



**Finance & Operations Committee Meeting
Transcript**

June 29, 2023

THE CHILDREN'S TRUST
FINANCE AND OPERATIONS COMMITTEE MEETING
(IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS)

MEETING MINUTES

The MDC Children's Trust Meeting, Finance and Operations Committee Meeting was held on June 29, 2023, commencing at 9:30 a.m., at 3150 Southwest 3rd Avenue, 8th Floor, Miami, Florida 33129. The meeting was called to order by Matthew Arsenault, Committee Vice Chair.

AUDIO TRANSCRIPTION

**CERTIFIED
ORIGINAL**

BOARD MEMBER APPEARANCES:

MATTHEW ARSENAULT, Vice Chair
JUDGE NORMAN GERSTEIN
NELSON HINCAPIE
JAVIER REYES
ISAAC SALVER
KENNETH HOFFMAN, ex-officio
SHANIKA GRAVES

1 STAFF MEMBER APPEARANCES:

2 AMANDA GORSKI

3 AUNDRAY ADAMS

4 CAROL BROGAN

5 DANIELLE BARRERAS

6 FELIX BECERRA

7 IMRAN ALI

8 JACQUES BENTOLILA

9 JAMES HAJ

10 JUANA LEON

11 LISANNE GAGE

12 LORI HANSON

13 NATALIA ZEA

14 RACHEL SPECTOR

15 WENDY DUNCOMBE

16 PARTICIPANT APPEARANCES:

17 SOPHIA DELONE

18 LÉONIE HERMANTIN

19 CLOSED CAPTIONER

20 MARIA ESPINOZA

21 DAVID DUCKENFIELD

22 SOLEDAD FOUCAULD

23

24

25

1 P R O C E E D I N G S

2 (Thereupon, the following proceedings commenced at
3 9:30 a.m.)

4 MR. ARSENAULT: It's now 9:30. So, we'll go
5 ahead and call the meeting to order of the Planning
6 and Operations committee. So, first of all -- any
7 further comment?

8 MS. LEON: There is no public comments.

9 Mr. Vice Chair.

10 MR. ARSENAULT: Thank you. Second item on the
11 agenda is approval of the June 5, 2023, finance and
12 operating committee meeting minutes.

13 MR. SALVER: I'll move, it's Salver --

14 MR. GERSTEIN: Second.

15 MR. ARSENAULT: All in favor say aye?

16 (Members collectively respond in the affirmative.)

17 MR. ARSENAULT: Opposed say nay?

18 (No verbal response.)

19 MR. ARSENAULT: -- are approved.

20 Next is presentation approval of 2023, 24
21 preliminary budget and millage rate. So, I'll hand
22 it over to our Chairman --

23 MR. HAJ: Good. Thank you. So, going through
24 the PowerPoint, we updated it since the last board
25 meeting several weeks ago. We'll go to the next

1 slide, please.

2 So, emphasizing program services. So, the
3 total budgeted program for this fiscal year '23-'24
4 \$207 million. Just to give you a little history,
5 when we started the last cycle, we were at \$122
6 million in programming.

7 So this board has significantly invested,
8 increased investment since 2017 from \$122 million
9 in programming to \$207 million. And our strategy
10 we had talked about over the last several years
11 reducing our fund balance, lowering millage rates,
12 and putting more money on the streets and kind of
13 getting to the ideal spot that we are in now.

14 And it's, you know, we're also just trying now
15 to position ourselves for the next five years. So,
16 the board priorities for this cycle coming up. In
17 this cycle, the board, the last several months, the
18 board has -- has approved our solicitations and
19 with -- within those approvals is the breakdown of
20 almost \$8 million for parenting, \$5 million in
21 early childcare, close to \$20 million in youth
22 development or after school programs, \$960 in
23 health and wellness, and \$1 million in PPD.

24 Again, we've continued to drop down our
25 management expenses from close to 10 percent around

1 that same time in '17 to 5.82 percent. And then
2 the next page was a discussion that we had talked
3 in. This committee gave us marching orders to come
4 back and look at the -- look at the millage rates.
5 We talked about the rollback. There was the half
6 mill, a mid-level mill, a rollback, as well as if
7 we put additional funds, where would they go?

8 So, if you look at the scenarios, we have the
9 half mill, A&B, and then the -- the -- the bottom
10 of the spreadsheet of the bottom of the PowerPoint
11 are the identified areas, early childcare. And we
12 didn't -- didn't put almost \$20 million in new
13 development going out the door. We had a
14 discussion about early childcare additional funding
15 in early childcare. This \$5 million comprises
16 childcare scholarships, care payments, and salary
17 supplements.

18 Ideally, we would like the childcare
19 scholarships to be about \$3 million. But we are
20 currently working with other funders and
21 partnerships, hopefully that we put in three, we
22 have two other -- two other groups putting in \$3
23 million from other people coming on board that
24 really help the early childcare needs in this
25 community.

1 Book club membership, we had started 40,000
2 and we have 27 so we had to shut it down. This
3 will allow us to continue opening up and growing
4 school based health. We have that coming down the
5 ad hoc committee's meeting in July about where only
6 half the public schools, we do all public schools
7 charters, private school, and home school kids.
8 And our sub internships are in big demand this year
9 with both on our public school side and our charter
10 school just started this year for the first time
11 ever. So, we're going to see additional growth.

12 So, those are the areas. I know that you had
13 asked you identify some areas and those even with
14 childhood scholarships in mind, we have about 2,400
15 on the way. This is about \$24 million, this \$3
16 million starts going the needle. And if we can get
17 the other partners to help for a year. Well,
18 hopefully we get a legislative base where they move
19 the threshold from 150 percent to either living
20 wage or the -- up to 300 percent of the property
21 value.

22 And then the last slide is the chart that we
23 have -- that we have seen repeatedly with half
24 mill, the mid-level, and the rollback rate. And I
25 kind of like to turn it over to Bill to walk

1 through this.

2 MR. KIRTLAND: Good morning, everyone. Thank
3 you for being here today. And as Jim said, we've
4 looked at this chart almost every meeting,
5 certainly this year and many years prior, just to
6 forecast our five years. And here we are in Year
7 1, embarking on a new funding cycle and kicking off
8 our first adoption of the budget millage rate.

9 With an interesting situation of being closer
10 to our fund balance target than maybe we were
11 operating at last cycle until we arrived at the end
12 of the last cycle. And what -- what scenario lays
13 before us as we have committed to additional funds
14 and all of our recent RPs. So, as stated by the
15 committee at our last meeting is there was the
16 discussion and the wish to see a rate in addition
17 to the half millage and the rollback rate that
18 would give us another viable option that kept us at
19 least at or above our fund balance target.

20 I think that we agreed and saw that the
21 rollback rate was leaving us in a position that
22 left us undesirably below our fund balance that
23 would adequately support our operational expenses.
24 We've still plotted that on our chart so you can
25 see where the rollback rate will leave us affected.

1 This chart has been adjusted slightly from our last
2 meeting being that we did go back and look for
3 additional investment opportunities in both this
4 upcoming year and two years from now.

5 Everything that was brought back into
6 discussion that was identified as a board priority
7 of some of those opportunities had initial
8 investment opportunities and maybe it took a little
9 bit longer to launch. And it will hit us, most
10 certainly, a few years from now. The question
11 being for the committee to discuss today and decide
12 the best course of action is what leaves us in the
13 best position with these investments coming on
14 board and maybe any unforeseen investments that
15 come -- have come -- come to our attention in the
16 next couple of years.

17 This forecast, of course, does build in our
18 expectation of actual spending, meaning that it
19 does use our best practices of seeing how contracts
20 and other areas of our budget have maybe under-
21 utilized certain funds. So, this is really where
22 we expect our fund balance to land each year,
23 despite maybe the way 100 percent budgeted revenues
24 and 100 percent budgeted expenditures present
25 themselves on the schedules that are also part of

1 the agenda today. Being that we've identified the
2 expenditures that we're going to build into our
3 budget in the next two years, at least. The
4 discussion again will be, what's the taxpayer
5 effect on adopting a half millage rate versus this
6 mid-level rate which is also a tax increase.

7 Essentially, we are discussing a tax increase
8 no matter what today, right? But that would be the
9 effect of -- what is the effect of that tax
10 increase differential between the half millage rate
11 and the adjusted mid-level rate that we are
12 presenting here. The chart will show you that the
13 half millage rate estimates about \$8.30 -- \$8.36
14 effect next year, whereas this mid-level rate is
15 only about \$4.34.

16 However, one of the scenarios to would be if
17 we adopt the rollback rate -- sorry the half
18 millage rate this year, is that we do have the
19 options of considering rollback rates in the
20 subsequent years and not announcing tax increases
21 to the public. If we adopt the mid-level rate,
22 that's a tax increase of approximately \$4.34 cent
23 increase to the taxpayer in the planned
24 expenditures that we have coming on board two years
25 from now is we will have to adopt another

1 subsequent tax increase in back to back years.

2 So, there's a tax increase in a one-year
3 effect, and an aggregate tax increase over the
4 course of two years. And the effect of one or --
5 one or either of these strategies is relatively the
6 same. And you can see that because there will be
7 about \$5.64 cent approximated expectation of the
8 rate, or the taxpayer effect that would take place
9 two years from now.

10 So, essentially now I'm going to kick it back
11 over for discussion for the committee on what else
12 needs to be considered.

13 MR. ARSENAULT: Any other comments? I'll open
14 up to the committee members for comment or
15 discussion.

16 MR. REYES: Question. So, the forecast
17 revenues that based on -- based on what you know
18 today from the current cycle -- what about the
19 future how -- are you --

20 MR. KIRTLAND: Future revenue rate? The
21 estimate in future years. I think we -- we
22 discussed a little bit last committee, right? How
23 -- here is that. It did have a substantial
24 increase this year, right? About a little over 12
25 percent. We've been more conservative than that in

1 prior years and in the future years from this year,
2 we're going to continue expecting revenues at just
3 5 percent for now.

4 There's a chance that revenues are still much
5 higher than that in the next year or two. But last
6 cycle, our revenues were only increasing about 3,
7 4, 5 percent per year until we got to these last
8 two years where we saw over 10 percent in the last
9 two years.

10 MR. REYES: Based on the updated numbers --
11 numbers, so --

12 MR. KIRTLAND: Right. Still using 5 percent
13 after this year.

14 MR. HINCAPIE: Remind me the figure that --
15 that exists on, I guess, 9/30/2022, unspent, you
16 know, unrestricted reserves that are going to be
17 available to rollover to this fiscal year, I guess.

18 MR. KIRTLAND: So, maybe what we're
19 forecasting to finish this year unspent?

20 MR. HINCAPIE: Yeah, that might be more
21 practical information. But you know, my -- you
22 know, my question is: Do we have leftovers that we
23 can incorporate into this year's spending?

24 MR. KIRTLAND: That would already be built
25 into the that we're looking at? Yeah, Right.

1 We're trying -- we are expecting that the year
2 finishes at \$47.4 million. There still is the
3 chance that maybe that is off by some tolerable
4 deviation. Maybe that might go up or down, but
5 that is the forecasted final fund balance of the
6 fiscal year that we're in.

7 MR. SALVER: So, and remind me once again how
8 we arrived at \$39 million as the optimum amount of
9 reserves.

10 MR. KIRTLAND: 15 percent of the total
11 proposed operating budget. So, essentially
12 preparing for this. It takes into consideration
13 maybe the budget year that we'll be going into as
14 well as the budget year that we're in. So, total
15 budget that we're looking to adopt this year is
16 227.4 million -- \$227.4 million is the best
17 practice of the GFO way to support at least two
18 months of your operating budget.

19 MR. SALVER: What -- what are you going to
20 suggest?

21 MR. KIRTLAND: Well, I --

22 MR. SALVER: Your personal --

23 MR. KIRTLAND: Okay.

24 MR. HINCAPIE: Your personal suggestion.

25 MR. SALVER: I think that consider the

1 taxpayer effect of both of these strategies and the
2 degree of likelihood that we will need a similar
3 tax increase next year and that the aggregate
4 effect is the same. I do like the potential of
5 adopting the half millage rate this year so that we
6 can have the flexibility in case there are
7 unforeseen expenditures that come to our knowledge
8 this year or next year. But we also have the
9 potential to announce no tax increases in the next
10 year at least, or maybe two years. So, I like the
11 position that that leaves us in.

12 MR. SALVER: But what was the forecast last
13 year for ending fund balance?

14 MR. KIRTLAND: In fiscal year '22?

15 MR. SALVER: Yeah. 47 -- 47 million -- 47.4
16 million. When we're going to end up, what was the
17 forecast for when we adopted the budget?

18 MR. KIRTLAND: Okay.

19 MR. HAJ: Bill is -- is very proud of this.

20 MR. KIRTLAND: All right, great, well, we were
21 -- we missed our expected expenditures by
22 \$1,056,000. So, that was, like, less than a
23 percent.

24 MR. SALVER: So, it's 46 you expected?

25 MR. KIRTLAND: I hope so.

1 MR. ARSENAULT: Comments or questions? So,
2 you -- you need a motion to bring this forward on
3 the recommended rate set. Correct. And that,
4 based -- based on your comment, I believe the -- is
5 there a motion for the half millage rate?

6 MR. GERSTEIN: So moved.

7 MR. HINCAPIE: : Second.

8 MR. ARSENAULT: Any discussion?

9 MR. SALVER: Yeah. I have personally think
10 that -- let me see how to phrase this
11 diplomatically. Yeah. I'm more in the camp that
12 we should have moderate increases for two years in
13 a row, even though we advertise moderate, you know,
14 even though we were advertising a tax increase,
15 because generally, I don't trust government and,
16 you know, don't -- don't -- don't raise taxes today
17 saying we're going to lower taxes tomorrow.

18 So, you know, I think if millage rate that's
19 below five mills gets us to where we need to be,
20 which is illustrated right here in front of us.
21 You know, let's worry about this year, this year,
22 and then we'll worry about next year, next year.
23 You know, I'm much more comfortable with that. You
24 know, rather than just putting the gas pedal all
25 the way to the metal and saying, you know, let's do

1 five.

2 And then, you know, with God's help, if
3 everything goes well, we're not going to have to
4 increase it next year. I don't buy it. So, I
5 think it's prudent for us to raise exactly as much
6 money as we need to spend this year. And, you
7 know, we have all the, you know, staff, you know,
8 the highest quality staff known to man in this type
9 of industry.

10 You know, if they say, you know, this is how
11 much we're going to spend and we can -- you know,
12 we can fund it by not doing the 5 million, then I
13 think it's the prudent thing to do is that, you
14 know, just keep, you, keep it as straight forward
15 and, you know, as straightforward as possible. And
16 you know, go with the orange line, which is 0.4739.
17 Not a huge difference, but it just feels better to
18 me than five.

19 MR. SALVER: I have a que -- I -- is yours.
20 So, your hesitation, you said you don't trust
21 government, many of us --

22 MR. REYES: And I'm in it -- and I'm in it, I
23 in government.

24 MR. HINCAPIE: So, is there anything I mean, I
25 you know, the Children's Trust has been around. Do

1 you know how long? And you know, there was that
2 Sunset Law and it got overwhelmingly improved and
3 it was all based on the trust that the community
4 has on the work that the Trust has done.

5 For that reason, I can support and I'm willing
6 to support the half millage increase because it has
7 been a trust that has provided, transformed, and
8 improved the lives of so many in this community,
9 especially those who are often disenfranchised.
10 So, that's why I feel comfortable that I can put my
11 trust on this organization and on the leadership to
12 be able to fully support the half millage.

13 So, I don't know if it -- so just I feel
14 comfortable. I -- I have the trust because one of
15 the things that I heard you say is you can't trust
16 the government. And while government, I trust this
17 organization.

18 MR. SALVER: Obviously, I was being a little
19 bit hyperbolic with that -- with that comment
20 because I, myself, but you know -- but I'm looking
21 at the graph here and I know I can't even remember
22 how many years we sat around this boardroom and
23 debated on keeping fund balance controlled. And,
24 you know, moreover to a minimum, you know.

25 I -- I -- I don't need to, you know, raise

1 taxes to increase my fund balance by 11 million
2 bucks. Okay. I -- I mean, you know, my mindset is
3 that let's raise enough taxes to pay for the plans
4 that, you know, Jim and his staff had presented to
5 us, you know, it's contra-indicated to the theory
6 of this committee and all the debate that we've had
7 about keeping the fund balance low, you know, to
8 just say, okay, we have the opportunity to levy
9 five millions.

10 Let's just to me, that's not how I do things,
11 okay? And you know, and I understand and, Nelson,
12 I say this almost every reading because I can
13 almost give the narrative that you give over. We
14 are playing for exactly the same team. Our
15 priorities are exactly aligned. And, you know,
16 this -- you know, and -- and I'm giving over my
17 opinion as someone that has done this close to 20
18 times here and 24 times in a local government.

19 MR. HINCAPIE: So, Isaac, you've done this for
20 20 years? So, then in that case, I blame you for
21 what the kinship care, grandparents and parents
22 lost in funding in 2010 because this Trust cut its
23 kinship care. Those were the first ones to get
24 cut. And I came in here and I pitched at more and-
25 and at the Trust because it wasn't fair. So, in

1 preparation for what's coming, I again, I'm willing
2 to support and I understand -- and I understand
3 that.

4 But -- but the fact that you just said that
5 you sat here for 20 years, and I'm telling you what
6 happened, I don't want that to happen again. And
7 we're in a much better place than we have ever
8 been. And I don't want that to happen again. And
9 I'm not opposing, right, you know -- you know, I
10 could very well say, you know what? That's their
11 problem. And at the end of the day, it's only
12 2,000 children in foster care. So, you know what?
13 It's, yeah. Let's just, you know.

14 MR. ARSENAULT: Any other -- other comment and
15 discussion on the motion on the way this is related
16 to but, Judge Gerstein --

17 MR. GERSTEIN: Yeah. I'm ready to vote. All
18 right.

19 MR. ARSENAULT: I think there's a discussion
20 on motion. I think that's -- I don't -- I don't
21 really think that's because this motion because
22 here we have an excess which we're not allocating,
23 so we haven't cut back anything. Does that get to
24 --

25 COMMITTEE MEMBERS: Yes.

1 MR. GERSTEIN: Well, I don't think we were
2 looking at cutting back. I guess the question in
3 my mind is it's not exactly what Isaac's asking is
4 we have just target. We've tried to meet the
5 target of 15 percent. We even think, I believe
6 that that target is aggressive for an organization
7 like this. And I know this is what was discussed
8 last time as well. At the beginning of every year,
9 we get 70 percent of our revenue, I think, in the
10 first four months, right?

11 MR. HOFFMAN: And, so we're -- we're not
12 really running out of money. If we've got to the
13 line. You know, by the end of the year, we've got
14 all the revenue and then we're looking at what we
15 have left to spend. I guess the question is, if
16 we're really looking -- I -- I think we've heard
17 about \$10 million in priorities, James?

18 MR. HAJ: Eight and a half.

19 MR. HOFFMAN: Eight and a half. Why wouldn't
20 we pick a number in between? And, I'm not -- I'm
21 not even sensitive to whether it's a tax increase
22 or not. I think we need to do what's -- what's
23 reasonable for the Trust and what we think we're
24 going to spend. But, I do have -- I do think that
25 \$20 million is aggressive if we have nothing even

1 -- even the -- the inkling in our eyes, to what
2 we're going to spend that on now.

3 I don't have a problem going to the -- the
4 same line right now. I do think we should look at
5 the line in the future once -- now that we've
6 reached it. Because we've been doing this for --
7 at least in my career, for ten years. And, all the
8 people will see to the line now we're there.

9 MR. HAJ: Eight -- eight and a half. Sorry,
10 Ken, when you say 20 million?

11 MR. HOFFMAN: Twenty million gap between --
12 oh, I'm sorry, ten million --

13 MR. HAJ: Because that's I think that's what
14 we're talking about, insuring a building --

15 MR. HOFFMAN: But it's still -- it's still
16 about the budgeted items, still things we haven't
17 really gotten to yet. And, we have room to spend
18 fund balance. That's -- what's my point, is we do
19 have room in the fund balance to become, not just
20 with emergencies, but also with a -- a new -- new
21 projects. So, again, I have no sensitivity to
22 whether it's a tax increase or not. I wonder
23 what's right or about -- notice of the population
24 and who we're serving and what we've already
25 committed to. But, you know, we -- we aren't

1 taking in a lot of money that it doesn't look like
2 we're necessarily going to spend.

3 MR. HAJ: Right.

4 MR. SALVER: And I -- I just want -- you know,
5 I want to just add one more thing that we're, you
6 know, it's our fiduciary duty to budget for this
7 organization based on the current data, the current
8 facts, not prospective -- not prospective
9 information or, you know, probable information or
10 future events. We need to budget for what we have
11 in front of us and what exists today. So, you
12 know, that, you know, is where I'm -- where I'm
13 going with that.

14 MR. GERSTEIN: And, unlike -- I know -- I know
15 how Commission feels about government having also
16 been in it for a very long time, but unlike
17 government to Trusts, the fiscal part of the Trust
18 is very transparent to people. The services that
19 we provide are very transparent to people. And, it
20 isn't like you're taking in money and then it,
21 like, disappears. It actually goes back onto the
22 street to help the citizens and the kids and the
23 families in Dade County.

24 The administrative costs are transparent to
25 only 5, some odd percent. So, that's why I'm much

1 more comfortable looking at the Trust raising more
2 money because the money goes back out onto the
3 street in programs that this community so
4 desperately needs. The community's getting larger
5 and their problems are getting bigger.

6 And, so we need to grow with the -- with the
7 population and the problems. There's a big article
8 today about all the kids that got thrown off of
9 Medicaid, if you saw it in the paper. Yeah, so, we
10 need to step up and help the community where we --
11 where we can.

12 MR. GERSTEIN: If I may -- Yes. -- Mr.
13 Chairman, do you -- do you remember what years were
14 you on with me in here? 2004 to 2010.

15 MR. SALVER: Okay, so those years --

16 MR. GERSTEIN: I left right before you had to
17 do all the cuts. No, I -- I wanted to ask you a
18 question about there, you know, there was a time
19 when, you know, when David Lawrence (phonetic) was
20 still the chairman and there were many people in
21 the community that came to our meetings and said,
22 you know, you got to spend your reserves.

23 You know, our reserves -- our reserves reached
24 75 grand, at one point. And, they covered or, you
25 know, they hovered around 65, 70 grand. And, we --

1 and it took us -- and we couldn't, you know, get,
2 you know, turn it down. I mean, it was a
3 systematic, you know, four- or five-year process.
4 Basically, spend down that reserve to something
5 that, you know, that -- you know, Ken mentioned we,
6 you know, we strive to maintain and, you know, but
7 again --

8 MR. GERSTEIN: But, my fear is exactly what
9 happened in 2010. We should have a big enough
10 cushion so that we can protect the programs and
11 their staff and the clients that they serve in case
12 we suddenly have a recession that the government
13 hasn't predicted.

14 MR. SALVER: Well, I think Ken kind of alluded
15 to that in his comments. He said, and we still
16 have, you know, even in the worst case scenario, we
17 still have 40 million bucks in our pocket. So, I
18 don't know if you, it's majority rules, so --

19 MR. ARSENAULT: I -- I think this is, no it's
20 --

21 MR. HAJ: I appreciate it --

22 MR. ARSENAULT: Yes, I want to say this. I
23 really thought this has been a great discussion.
24 It's a difficult decision. With this, you know, my
25 perspective is very similar to Judge Garcia, growth

1 in the community.

2 And, you know, where I look at it is we rely
3 on Trust staff to put this money to work for the
4 benefit of the kids in the community and for the
5 benefit of community.

6 I think you've gone back and demonstrated that
7 you identify that there are opportunities to do
8 that. And, I also believe that the Trust staff has
9 demonstrated the ability in the prior program to
10 say if we have an excess fund allowance, we have a
11 road map and we've committed with rollback, with
12 executing rollback rates over the past few years.

13 To do that, I think we're going to expect
14 Trust staff and hold them accountable to what we're
15 projecting out here with regard to rollback rates
16 in -- in future years unless there is a need in the
17 community and Trust staff is able to demonstrate
18 that that money should be put to good use for the
19 benefit of the community. So, I think -- I think
20 staff has demonstrated that historical ability to
21 do that. That's why I'm willing to support the --
22 the half millage rate spent. So, with that --

23 MR. HAJ: Yes. Can I just say, I don't get a
24 vote, but -- again, I think that it's a good idea
25 to look at the funds balance target. This is ten

1 years ago or so. I think we did -- we did a great
2 job because we got down to where we wanted to go.
3 And, we should look at the target and see whether
4 that was actually realistic or not. Whether we
5 need, we should really look at your -- in here.
6 Because I think that we'll find that except in a
7 very short period of the year towards the end,
8 we're always going to have 40-, \$50 million, 60-,
9 \$70 million in the bank already because of the way
10 tax collections.

11 I think when you were doing the investment
12 review, you have -- we have a lot of cash. So,
13 it's not a question that we're -- the fund balance
14 is -- is really the number we're targeting and
15 saying we're going to run out of cash.

16 MR. KIRTLAND: I would say the only other
17 consideration of that, right, is a lot of our
18 obligations don't just hit, like, on a one year
19 basis and what our fund balance supports. So, a
20 lot of the discussions around how programs will get
21 cut or supported, you know, in a one-off basis, it
22 ends up affecting us for two, three, four, five
23 years. So, even though something like, do we need
24 to help this instance out, \$1,000,000 this year,
25 you know, in the cycle or in the whole fund cycle

1 perspective is that we really need \$5 million. So,
2 the -- essentially that's why maybe the fund
3 balance is managed, you know, in the whole five-
4 year cycle perspective. Because a lot of these
5 decisions end up costing us times five rather than
6 just the, do we have enough money to deal with that
7 right now?

8 MR. HAJ: Which I guess what you mean by that
9 is we need, in the world of 39 almost \$40,000,000
10 seems like a lot of money to have in one year to
11 cover the expenses. Because in one year it's not
12 really viewed in the perspective of what could be
13 depleted in one year, but that's going to continue
14 for a while and then that's necessary to help fund
15 an additional year to --

16 MR. HAJ: Exactly -- the other thing is that
17 we've squeezed out a lot of inefficiencies, but
18 there's a lot more. And, I realize there's a fee
19 for a buffer there. But, again, I think if we look
20 at our actual, this is just our account, right?
21 It's nothing to do with what's in the bank.
22 Exactly.

23 MR. HOFFMAN: There's a lot of money in the
24 bank all year to support the Trust. And, at the
25 end of the year, we're -- we're not in a position

1 where we had some -- we had a shortfall or
2 something, we wouldn't be able to fund it from a
3 cash point of view.

4 MR. ARSENAULT: With that, I'll call it to a
5 vote. All in favor of the motion for the half
6 millage rate? Say aye.

7 (Members collectively respond in the affirmative.)

8 MR. ARSENAULT: All opposed.

9 MR. SALVER: Opposed.

10 MR. ARSENAULT: Motion carries. Okay, moving
11 on to the next agenda item. We have five
12 resolutions.

13 First resolution 2023-A: Authorization and
14 negotiate and execute an agreement with Balsera
15 Communications, a public relations agency, for a
16 term of 12 months, commencing October 1, 2023, and
17 ending September 30, 2024, to plan and execute
18 public relations campaigns on behalf of The
19 Children's Trust and in a total not to exceed
20 \$48,000.

21 MR. ARSENAULT: The motion --

22 MR. GERSTEIN: So moved.

23 MR. HINCAPIE: Second.

24 MR. ARSENAULT: The discussion? Any recusals?
25 That -- all in favor say aye.

1 (Members collectively respond in the affirmative.)

2 MR. ARSENAULT: All opposed? Motion carries.

3 Resolution 2023-B: Authorization for a
4 procurement waiver from a formal competitive
5 solicitation to expend monies to be paid to the SIJ
6 Holdings, LLC, d/b/a The McClatchy Company, LLC,
7 parent company of the Miami Herald, for services
8 rendered by the Miami Herald to advertise The
9 Children's Trust Truth in Millage rate, board
10 vacancies, and other advertisements related to
11 funding announcements, activities, initiatives,
12 events, and programs in addition to the 2024 Silver
13 Night and Spelling Bee sponsorships, in a total
14 amount not to exceed \$75,000 for a term of 12
15 months, commencing October 1, 2023, and ending
16 September 30, 2024.

17 Do I have a motion for this resolution?

18 MR. SALVER: I'll move it, Salver.

19 MR. GERSTEIN: Second.

20 MR. ARSENAULT: Thank you. Any recusals?
21 Discussion?

22 MR. HINCAPIE: I have a question. Have we
23 always spent this in -- I mean, it seems to me like
24 less and less people read them. I mean, I've asked
25 my friends and most are not reading the Herald

1 anymore. They're reading either, you know, Miami
2 Dade or community newspapers. Have we looked at --
3 you know, do we use other publications for these
4 notices?

5 MR. HAJ: We do, I mean, if you see some of
6 the large part of it is Silver Night and Spelling
7 Bee, the advertisements, unless things have changed
8 recently, like this year in Department revenue,
9 we're required for our trip millage to use the
10 Herald. I know there was some talk the last couple
11 years about the State changing some of those
12 requirements, but as of now, it has not changed.

13 MR. ARSENAULT: Okay. Further discussion for
14 vote. All in favor say aye.

15 (Members collectively respond in the affirmative.)

16 MR. ARSENAULT: Any opposed? Motion carries.

17 Resolution 2023-C: Authorization to negotiate,
18 execute a service agreement with Print Dynamics to
19 print and prepare for distribution in The
20 Children's Trust trilingual monthly Parenting Our
21 Children newsletter, in a total amount not to
22 exceed \$30,553 for a term of 12 months, commencing
23 October 1, 2023, and ending on September 30, 2024.

24 MR. SALVER: Is there a motion?

25 MR. HINCAPIE: Second.

1 MR. ARSENAULT: Any recusals? Discussion?

2 Hearing none, all in favor of say aye.

3 (Members collectively respond in the affirmative.)

4 MR. ARSENAULT: Any opposed? Motion carries.

5 Next Resolution 2023-D: Authorization to
6 execute a service agreement with Yellow Box, Inc.,
7 to rent and maintain Yellow Box kiosks in a total
8 amount not to exceed \$36,000 for a term of 12
9 months, commencing October 1, 2023, and ending
10 September 30, 2024.

11 Is there a motion?

12 MR. GERSTEIN: I'll move it, Salver. Second -
13 -

14 MR. ARSENAULT: Any recusals? Discussion? If
15 you're all in favor, say aye.

16 (Members collectively respond in the affirmative.)

17 MR. ARSENAULT: Any opposed? None, the motion
18 carries.

19 Finally, Resolution 2023-E: Authorization to
20 expend up to \$50,000 for Community Engagement Team
21 support services in the Haitian community with
22 Hermantin Consulting, LLC, for a term of 12 months,
23 commencing October 1, 2023, and ending

24 September 30, 2020.

25 Is there motion?

1 MR. REYES: I'll move it.

2 MR. GERSTEIN: Second. Move to raise.

3 MR. ARSENAULT: Any recusals? Discussion?

4 Your vote all in favor, say aye.

5 (Members collectively respond in the affirmative.)

6 MR. SALVER: Any opposed? Another motion
7 carries. Next, Mr. Hincapie.

8 MR. HAJ: Thank you. The monthly -- monthly
9 finances were included in the packet. A couple of
10 announcements for events happening. The Battle of
11 the Boats of July 13 from 10-12 and our expos.
12 We're going to be showcasing this also at the board
13 meeting, we have our expos at three locations.
14 July 22, at Booker T. Miami Dade College is
15 central. July 29 at Florida Memorial. We also
16 worked with Luper (phonetic), and Luper will be
17 giving \$15 vouchers each wave.

18 So, that we need help -- the community can
19 help -- to help the community come to these events.
20 So, we'll have more of the full board to announce
21 this, but this is pretty exciting. We're -- we're
22 looking at increasing our numbers. And, this was
23 really the request from the community. Instead of
24 -- of the community. Program one and two please.
25 September 11. September 18th, we need to pass our

1 budget and our millage rate. I think that is it,
2 Mr. Chairman. Thank you.

3 MR. ARSENAULT: There's nothing else?

4 MR. HAJ: Financial disclosure forms, July 1
5 is a weekend. Trying to get them in by Friday.

6 MR. SALVER: Together? Can I ask you?

7 MR. KIRTLAND: Yes.

8 MR. SALVER: One question, do you have, like
9 the cash information in front of you there?

10 MR. KIRTLAND: Like the cash --

11 MR. SALVER: How much, like, if you
12 -- like, the -- how much cash of a size do we have
13 today?

14 MR. KIRTLAND: Can I give you my best guess?
15 Let's see.

16 MR. SALVER: Let's go back to the last month
17 and, like, how much we're sitting on in the banks.
18 As of May 30.

19 MR. KIRTLAND: Course we have the amounts that
20 we -- long-term City National Bank --

21 MR. SALVER: All that --

22 MR. KIRTLAND: It must be at least in excess
23 of \$110 million and my guess right now, however --

24 MR. SALVER: I rest my case.

25 And, let me just -- let me just cover my

1 tracks, you know, before we adjourn. You know, I
2 -- my comments about lack of trust in government
3 had nothing to do with The Children's Trust. You
4 know, I can just like you. No, I called Nelson,
5 you know, I've been I'm approaching 20 years, I
6 think I got on at 26, I mean, 06. So, in 26, it'll
7 be 20 years. And, it is, you know, a very -- very
8 clean quasi-governmental organization. I mean,
9 we've had, you know, challenges over the years, but
10 they've been very, very minor.

11 And, you know, I'm, you know, since I'm a CPA,
12 I'm not an auditor, but, you know, we've always had
13 clean audits and it is a very -- very transparent,
14 you know, well run organization, you know. So,
15 anything that I said about government in general, I
16 was -- I'm pointing, you know, to myself and other
17 governments that haven't been as needed as The
18 Children's Trust. But, you know, I'm proud to be a
19 member of The Children's Trust for as long as I
20 have been. And, you know, I just -- you know,
21 please take no exception, you know, you guys and of
22 course, you know, you guys are doing a great job
23 and including you.

24 MR. HAJ: Thanks for sharing. I don't know
25 how much I'm going to obtain an attitude --

1 MR. ARSENAULT: I say, I appreciate I think
2 this healthy debate is I think good for the Trust,
3 good for holding us as board members accountable
4 and Trust staff accountable. I think it's -- it's
5 very healthy and I appreciate that about it. So,
6 with that next meeting is you have until September.
7 All right.

8 MR. HAJ: In September, might be canceled. We
9 will not have a board meeting. This is getting
10 ready for trial.

11 MR. ARSENAULT: Okay, fantastic. So, I'll be
12 on the lookout for that. Everyone enjoy your
13 summer, meeting adjourned.

14 MR. HAJ: Thank you.

15
16 (Thereupon, the proceedings concluded at 10:08 a.m.)

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11 February 15, 2023
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