. So some  
17 of this could be that we're realizing more  
18 expenditures at an earlier date than in prior year,  
19 but we're also trying to use our analytics to see how  
20 much more in quantity our invoices are at this point  
21 of year as last year. But we still think we have an  
22 edge as far as more efficient spending.

23 MR. TROWBRIDGE: It sounds like savings on  
24 postage as well.

25 MR. KIRTLAND: Exactly.



1 MR. TROWBRIDGE: Fantastic. Please circulate  
2 those as soon as you can. And if anybody has any  
3 direct questions, please reach out to Jim or Bill  
4 directly on the monthly financials. Sorry, Mr. CEO,  
5 please.

6 MR. HAJ: Thank you. Two more things. The last  
7 board meeting we said goodbye to Donovan. He really  
8 hasn't left yet, he's leaving tomorrow. He will be  
9 at our Programs Committee. But since his departure,  
10 we moved over -- several different moves, but  
11 familiar faces, so Stephanie Sylvestre will now be  
12 taking over Donovan's role, as well as continue to do  
13 IT. And Juliette Fabien, who you've seen at many of  
14 the -- at the board meetings, is now going to be our  
15 chief programs officer. So those were the two moves.

16 Again, we have Donovan until tomorrow, so we'll  
17 milk him for all it's worth. As he's actually  
18 preparing now, just reminded, the PPE distribution  
19 for our community, as well as the curriculum for  
20 summer programs we're doing June -- June 10th down  
21 here at the -- we'll send a notification to the  
22 board. We should have a lot of press. Distributing  
23 over 500,000 PPE, plus the curriculum for the summer  
24 programs in the course of four hours. So we'll spend  
25 a couple of days of physical labor getting everything

1 ready. Hopefully that event goes exceptionally well.

2 So thank you, Mr. Chair.

3 MR. TROWBRIDGE: Thank you very much, Jim. And  
4 I will echo what many of you shared with Donovan at  
5 the last board meeting. Wish him well on his move to  
6 Destin, Georgia. He's going to look great in a green  
7 jacket, I think, don't you?

8 I just want to mention that the Nominating  
9 Committee met probably a week or two ago, and I just  
10 want to remind you that we have a live solicitation  
11 out right now for an at-large board seat. So I would  
12 just encourage many of you if you can think of great  
13 candidates. I know that Dr. Bagner would appreciate  
14 a great candidate pull. We've got some wonderful  
15 folks who we interviewed just a few months ago when  
16 Dr. Abraham came on, but look forward to having you  
17 all engage in that process.

18 Ximena, remind everybody again about Young  
19 Talent Big Dreams for this weekend.

20 MS. NUNEZ: Yes, it's on Saturday on June 5th  
21 and you'll receive an email with a link to watch  
22 online. Very excited about it.

23 MR. TROWBRIDGE: That's awesome. Any other  
24 comments for the good of the order from the  
25 committee?

1       Seeing none, without objection, we'll take a  
2 motion to adjourn.

3       UNIDENTIFIED SPEAKER: [inaudible].

4       Thank you. A second?

5       UNIDENTIFIED SPEAKER: [inaudible].

6       We will stand adjourned. Have a great day,  
7 everybody. Thanks for the good work. And we will  
8 see you at the board meeting.

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11       (Whereupon, at 10:46 a.m., the meeting was  
12 adjourned.)

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CERTIFICATE OF TRANSCRIPTION

The above and foregoing transcript is a true and correct typed copy of the contents of the file, which was digitally recorded in the proceeding identified at the beginning of the transcript, to the best of my ability, knowledge and belief.

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Christy Caldera, Transcriber  
June 25, 2021