



## **Finance & Operations Committee Meeting Transcript**

**May 04, 2023**

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

MEETING MINUTES

The MDC Children's Trust Meeting, Finance & Operations Committee Meeting was held on May 4, 2023, commencing at 9:33 a.m., at 3150 Southwest 3rd Avenue, 8th Floor, The Training Room, Miami, Florida 33129. The meeting was called to order by Mark Trowbridge, Chair.

AUDIO TRANSCRIPTION

**CERTIFIED  
ORIGINAL**

BOARD MEMBER APPEARANCES:

MARK TROWBRIDGE, Chair  
MATTHEW ARSENAULT, Vice Chair  
JUDGE NORMAN GERSTEIN  
NELSON HINCAPIE  
ANNIE NEASMAN  
JAVIER REYES  
ISAAC SALVER  
LEIGH KOBRINSKI

## 1 STAFF MEMBER APPEARANCES:

2 CAROL BROGAN

3 IMRAN ALI

4 JACQUES BENTOLILA

5 JAMES R. HAJ

6 JUANA LEON

7 LISANNE GAGE

8 LORI HANSON

9 NATALIA ZEA

10 RACHEL SPECTOR

11 WENDY DUNCOMBE

12 WILLIAM KIRTLAND

13 XIMENA NUNEZ

14 YULIET ALFONSO

15

## 16 ALOS PRESENT:

17 BRYTTANY STRINGER

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

2 (Thereupon, the following proceedings commenced  
3 at 9:33 a.m.)

4 CHAIRMAN TROWBRIDGE: Good morning,  
5 everybody.

6 (Chorus of Good morning)

7 MR. HAJ: Good morning.

8 CHAIRMAN TROWBRIDGE: -- We got a quorum.  
9 We call the Finance and Operations Committee on  
10 Thursday, May 4th, 2023 to order. Do we have  
11 any public comments?

12 MS. LEON: We do not have any public  
13 comment activity.

14 CHAIRMAN TROWBRIDGE: All right. In the  
15 package today we have the meeting minutes  
16 proposing, another form to launch 30th meeting.  
17 Really just a summary of activities. So, I  
18 don't know if you need to approve for the  
19 afternoon.

20 MS. LEON: We do, we have that. We have  
21 March 2nd.

22 CHAIRMAN TROWBRIDGE: We have to have that.  
23 Very much accept the minutes presented.

24 MR. SALVER: I'll start here.

25 CHAIRMAN TROWBRIDGE: Thank you. All right

1 -- Your Honor. Any discussion? All right.  
2 See, how many in favor say aye.

3 COMMITTEE MEMBERS: Aye.

4 CHAIRMAN TROWBRIDGE: Any opposed nay.  
5 Carries the minutes. Minutes are approved.  
6 Well, first of all, I want to say it was so  
7 great to see almost all of you at the champions  
8 -- this past week. A wonderful celebration for  
9 our community. And Annie, I want to say  
10 congratulations on your award.

11 It's just wonderful, just see you up there.  
12 I'm the only one who accepted her award and  
13 song. Quiet, you know, such joy as you might  
14 imagine. It's everyone in the room,  
15 unbelievable crowd and just so much enthusiasm  
16 and energy and so the tally, and the whole team,  
17 it's really a great job.

18 I mean, how many of you have been going to  
19 the park there for years, right? How many of  
20 you have ever been in the room where it looks so  
21 amazing, so joyful, but also the faces of the  
22 Trust.

23 And not only just our honorees, but  
24 families and children that we served. And  
25 really, just wonderful -- wonderful opportunity

1       and the folks that come and participate and  
2       support that event. I know Nelson was there  
3       with President Diego, so many other wonderful  
4       folks.

5               So, the best part is the days after the  
6       event where you're standing in the hallway and  
7       someone says, oh I saw you at the luncheon last  
8       week and you're like, I mean, you know, I can't  
9       see 1,200 people, sure all this -- but it was  
10      really special.

11             And it just reminded me -- you know I ran  
12      into Laurie and her daughter at the pride parade  
13      and others and just, what a wonderful connection  
14      that the Trust also provides is that nexus.

15             So, I just want to say how wonderful it is  
16      to serve together and to be with you this  
17      morning. So, I'm going to turn it over to our  
18      CEO, Jim looking good there in two dimensions.  
19      As we begin to look at our five-year budget  
20      plan, we're going to have a presentation with  
21      Jim and Bill, and I find enough along with Enron  
22      to brief me yesterday.

23             And I'll also point out, to talk again a  
24      little bit about fund balance and the good work  
25      that we've done over the last year -- year-and-

1 a-half, really at the direction of this  
2 committee and with the support of the Board.  
3 So, Jim, take it way.

4 MR. HAJ: Mr. Chair, Thank you. Good  
5 seeing everybody. I'm sorry, I'm not there in  
6 person.

7 So, it's that time of year, I just want to  
8 thank Bill for -- you have two charts in front  
9 of you, he's been working since January to get  
10 ready for trim discussion, getting into the  
11 millage discussion as well as the trim meetings  
12 of September.

13 You have two charts in front of you. One  
14 is -- the top chart, the five-year cycle which  
15 we developed a plan, implemented a plan, great  
16 success. But just want to look back at what the  
17 last five-year cycle and the results. And then  
18 the bottom chart is the next five year cycle.

19 And it's the projections of where we're  
20 going. And again, these are projections. I  
21 just want to talk a little bit about timeline.  
22 So, today, it's just a discussion. We will not  
23 have numbers from the property appraiser until  
24 June 1st.

25 I know we moved your -- the June Finance

1 Committee on you for next month because we  
2 couldn't turn it around in time. The property  
3 appraiser numbers come out June 1st, our Finance  
4 Committee was scheduled for June 1st, that's why  
5 we asked you to give us a couple of days and we  
6 rescheduled to, I believe it is June 4th or 5th.

7 Then we'll come back in July with the final  
8 property numbers. And then that's when the  
9 Finance Committee will recommend to the Board  
10 and the Board will have to take a vote on the  
11 millage rate. And then September is a trim.

12 And just going back to last, the dis --  
13 something relevant, is that pretty much we're on  
14 a new five-year funding cycle, youth development  
15 the Board approved last mo -- two weeks ago. We  
16 have one more in June of parenting and then all  
17 our money will be out the door for a five-year  
18 cycle.

19 So, really a lot of discussion today is how  
20 to support that funding for five years, as well  
21 as just, you know, right now, the property  
22 market is great, and hopefully it stays that  
23 way, but we don't know what it's going to look  
24 like, year three, four, or five.

25 We also don't know what the community needs



1 are and if you know, we have -- we're hoping to  
2 continue the fund balance. But we were there in  
3 COVID when this community needs us the most.  
4 So, we want to have that discussion too of how  
5 to -- how are we there?

6 There will be a natural disaster, there'll  
7 be something down the road and how we position  
8 ourselves to respond in a great manner. So,  
9 with that I'll turn over to Bill to really talk  
10 about the charts and anything that -- a lot of  
11 things that I missed. Go ahead, Bill.

12 MR. BILL: Okay, thanks Jim. As Jim said,  
13 this is primarily information that we  
14 traditionally bring in May to spark the  
15 discussion. We're preparing for our budget  
16 meetings in both June and July, which are the  
17 beginning, you know, proceedings, preparing for  
18 the trim meetings in September.

19 So, the schedules that we would be bringing  
20 in June and July are going to follow, you know,  
21 the mandated formats of what the budget is that  
22 we have to provide over to the stain and  
23 ultimately vote on. So, in this meeting, and we  
24 will continue to have this information available  
25 as we have the future budget discussions.

1           Is -- we'd like to present the outcomes or  
2           what we forecast to occur in the long-term. We  
3           always like to have a five-year projection  
4           discussion just so that we can keep, you know,  
5           our basis and what our courses, and I wanted to  
6           start with just showing how we project to be  
7           completing our prior five-year cycle.

8           Five years ago we started this exercise. I  
9           don't know how much before that, we always kind  
10          of looked at five years as a collective like  
11          this. But we had a different set of challenges  
12          starting after this 2017, 2018 cycle came to a  
13          conclusion in a presentation we actually had to  
14          -- our youth development providers yesterday.

15          I was thinking about how much has changed  
16          as far as our funding commitments. Back then, I  
17          think we were looking at -- I'll just -- because  
18          I can remember the youth development numbers, it  
19          was only about \$46 million of each development  
20          investment.

21          And that became last cycle about \$59  
22          million, and now we're at around \$81.2 million  
23          projected for the entire initiative. That is  
24          just one of our initiatives, is one of, you  
25          know, our flagship initiative with most of the

1 funding.

2 But that kind of gives you some perspective  
3 of, you know, the investment commitments that  
4 we're making as we go from year to year and  
5 cycle to cycle. So, our challenge last five-  
6 year cycle was starting with the -- with what we  
7 consider too high, a fund balance, nearly, \$70  
8 million and we needed to drop that down.

9 It gave us opportunities to both make  
10 additional investments in our initiatives, but  
11 also we did not have to go back to a full half  
12 millage rate as often as we had in the past.  
13 Maybe we had about a decade or so long of  
14 consistently adopting the half millage rate and  
15 we were able to adopt the rollback rate more  
16 often than we had pre -- in our history, last  
17 five-year cycle.

18 That's something we would like to replicate  
19 going into even this upcoming five-year cycle,  
20 looking for opportunities to make sure that we  
21 have enough funding in place for our programs.  
22 But then maybe in the interim years of the -- or  
23 in the middle years of our five-year cycle, look  
24 for opportunities just to adopt a rollback rate  
25 where we can.

1           So essentially, you can see transitioning  
2           from the first five-year cycle to what we are  
3           projecting is we think we are going to conclude  
4           this year the one that we're currently in,  
5           anywhere around \$47 million. That's our  
6           forecast right now with several months left of  
7           our current fiscal year.

8           We don't project that that should -- we  
9           should deviate materially from that number. We  
10          think that our forecasting number has gotten  
11          more and more accurate as this cycle has done a  
12          lot, that's the benefit of having an extended  
13          cycle and experience with our programs is more  
14          accurate knowledge of the contract performance.

15          So, what we presented is two different  
16          scenarios. As you can see, if you're like  
17          Isaac, you can maybe get the figure chart to  
18          follow on page 2. And so you can see it a  
19          little bit more clearly or you can just zoom it  
20          on your iPads with your fingertips, make it  
21          bigger, is that we have, as we normally do,  
22          bring at least two scenarios, one including the  
23          rollback rate.

24          Another one with what we're also presenting  
25          is the half millage rate. Half millage rate, of

1 course, does yield a tax increase of  
2 notification to the public, whereas the rollback  
3 rate does not is sustained level of funding if  
4 the equivalent to the revenue that we brought in  
5 last year.

6 However, they do have two different  
7 outcomes in perspective with our goal as an  
8 organization to consider what we consider a safe  
9 fund balance reserve. It's anywhere around the  
10 high 30 around like \$38 million.

11 And the rollback rate would temporarily  
12 bring us below that mark. And whereas the half  
13 millage rate will also bring our fund balance  
14 down, it won't bring us all the way down to what  
15 we consider to be the floor, which is again 15  
16 percent of our total operating expenditures.

17 That is a best practice that we follow  
18 established by the GFOA. Essentially, so the  
19 model carrying out the rest of the five years,  
20 and this could be of course what's discussed and  
21 will, you know, be massaged as we go throughout  
22 the years, is that, we replicated the millage  
23 strategies throughout the rest of the five  
24 years.

25 That's why they're mirror images of each

1       other. So, there are options about what millage  
2       rates and may be later years to adopt. But as  
3       you can see in the 23, 24 year, that's where we  
4       can sit -- where we create the split and for  
5       now, deciding what would be the best course of  
6       action as far as fund balance management and  
7       considering and our total investments coming for  
8       next year. So, I think at this point I'll just  
9       allow the committee members now to start  
10      discussion.

11           CHAIRMAN TROWBRIDGE: Great. How about  
12      some questions? Any thoughts you're looking at,  
13      obviously, the next five years we're going too  
14      much of work we're doing in terms of our fund  
15      balance release or remains surrounding cycle.

16           MR. SALVER: Remind me and, I guess, for  
17      the benefit of those that don't remember what is  
18      the number, that would equate to two months of  
19      overhead? What is that number -- yeah, what is  
20      that number? Because that's, I think we adopted  
21      that decades ago as what our fund balance should  
22      be, two months of operating expense.

23           CHAIRMAN TROWBRIDGE: Right.

24           MR. SALVER: So, what is that number?

25

1 CHAIRMAN TROWBRIDGE: So, you would like to  
2 know the actual number, is --

3 MR. SALVER: What's the number that we've  
4 been using?

5 MR. BILL: The rule thumb has been 15  
6 percent of total operating budget. So, if we  
7 were saying, what is that number this year, in  
8 our current year adopted budget, that would be  
9 15 percent of --

10 MR. KIRTLAND: It's the doted line on the  
11 chart.

12 MR. BILL: Exactly. It's the dot line on  
13 the chart. But just in case that we're  
14 interested in the actual numbers, it would be 15  
15 percent of \$190.7 million. And that's in our  
16 current adopted budget this fiscal year 23. So,  
17 that number is \$36.7 million this year.

18 MR. SALVER: Wait. You said our budget is  
19 197 million. So, is it 15 percent of that?

20 MR. BILL: Yes.

21

22 MR. SALVER: That's 30 million bucks, \$28  
23 million. And, you know, I just want to say  
24 since, you know, I deal a lot with, you know,  
25 the property appraiser's office and looking at

1 real estate values, they're not going down, that  
2 I can guarantee you. There's going to be a  
3 significant increase in the Dade County tax.

4 And next for sure, the -- you know, the  
5 appraiser's office is getting caught up with all  
6 their -- you know, with all their hearings about  
7 evaluation hearings or they're -- you know,  
8 they're -- you know, they've closed that gap, it  
9 used to be an 18 month gap.

10 You know, now it's like, you know, you file  
11 a petition and you know, they're hearing those  
12 arguments within three or four months. So, you  
13 know, whatever we get on June 1st is going to be  
14 a large number, and it's going to be  
15 significantly higher than it was last -- .

16 So, I'm -- you know, I'm saying all of this  
17 is as a predicate, you know, my typical position  
18 we got -- you know, if we got to rollback rate,  
19 you know, that puts us at 197 million a deal to  
20 us. We should definitely go with that.

21 And not only does that and, you know, allow  
22 us to say, hey, we didn't raise taxes while  
23 doing the same or more programs, but it will  
24 also give us back that margin that we could tap  
25 into, like Jim said, in case we need to react to



1       some type of catastrophic event or just, you  
2       know, change the game on some level with, you  
3       know, an opportunity that arises.

4               That's, you know, that's my feeling.

5               MR. TROWBRIDGE:  -- Other thoughts?  With  
6       the person, I remember a conversation regarding  
7       this convo or this topic.

8               MR. ARSENAULT:  Yeah, I think, you know, I  
9       really, really think it's a solid process.  
10       Looking back to the success if you go to the  
11       first chart, right?  You all had a plan, right?  
12       And I think executed that plan successfully with  
13       regard to, Hey, here's sort of our baseline of  
14       where we need to have this fund balance.

15               And right, understanding, right, the -- if  
16       I'm understanding the chart correctly at the  
17       bottom, it's this idea, Well, here's a potential  
18       path of what future tax rates during the funding  
19       cycle will look like to keep us right around  
20       that area.  So, I think that that's a smart way  
21       to look at it.

22               And I think, depending on the kind of  
23       numbers that we see, right, I believe, right,  
24       that the smart thing to do is not get below that  
25       projection for next year.  So, you know, as part

1 of that process, I just think it's a good  
2 process, good way to look at it, and we'll see  
3 where we are with regard to the numbers. I  
4 think, you know, that can always relate to that.

5 I don't know, those of you that are closer  
6 to the commercial real estate market, Isaac,  
7 with regard to how that is intended to play out  
8 because I know that's a big area of concern in a  
9 lot of areas. So, I don't know how that would  
10 potentially impact potential revenue, right? I  
11 mean, residential, commercial, I mean it's just  
12 completely different worlds right now as it  
13 relates to that.

14 So, the plan I believe is sound, and let's  
15 see where the numbers shake out. But I'm in  
16 support of the approach.

17 MR. SALVER: Right. And then you just, you  
18 know, I did a new math. I don't think it's 15  
19 percent of our gross budget. If that's the  
20 case, then the dotted line is wrong. But it  
21 looks like it's closer to taking a hun -- unless  
22 we're using the wrong number, 197 million. So,  
23 using 197 million, what I did was I divided it  
24 by 12 and multiplied that by two, and that came  
25 out a lot closer to what you have here. But the

1 dotted line is still above the number that I  
2 gave you.

3 MR. KIRTLAND: Usually what I do in  
4 preparing for the fund balance, actually, with  
5 in respect to the dotted line is making sure  
6 that we're prepared for the ending, the year  
7 with the fund balance that supports the next  
8 year's, as expected, adopted budget.

9 So, if we know we're going to have a budget  
10 increase next year, and even in the prior year,  
11 to try to start preparing for making sure at the  
12 end of the conclusion that fiscal year that we  
13 have enough in place to support an expanded  
14 budget next year.

15 So I -- usually the 15 percent is adopted  
16 to what we expect the next year's budget being.  
17 I don't know if that made any difference. Maybe  
18 in a calculation --

19 MR. SALVER: Let me ask you a question.  
20 Historically, we don't spend all of our  
21 earmarked fund, right? Can you give me a  
22 percentage, more or less, if we've done grants  
23 of -- let's say if our total budget is 197,  
24 let's say --

25 MR. KIRTLAND: Okay.

1 MR. SALVER: -- grants -- let's say grants  
2 of 160 million bucks. How much, you know, what  
3 is the percentage of the amount of money that  
4 was spent versus the amount of money that was  
5 granted?

6 MR. KIRTLAND: Under-utilization last year  
7 was 8.6 percent of the total budget.

8 MR. ARSENAULT: How much?

9 MR. SALVER: 8.6.

10 MR. KIRTLAND: 8.6 percent --

11 MR. SALVER: Under utilized.

12 MR. KIRTLAND: Now, that might not all be  
13 attributable to the grants and the contracts,  
14 but that's the total budget performance. And  
15 most of what we fund is in the contracts.

16 That was one of our best years in the cycle  
17 so far. So, we're hoping that we see -- that's  
18 one of the benefits of the five-year cycle is  
19 the improvement of the performance. The year --  
20 the cycle started out with 14.6 percent under-  
21 utilization the first year, and it gradually had  
22 a slope all the way to 8.4 percent. Sorry, 8.6  
23 percent; 8.6.

24 MR. SALVER: So given that, you know, we've  
25 been on a five-year cycle, I guess this is

1 almost -- this is probably the second time we've  
2 done a five-year cycle, right?

3 MR. KIRTLAND: We're discussing our second  
4 five-year cycle, the one we're going into..

5 MR. SALVER: Now, you know, how does this  
6 affect organizations, or you know, potential  
7 providers that try to, you know, become  
8 providers that are not providers now? And, you  
9 know, there are organizations out there that I'm  
10 sure would love to be partners with the  
11 Children's Trust. How difficult is this, you  
12 know, the fact that we're on a five-year funding  
13 cycle, does it make it, for organizations that  
14 are on the outside of our circle?

15 MR. KIRTLAND: Jim, do you want me to  
16 answer the question?

17 MR. HAJ: No. Let me jump in. Isaac, good  
18 question. We talked about that when we shifted.  
19 That was a huge discussion when we shifted from  
20 the three to five-year cycle, is what are we  
21 going to do for those organizations? You know,  
22 a five-year may be a long wait for some people  
23 who have not been able to get in.

24 We positioned ourself last cycle at mid-  
25 cycle. If we do see a big need, or requests

1       that we can be able to pivot, we really didn't  
2       see it. This cycle when we released, I think 95  
3       percent of the organization that applied that  
4       could receive and that scored well, received  
5       funding.

6               We really didn't have people that we turned  
7       away that had the ability to consume trust  
8       funds. So, we will continue to monitor that.  
9       We still have our small CBO going out the door  
10      for the -- that'll be coming in front of you in  
11      June, for those small organizations, or in two-  
12      year grants with innovation fund that comes out  
13      every other year.

14             And we have their smaller funds for  
15      organizations out there as well, but we really  
16      haven't seen the need. And if it is, it's  
17      something we discussed that we will come back to  
18      the Board mid-cycle to see if there's an RP or  
19      something that we need to do.

20             MR. KIRTLAND: Excellent. Can I provide  
21      one reminder?

22             Isaac, as you said something earlier, I  
23      think that may be in previous meetings I needed  
24      to say before is despite what the property  
25      values are estimated to be when we received the

1 June assessment and the July finalization, that  
2 has an effect on the fixed rates that we  
3 discussed, like a half millage rate.

4 So, the values that I've estimated and  
5 we're talking about applying a half millage  
6 rate, perhaps the tax revenue, if we were to  
7 apply that rate, will come in much higher  
8 because the total value of the properties will  
9 come in much higher.

10 But in the case of a rollback rate, the  
11 effect on the fund balance will be the same,  
12 right? Like that rate just moves --

13 MR. SALVER: That moves up to where --  
14 right -- where --

15 MR. KIRTLAND: It's equivalent to revenue.

16 MR. SALVER: It freezes us in time.

17 MR. KIRTLAND: Right. So, on the chart,  
18 basically the orange line that you're looking at  
19 would remain where it is. And then, maybe your  
20 green line would, you know, be much higher  
21 depending on the percentage, you know, over this  
22 initial forecast.

23 MR. ARSENAULT: This may be a dumb  
24 question. Is there absolutely any rationale  
25 between some rate in-between or is that just

1       potentially confusing to the taxpayer with that?  
2       Right? Is it half mill a rollback and nothing  
3       in between?

4               MR. SALVER: No, it's absolutely --

5               MR. ARSENAULT: -- in there.

6               MR. SALVER: Yeah. We -- you know, that,  
7       you know, we can't go above by, you know, five  
8       mills, but, you know, we could even go lower  
9       than the rollback rate, theoretically.

10              MR. ARSENAULT: Right.

11              MR. SALVER: So we can do anything we want  
12       up to --

13              MR. ARSENAULT: But if --

14              MR. SALVER: -- up to the maximum.

15              MR. ARSENAULT: -- if it's above the roll -  
16       - if it's the roll -- any amount above the  
17       rollback rate we have to make -- it's considered  
18       taxing grace.

19              MR. SALVER: That's correct. Exactly.  
20       That's the roll. That's the roll. You see,  
21       even if -- you know, if it's like -- let's say  
22       4.2 is the rollback rate --

23              MR. ARSENAULT: It's a tax.

24              MR. SALVER: If we do 4.25, we advertise  
25       that we raise tax.



1 MR. ARSENAULT: Yep. Understood.

2 MR. KIRTLAND: I would say maybe what would  
3 guide the discussion, right, in the discussion  
4 of any middle-tier rate between the rollback  
5 rate and the half millage is, what's the, I  
6 guess, tolerance or the interests of the  
7 committee to have flexibility above what we are  
8 trying to consider our floor if the unexpected  
9 happens, as Jim --

10 MR. ARSENAULT: : Right.

11 MR. KIRTLAND: -- alluded to. So, right  
12 now, maybe if you adopted a rate in between  
13 rollback and half millage, you might meet at  
14 equilibrium of our dotted line. But then in the  
15 preceding years, you might not be as reactive to  
16 anything.

17 MR. ARSENAULT: : I really, I think it  
18 comes down to whether, as a committee, right,  
19 essentially that dotted line, we want to  
20 consider that as a floor that we should never be  
21 below, right? Because if that's the case,  
22 right, then, right, you have to be more  
23 conservative and in a half mill or rig like  
24 that, and then when you're comfortable that the  
25 rollback rate will keep us above that floor,

1       that's when we move to a rollback rate.

2               I mean that but that's whether we agree  
3       that it is, in fact, the floor or just a general  
4       target that you should be close to or near. And  
5       that's something I think we would discuss at the  
6       future meeting.

7               MR. SALVER: You know, what William  
8       emphasized is that, you know, the rollback rate  
9       makes it kind of easy for everybody involved  
10      because the rollback rate puts you exactly where  
11      you want to land. So, you know, there's not a  
12      lot of moving parts to that. Here's the  
13      rollback rate and then -- use last year's  
14      spreadsheet and just change the date on top.

15              MR. HAJ: Right. But I think we're saying  
16      right now is if we consider that a floor, if  
17      that's sort of the -- if the committee  
18      recommends that that dotted line is the floor,  
19      then, you know, we would not recommend a  
20      rollback rate because we're confident that it  
21      will put us below that floor, right? So -- but  
22      again, that it all depends on just whether you  
23      consider that a hard line or not.

24              MR. KIRTLAND: And just considering that  
25      our expenditure commitments going into the new

1 cycle are completely new and different compared  
2 to the revenue that we adopted last year.

3 MR. SALVER: Right. And then we --  
4 honestly, we have the potential to do more and  
5 grow the proper way and put more money on the  
6 streets, you know, for the children of the  
7 accounting, that's what our raison d'être is.

8 You know, we want to spend money at home.  
9 And if we can make, you know, I remember, you  
10 know, I guess the judge and I had served  
11 alongside of David Lawrence, actually.

12 MR. KIRTLAND: We did.

13 MR. SALVER: And he, you know, he used to  
14 give us short but incredibly powerful diatribes  
15 on, you know, how this organization could move  
16 the needle on whether the literacy or help and,  
17 you know, help of children, you know, parenting,  
18 et cetera, et cetera. So, I mean, if we have  
19 the opportunity to do that, I would always  
20 support that.

21 MR. KIRTLAND: Thank you, Isaac. Nelson?

22 MR. HINCAPIE: And Mark, to your point of  
23 view --

24 CHAIRMAN TROWBRIDGE: The question for me  
25 is how much have we done to move the needle?

1 Are, you know, are reading levels improving?  
2 Are kids graduating? Are -- and -- so that's --  
3 we've been around for 20 years and I know that  
4 you guys -- but it took us forever to get a  
5 memorandum of understanding with the school  
6 district to be able to look at data.

7 So, to me is, are we really better off than  
8 we were? I mean, are -- can we honestly look at  
9 what we've done and can we honestly look at the  
10 communities that we serve, and can we say, Yes,  
11 you know, all children are reading at third  
12 grade -- all the children in third grade are  
13 reading at reading level. I mean, at their  
14 reading level.

15 And if that's the case, then that should  
16 mean that graduation rates are improving. But  
17 when you go and look at the data, I would  
18 venture to say, I believe that's not the case.  
19 High school graduation grades are dropping in  
20 Miami-Dade County.

21 So, I mean, if -- and I know that the, you  
22 know, the pandemic had a huge chilling effect on  
23 all of that. So, in effect, that's something to  
24 look at it. But again, it would be, you know,  
25 looking -- to your point, Isaac, is how do we

1 move the needle?

2 MS. NEASMAN: So, you know, I guess that's  
3 why I so appreciate Lori, and her cleaning, and  
4 what she's done as far as evaluation because  
5 they have clearly showed us that the programs  
6 that The Trust is funding has moved the needles  
7 -- has moved the needle.

8 So, I hear your concern. It may not be to  
9 the extent that we would like it across all  
10 communities, but certainly for the ones I think  
11 that The Trust funds those programs, we can  
12 definitely see through the evaluation efforts.

13 And Jim and his team, and Lori, they do a  
14 stringent evaluation process for this program.  
15 So, globally, we still have a lot of work to do,  
16 but for the 197 million that is being controlled  
17 by this group, the Children's Trust, we could  
18 say that has happened in the last 20 years.

19 CHAIRMAN TROWBRIDGE: So it makes it a lot  
20 -- it makes the conversation, at least for me,  
21 it makes the conversation a lot easier in terms  
22 of what you're asking.

23 MR. SALVER: Well, you're an elder  
24 statesman in this -- on this committee. You  
25 know --

1 CHAIRMAN TROWBRIDGE: I don't know what he  
2 means by that.

3 MR. SALVER: I have an idea of what--

4 Look i am not -- am I any type of counselor  
5 or anything like that. So, I can't comment on,  
6 you know, the graduation rates because I'm not  
7 familiar. But I can comment on the fact that  
8 The Trust, you know, as our budget has grown,  
9 you know, we invest, I would say in the multi-  
10 million dollars in researching and statistics on  
11 whether we're making an impact or where we need  
12 to make a bigger impact.

13 So, I -- you know, and I think, you know,  
14 we're, you know, we're pulling in dollars to  
15 find out how we are doing. So -- and I'm  
16 presuming that, you know, with the staff, with  
17 Lori and with Jim, you know, Bill, and all the  
18 other professionals, you know, that are working  
19 here --

20 You know, I'm hoping and praying that  
21 they're guiding us, you know, in the right  
22 direction where, you know, we can make the  
23 proper investments, you know, to keep on moving  
24 the needle because we definitely haven't moved  
25 the needle. Even if it means, you know, a

1 couple of city buses going by with The  
2 Children's Trust load on.

3 And I know, you know, there's an impact in  
4 the community, period. There's an impact on the  
5 community, and I think it's felt in a com -- you  
6 know, all along the cross section from every  
7 population, you know? Because I know my  
8 daughter-in-law is a teacher in a private  
9 school. And she says, yes, you know, we have  
10 kids that are getting a book of the month, or a  
11 few books a month that they're reading, you  
12 know, to the little kids.

13 And, you know, I know that people, you  
14 know, when I'm on -- you know, when I'm on the  
15 streets, and at events, and everything like  
16 that, people are going, oh, you're on the --  
17 you're a member of The Children's Trust. You're  
18 on the board. The Children's Trust is the  
19 greatest thing since sliced bread. I mean, you  
20 know, Haitian community, Hispanic community, ev  
21 -- you know, every community, you know, we've  
22 made an impact.

23 And, you know, yes, you know, let's, you  
24 know, keep on, you know, taking the temperature  
25 of the community. Let's keep on getting

1 statistics. You know, help us, you know, the  
2 county is going to help us help you. And --  
3 but, you know, I think overall I think we are --  
4 you know, we are moving in a -- . Your Honor?

5 MR. KIRTLAND: Speaking to his point as one  
6 of the elder statesmen, you know, having been at  
7 the trust when it first started, I mean, the  
8 impact is enormous. It's not just looking at  
9 reading scores, or looking at graduation rates,  
10 because you remember that we do so much more  
11 from dental to eyeglasses to nutrition to  
12 general health to camps in the summer.

13 So, all the indicators in Miami that tell  
14 you how we're doing from crime, drugs, domestic  
15 violence, all of our programs are impacting all  
16 of those areas. We may not have been able to  
17 quantify exactly how much of an impact, but I  
18 can see the impact, Committee can see the  
19 impact. And so we touch all of those areas.

20 I agree. And, you know, Ms. Hanson's  
21 fabulous at the research, and one day we're  
22 going to be able to quantify exactly what the  
23 money has done, but it's clear that it does make  
24 an enormous difference, because before the  
25 trust, we were in deep trouble.



1 CHAIRMAN TROWBRIDGE: Ms. Hanson?

2 MS. HANSON: If I could just make a  
3 shameless plug to our annual report this year  
4 which has a special 20-year insert section for  
5 those data -- community data that were available  
6 over a 20-year trend, which, you know, sometimes  
7 data points go away or change measures, so we  
8 don't have everything that we -- that I would  
9 like to have. But we had a number of indicators  
10 that we were able to look at the 20-year trend  
11 since the trust has been in place.

12 And although, I would agree with Nelson,  
13 you know, the current up -- first, last year or  
14 two, the trends are going in the wrong  
15 direction, right? With the -- and we know  
16 that's the effect of the pandemic, but other --  
17 before that, the 20 years, were pretty much  
18 trending in the right direction.

19 Again, to Ms. Neasman's point, as fast as  
20 we would like, you know? Are there still  
21 disparities? Yes, there are still disparities.  
22 Things maybe aren't moving as fast as we would  
23 might, but for sure, trends have been going in  
24 the right direction for pre-teen pregnancies,  
25 for graduation rates, for insurance coverage,

1       for, you know, all -- a lot of different  
2       indicators of things that -- and then the other  
3       point of the less shameless plug that I would  
4       say about that is that even though it sounds  
5       like a lot of money, \$197 million is a drop in  
6       the bucket in the community our size.

7               And so, the only way that we can make those  
8       contributions to moving the needle is through  
9       collective impact, and the partnership that we  
10      have with all -- and the respect, I think, that  
11      we have with all the other entities in our  
12      community -- you know, respect as a leader in  
13      children's and family services.

14             But also then to gather together and  
15      garner, you know, the health department working  
16      with us on things, or the school system working  
17      with us on things, and the county working with  
18      us on things because that's how you get the mass  
19      -- amass the resource -- right? That's needed  
20      to make the community level change.

21             MR. HINCAPIE: Mark, can I ask her a --  
22      question?

23             CHAIRMAN TROWBRIDGE: Please.

24             MR. HINCAPIE: I know that Nelson had  
25      mentioned the -- no, I'm not going to s -- use

1 the word reluctance, but the -- you know, the  
2 difficulty that we had with the MOU with the  
3 school board. That's all been passed now,  
4 right? -- how does this kid -- or his -- are  
5 there are still, you know, roadblocks,  
6 impediments set up, you know, with the flow of  
7 information between the school board and the  
8 trust?

9 MS. HANSON: We have agreements in place  
10 now, a couple different ways. So, with our  
11 Miami IDEAS Consortium, which is focused on  
12 early childhood, we actually have an agreement  
13 where, UM can integrate data across the school  
14 system, the trust, the ELC, and the county Head  
15 Start / Early Head Start programming. And under  
16 UM, they also have the Chris data system, which  
17 the early intervention service that happen to be  
18 part C through the IDEA funding.

19 So that was something though, that major  
20 legal agreements. Lee (phonetic) was our  
21 partner in helping, you know, shepherd those  
22 through. That is the time-consuming process to  
23 get legal agreements and large systems.

24 But we have a partnership in place. We  
25 have the willingness, and it's just making sure

1       that we mine up those agreements. Separately,  
2       the trust and the district work together under  
3       the purview of the district's research review  
4       process.

5               So, they have a way that researchers can go  
6       to them and propose research projects and joint  
7       projects. And the Summer 305 collaboration that  
8       we have with them, where they place their  
9       teachers in our summer camps, really helped  
10      reach those -- put us on an expedited approval  
11      for our research review because of the  
12      partnership that they have a vested interest in  
13      knowing how it's doing as well as us, right?

14              So we've been -- that's a year by year.  
15      You know, we renew each year. We request the  
16      data, and get it sort of on a once a year.

17              So, it's not like we have just sort of a  
18      data exchange set up that's real time. But once  
19      a year we're able to get our data set matched to  
20      our kids as well as comparison kids that are not  
21      -- well, we don't -- they're not in our  
22      programs, so we don't know what other programs  
23      they have. So -- but that'll at least allows us  
24      to have that data to do the analysis.

25              MR. HINCAPIE: Would it be -- I mean, I

1 would think it would be more practical to have  
2 some type of rolling, you know, information  
3 exchange --

4 MS. HANSON: Yes.

5 MR. HINCAPIE: -- that doesn't exist.

6 MS. HANSON: That rolling has not been  
7 something we've been able to achieve for, you  
8 know, just concerns about FERPA and privacy,  
9 and data protections, and stuff like that. So,  
10 we -- our workaround has been to use the  
11 research review process.

12 Now separately, I will say I should mention  
13 the school health agreement. There is a MOU  
14 agreement -- is it called an MOU? -- the inter-  
15 local agreement between the district, the health  
16 department, and the trust.

17 And in that case, that is real -- so those  
18 nurses that work in the schools, you know, their  
19 data system is populated with all the students.  
20 They only have access to the students in their  
21 school. But on a regular basis, the demographic  
22 information about the students in each school  
23 are there, so that if a kid walks in the clinic,  
24 the nurse can pull up that kids info and see,  
25 you know, oh, they were just here, you know, two

1 weeks ago for this issue.

2 You know, they -- so they have that. And  
3 if the kid moves schools, that also happens.  
4 You know, the record goes with the kid to the  
5 new school. So, for health purposes we have a  
6 different inter-local agreement that allows that  
7 more real time.

8 MR. HINCAPIE: Right. Right. Right.

9 MS. HANSON: Yes.

10 MR. HINCAPIE: But regarding education,  
11 like scores --

12 MS. HANSON: Yeah.

13 MR. HINCAPIE: -- math, and reading, and  
14 that kind of stuff --

15 MS. HANSON: Yeah.

16 MR. HINCAPIE: That --

17 MS. HANSON: That's more on the -- like, we  
18 do it kind of on a yearly basis.

19 MR. HINCAPIE: All right. That's a goal  
20 that we have to work on, you know, because  
21 there's a lot of, you know, political power, I  
22 think, that the folks on the trust -- we can --  
23 if there's something that is, you know,  
24 untapped, information that we can get without  
25 violating FERPA, all those types of things,

1        maybe we can work on that because that's really  
2        important. That'll help us really understand  
3        what the direction of the county's supposed to  
4        go.

5                CHAIRMAN TROWBRIDGE: All right. Great  
6        discussion. Anything else you guys want to  
7        discuss related to the five year market plan?  
8        As I mentioned, we will have several bites of  
9        this apples . Let's continue the great  
10       dialogue. We do have one resolution for  
11       consideration today by the committee, and it's  
12       Resolution 2023-A.

13               The authorization to negotiate an executed  
14       contract with the Center for Social Change,  
15       Inc., for match funding for the Community Based  
16       Care Alliance of Miami-Dade County (CBC  
17       Alliance), in the total amount not to exceed  
18       \$64,000 for a term of 12 months, commencing  
19       October 1, 2023 and ending September 30th, 2024.  
20       Our motion to approve is --

21               MR. SALVER: I'll move it.

22               CHAIRMAN TROWBRIDGE: Thank you. We have  
23       first and a second. Are there any recusals?

24               MR. HINCAPIE: Hincapie. I work for Miami-  
25       Dade, County.

1 CHAIRMAN TROWBRIDGE: Thank you, Nelson.

2 Any others?

3 All right. We'll move into discussion  
4 then. We've been involved in this program, as  
5 you can see in the data on page 4, since 2007  
6 providing the annual funding to the CBC  
7 Alliance. We support staff and operational  
8 costs. If you read a little further down on the  
9 page, you see the other opportunities that we  
10 have by working together under the CBC Alliance.  
11 Again, we are part of the matching program.

12 Any other discussion? Seeing none, move to  
13 a vote. All in favor say aye.

14 MEMBERS OF THE COMMITTEE: Aye.

15 CHAIRMAN TROWBRIDGE: Any opposed, nay.  
16 Resolution is approved. We'll bring it to the  
17 Board. Now we have the CEOs Report. I'll turn  
18 it back over to Jim Haj, the CEO. Jim?

19 MR. HAJ: Mr. Chair, thank you. A couple  
20 of items. As you're aware, we're changing  
21 auditors, and RFP was out. We just want to --  
22 we're still under a code of silence. We will be  
23 bringing back the recommendation in June.

24 We received two applicants. We would like  
25 to have more, but we had two applicants. We



1       just wanted to make sure that we checked with  
2       the State, and we checked with our attorneys,  
3       and we are on path to bring a recommendation  
4       with the two applicants that'll come to you in  
5       June.

6               The monthly financial statements were  
7       attached. And we have three events coming up,  
8       Youth Advisory Committee Service Project  
9       Showcase on Saturday, May 13. I know many of  
10      you attended in the past.

11             Our YAC students have been working all year  
12      on a service project, and this is the  
13      culminating activity. If you can join us,  
14      please do so -- Young Talent Big Dreams Finals  
15      at the Miracle Theater on May 13.

16             And then we have -- it's not on here, but  
17      we have a Board field trip that was advertised.  
18      It's on your calendars, Friday, May 19th. I  
19      know it's an evening. It's at Miami Dade  
20      Kendall College. And it's a Mexican American  
21      Council, American Farm Workers student  
22      recognition ceremony.

23             And these are a lot of the migrant students  
24      down south who will be graduating from high  
25      school the first time in their family -- first

1 child in the family to graduate from high  
2 school. And it's an amazing event. I've  
3 attended several times in the past. And if you  
4 can make it, we're -- we will send out an e-mail  
5 tomorrow if you're going to RSVP. It's a really  
6 moving event.

7 And just finally, we had a youth  
8 development the Board approved a couple of weeks  
9 ago, the youth development contracts. We had  
10 our on-boarding session at UM yesterday with  
11 over 300 in attendance, making sure the on-  
12 boarding process and the contracting process  
13 goes well, and that we set ourselves up for the  
14 next five years to have what this committee  
15 talked about, a great impact.

16 How do we work together with our 170, 180  
17 providers to impact the 36,000 kids? And  
18 Nelson, going to your point, I think one thing  
19 we do talk about data but it's also 36,000 kids  
20 off the street. That's 36,000 kids in our  
21 summer programs and, our after-school programs.  
22 And it's hard to measure what you also have  
23 prevented.

24 So, I'm very proud of the work that we are  
25 -- that the trust has done to get to this point.

1       And yesterday's meeting was phenomenal with the  
2       providers on board. A lot of comments from the  
3       providers, it's the best on-boarding session  
4       they've ever had with the trust. It was a  
5       really great event.

6               So, all the staff who made that happen  
7       yesterday, that was a lot of work, truly  
8       appreciate that. And I think that's it, Mr.  
9       Chair. Thank you.

10              CHAIRMAN TROWBRIDGE: Thank you. And Jim,  
11       just going back to bullet point 1, obviously  
12       under the statute we're required to change  
13       auditors every five years, and I appreciate the  
14       extra layer of due diligence that was done to  
15       make sure even with only two bids, that we're  
16       able to move forward. I know it's difficult to  
17       get -- affirm that it meets all the requirements  
18       that we have, and I know that's something that's  
19       been part of our process since day one.

20              Thank you very much. Is there anything  
21       else for the good of the order?

22              All right. And just make note again, that  
23       the next committee meeting is Monday, June 5th.  
24       As you heard from earlier conversation, we have  
25       it a few days later because of the publishing

1 data -- no-- to put that into their formula.

2 So, just make note of that. I think it's

3 at our normal times, correct? At 09:30 on

4 Monday morning, so set the week together. Okay.

5 Wonderful. All right. Without objection, we'll

6 stand adjourned. Thank you all very much.

7 Great job.

8 (Thereupon, the proceedings concluded at 10:16

9 a.m.)

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9 Cecil Clark

10 Cecil Clark, Transcriber

11 February 15, 2023  
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