



**Finance & Operations Committee Meeting
Transcript**

June 30, 2022

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

The Children's Trust Finance and Operations Committee Meeting was held on June 30, 2022, commencing at 9:30 a.m. The meeting was called to order by Mark Trowbridge, Chair.

**CERTIFIED
ORIGINAL**

COMMITTEE MEMBERS:

Mark A. Trowbridge, Chair
Matthew Arsenault, Vice-Chair
Constance Collins
Nelson Hincapie
Javier Reyes
Hon. Isaac Salver
Kenneth C. Hoffman, via Zoom
Leigh Kobrinski

STAFF:

Amanda Gorski

STAFF: (Continued.)

Bevone Ritchie
Imran Ali
Jacques Bentolila

1 STAFF (Continued):
2 James R. Haj
3 Jennifer Moreno
4 Joanna Revelo
5 Juana Leon
6 Juliette Fabien
7 K. Lori Hanson
8 Lisanne Gage
9 Lisete Yero
10 Marden Munoz
11 Muriel Jeanty
12 Natalia Zea
13 Rachel Spector
14 Samuel McKinnon
15 Tatiana Canelas
16 William Kirtland
17
18 GUESTS:
19 Suzy Schumer, Institute for Child and Family Health,
20 Inc.
21 Ainsworth Geddes, Institute for Child and Family
22 Health, Inc.
23 GUESTS (Continued)"
24 Alexsa Leto, Miami-Dade CBC Alliance
25 Jennifer, Amigos for Kids

1 GUESTS (Continued):
2 Bryttany Stringer, CBC Alliance
3 Lucinda Kerschensteiner, Center for Social Change
4 Allison Schild, CBC Alliance
5 Léonie Hermantin, Hermantin Consulting LLC
6 David Duckenfield, Balsera Communications
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

P R O C E E D I N G S

MR. TROWBRIDGE: Good morning. Is that better?
All right, well, good morning, everybody. Welcome to
our Finance and Operations Committee Meeting,
Thursday, June 30th, 2022. It is about 9:36 and we
are going to begin. I appreciate everyone's patience
with our tech issues we're having. We're having a
little bit of feedback here in the training room. But
I think we resolved that for now. Hopefully those of
you that are listening and participating virtually are
able to both hear us and see us.

So now that we've called the meeting to order,
I'll ask Muriel if there are any public comments?

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

MR. TROWBRIDGE: Thank you, Muriel. Seeing no
public comments, we'll move into the approval of the
June 2nd, 2022, Finance and Operations Committee
meeting minutes. Those are in your package, pages
three.

Is there a motion to approve the minutes as
presented?

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

MR. TROWBRIDGE: Thank you, Isaac. Is there a
second?

1 MS. COLLINS: Constance, second.

2 MR. TROWBRIDGE: Thank you, Constance.

3 Any other discussion or corrections, any
4 additions, clarifications?

5 (No verbal response.)

6 MR. TROWBRIDGE: Seeing none, all in favor please
7 signify by saying aye.

8 (WHEREUPON, the committee members responded with
9 "aye.")

10 MR. TROWBRIDGE: Any opposed nay.

11 (No verbal response.)

12 MR. TROWBRIDGE: The minutes are approved of June
13 2. Thank you all very much.

14 Today's meeting is really a number of
15 resolutions, but as we have been doing over the last,
16 probably, three to four months, both here at the
17 Finance and Operations Committee meeting and even at
18 the Board meeting, we are getting very close to
19 putting out both Millage Rate for the upcoming year
20 and on the Budget.

21 And so, I want to thank all of you for the work
22 that you have done up until this point and the
23 discussion that we'll have today. It's been great to
24 get a lot of public input and comments both here at
25 the Committee level and at the Board. The Board had

1 that opportunity when we were together earlier in the
2 month. And it seems like we're beginning to coalesce
3 around a decision, but we will make that formal leap
4 today and follow through with, what I think, has been
5 the will of this Committee and the Board. But
6 certainly, we'll get another bite at the apple.

7 So I think, Jim, you're going to kick us off here
8 and then we'll certainly hear from our CFO as well.
9 So the floor is yours, CEO.

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

11 So it's that time of year where we're bringing
12 back the budget and the millage for approval to this
13 Committee, bringing recommendation to the full Board.
14 We did have an opportunity, like Mark said, last
15 Committee meeting and at the Board meeting. And it's
16 been a discussion since the retreat really leading
17 into this. So, we have a presentation. Juana, if we
18 have that ready to go. So, we just thought we'll give
19 you some highlights of the budget and the millage
20 discussion.

21 So, the proposed budget highlights, on the next
22 page, we've talked about this from numerous years. So
23 since the last major funding cycle in '18, we're
24 wrapping up the five-year cycle, which we started on
25 back in '18. We added in \$181.8 million in additional

1 services by using the fund balance and the trajectory
2 we've seen in the graph for the last couple of years.
3 By utilizing a fund balance, we put additional money
4 out. We had, out of the last five-year cycle, three
5 of those years were rollback rates, and we're able to
6 bring out fund balance under control. And the plan,
7 as we've mentioned in the past, the plan work as is
8 designed.

9 The commitment prioritizes the importance of
10 program spending for critical services, which the
11 Board has identified. And the total budget for fiscal
12 services for 2022-23 would be \$171,344,548. And that
13 includes, coming off the Board Retreat, the \$2,000,000
14 Early Childhood, the \$1,000,000 Youth Development,
15 \$600,000 in Health and Wellness, \$4,300,000 in FNSP,
16 and \$1,000,000 in Program and Professional
17 Development. Just to remind you, last month, this
18 month, earlier this month, you approved the Reso's for
19 -- the last four bullets were approved at the Board --
20 the recommendations were brought back and you
21 approved.

22 So going to the next, the millage rate. So the
23 Property Appraiser Report, as 6/1, the preliminary
24 assessed tax roll totaling \$374,400,000,000. As
25 discussed at the last Committee meeting, and the

1 Board, it seemed there was a lot of discussion and
2 context around the half mill. Which would put the
3 TRIM at \$177,840,000. And will yield the revenues
4 that will keep the fund balance above the recommended
5 practice, while being able to put additional money in
6 the street.

7 So, the discussion at the retreat and the last
8 several months have been, even with the current
9 budget, there's really no expansion. With the cost
10 rising for salaries, for everything else, if we really
11 want to do expansion into the communities that we want
12 to serve, there'd have to be additional revenue. And
13 this brings us to that point.

14 And, as always, the administrative cost is 6.62
15 percent. Six, seven years ago, we were close to 10
16 percent and we brought down to 6.62 percent.

17 I'd like to go into a chart that we've seen a
18 million times, but where we're at, right now, which is
19 the next slide. So, this is the updated chart. Going
20 back, just a quick look at 17-18, when we started the
21 cycle with \$70,000,0000 fund balance. Again, the
22 combination of putting \$181 additional million into
23 the community, while going roll back rates three of
24 the five-years, brought us to where we need to be.

25 So we're at the point to have the same

1 discussion. What we had talked about last month, or
2 earlier this month, was this, this designed worked.
3 So can we replicate the same design as we go into the
4 next five-year cycle? So, if the Board, at the half
5 millage rate, you will see that it will put us in a
6 position to be able to fund additional programs and
7 possibly, depending on what the economy looks like the
8 next five years, is to go back the rolled-back rates
9 in the next several years. The rolled-back rates
10 look, and you can see the chart, the trajectory going
11 down, but going back to the rolled-back rate would put
12 us in a negative position and we wouldn't be able to
13 sustain it, unless we cut programs.

14 So that is the presentation in front of you, Mr.
15 Chair. I know this is a continuation for the last
16 several months, but decided to get into it so that we
17 can get a budget approved for next year.

18 MR. TROWBRIDGE: Thank you, Jim. I appreciate
19 the update and presentation. Bill?

20 MR. KIRTLAND: Well, thank you for the
21 opportunity to speak. There's really, being that
22 we've gone over this exercise for months, as you
23 mentioned, not many new considerations between what
24 we've already discussed at the previous Committee
25 meeting, the Board meeting. What we're waiting on is

1 an update evaluation from the Property Appraiser's
2 Office that could come in the next few days even. But
3 looking at historical patterns about what that number
4 might look like, we're relatively close to what we
5 would be bringing in in revenue, or applying this
6 millage rate, this total property value basis.

7 So I think, strategically, the discussion has
8 been taking place among this Committee and presented
9 to the Board, up to this point. As Jim already
10 stated, this model assumes growth. What we know, this
11 year, at least the 10 percent increase in the property
12 values, that is what's given us an opportunity to
13 consider, in the future, additional funding. What
14 that could be, what about, in our solicitation. Most
15 significantly, that would potentially expand
16 programming, volume, and total funding minutes. But
17 it also assumes more controlled growth in the future.

18 We are not continuing to assume that the property
19 values will grow by 10 percent every year. But maybe
20 will return to something a bit more manageable that
21 we've seen in years past. Anywhere in the range of
22 four, five, or six percent. That's what we saw in the
23 previous three years before this, before this 10
24 percent hike this year.

25 So with that, I think we'll just kind of kick it

1 over for the discussion and answer any questions,
2 because we don't have anything really new in our
3 model. Again, as we've converted what we've done
4 previously, but we certainly will come back with
5 updated projection to the Board meeting, later in the
6 month, if it will. We'll come back with a
7 presentation, but we don't expect, at this point, that
8 you would see anything significantly move here.

9 MR. TROWBRIDGE: Terrific. And correct me if I'm
10 not right, but you said, historically, that number,
11 that we got in preliminary has generally held?

12 MR. KIRTLAND: Right.

13 MR. TROWBRIDGE: Okay. We'll open it up for
14 discussion. I know we had some previous to that, but
15 I think we've now had two months to kind of look at
16 the updated chart and what it relates to come down.

17 Constance, and then Isaac.

18 MS. COLLINS: Thank you. First of all, thank you
19 for the projections and the -- I hesitate to repeat
20 myself a little bit, but I will go ahead and say it, I
21 think several -- first of all, I think it's important
22 that we continue to work on our investments -- that
23 began, now, close to a year ago, a little over, as we
24 looked at, as a Board, as we looked at what was
25 important to us and advancing those principals --

1 MR. TROWBRIDGE: Constance, I apologize for
2 interrupting.

3 MR. HAJ: Could you turn your mic on?

4 MR. TROWBRIDGE: Will you unmute your mic, just
5 so folks could hear? Because we have people asking in
6 the chat, so.

7 MS. COLLINS: Do I need to start over?

8 MR. TROWBRIDGE: Just unmute your mic. Thank
9 you.

10 MS. COLLINS: Okay. My mic. Okay, thank you.
11 So again, I think -- first of all, again, thank you to
12 the Trust team for providing us with the projections
13 and analysis. I feel very strongly that we need to
14 continue with the .5 millage rate, because this
15 advances the work that we've done, hard work, towards
16 achieving greater commitment to our racial equity and
17 diversity initiatives.

18 I think this is a time, as we continue still to
19 see COVID cases across our community, I know we
20 certainly do, within our own shelter and other
21 programs as well, to ensure that we have the resources
22 to address potential resurgences in the pandemic.
23 And to support our providers in our community both on
24 the mental health span, and mental health standpoint,
25 and programming standpoint.

1 And thirdly, I would make a point that I don't
2 think we are an exception that providers are facing
3 hardship in delivering even the same services that we
4 have always delivered. Because the cost that we are
5 experiencing have risen dramatically. And whether
6 that's the increases needed to ensure our team members
7 are not being evicted because they cannot meet the
8 rising rental rates that are occurring across our
9 community, and put food on the table, or whether it's
10 simply the cost of a gallon of milk that we've seen at
11 the shelter. Providers, like ourselves, are
12 struggling with these rising costs and don't really
13 see an end in sight, but. From utilities, to
14 insurance premiums, to the cost of gas, to the cost of
15 food.

16 So, I don't think this is a time, as a Board,
17 where we should be rolling back. I think this is a
18 time that we need to remain steady, keep our reserves
19 strong, and therefore be better prepared for, what is
20 continuing to be, an exceedingly, challenging time for
21 our community and the providers, and of course, most
22 importantly, for our children. Thank you.

23 MR. TROWBRIDGE: Thank you, Constance.

24 Isaac.

25 MR. SALVER: Thank you, I appreciate it. You

1 know, I too want to give kudos to the staff for
2 presenting all of the accounting information,
3 thoroughly. But I did have a couple of questions.

4 First of all, you know, if I'm reading this
5 correctly, we have an additional 20 million, more or
6 less, in gross revenues, based on the projected
7 taxable values from the county, is that correct?

8 MR. KIRTLAND: Approximately.

9 MR. SALVER: So, if I'm going to --

10 MR. KIRTLAND: -- more like 16 and a half million
11 dollars, additional revenue, compared to last year.

12 MR. SALVER: How much? 16 and a half, is that
13 what you said?

14 MR. KIRTLAND: \$16.3 million.

15 MR. SALVER: Because if you look, look at page
16 five, this document. So the -- yeah, that. So the, I
17 don't know, show me where the 16 is because I see
18 where the 20 is. We projected 2021-22 versus the
19 2022-23 funds available \$199.7, \$219.2.

20 MR. KIRTLAND: Right that's -- sorry, I forgot to
21 unmute my microphone. Look on the ad valorem tax
22 line only, because that's the revenue we're primarily
23 discussing with applying the millage rate.

24 So last year, or right, the last year being the
25 current year that we're in, we're projecting the

1 \$161.5 million to complete the year. And the half
2 millage rate, yielding, \$177.8 million.

3 MR. SALVER: Okay, so beyond that, on the second
4 half of the graph, is the outflow of cash, right?
5 158 for programming, which I guess represents -- oh
6 no, it's -- okay, are there other expenditures apart
7 from this \$189,919,000 down towards the bottom? Or is
8 that what we're planning on expending during the cycle
9 where we get \$220 million in gross revenue?

10 MR. KIRTLAND: I'm trying to clarify your
11 question of --

12 MR. SALVER: Page five.

13 MR. KIRTLAND: Okay, so the total budget
14 (crosstalk) --

15 MR. SALVER: The last --

16 MR. KIRTLAND: -- being 189 --

17 MR. SALVER: -- the right --

18 MR. KIRTLAND: -- .9 million dollars --

19 MR. SALVER: Yeah, the column -- the column, the
20 right most column. You know, I'm just trying to
21 understand something and it's -- and my comments are
22 going to end up talking about net fund balance. So,
23 the right most column, which is a budget that we're
24 really discussing right now, it's projected to yield
25 us funds available of 219,000. Oh, so you're adding

1 the previous fund balance to that, okay.

2 MR. KIRTLAND: Mm-hmm.

3 MR. SALVER: Okay, so you're saying, and we're
4 going to end up with the \$40,000,000 fund balance.
5 And that's where our projected -- is that -- best
6 practice is to maintain a, more or less, --

7 MR. KIRTLAND: Correct.

8 MR. SALVER: -- between 20 and 30 million or two
9 month's worth --

10 MR. KIRTLAND: That would be if our budget was
11 100 percent utilized, that would be our ending fund
12 balance position.

13 MR. SALVER: Right, and typically it's not 100
14 percent?

15 MR. KIRTLAND: And then what we're doing in the
16 chart exercise, sorry, it's not up anymore, is trying
17 to apply the expected utilization to our fund balance
18 projection planning.

19 MR. SALVER: Gotcha. Okay, so that --

20 MR. KIRTLAND: You'll see on our chart we don't
21 actually expect that our fund balance will ever arrive
22 at \$30,000,000 exactly because of certain contract
23 underspend --

24 MR. SALVER: Sure.

25 MR. KIRTLAND: -- and other areas of budget.

1 MR. SALVER: Sure. No, I know, it's just a
2 projection, yeah. So, as far as programming is
3 concerned, I know if you take out the non-operating
4 expenditures, and administration, we're looking at how
5 much more money on the street? 137 versus 158, what
6 is that, sustain and expand direct services?

7 MR. KIRTLAND: Well, it would primarily be
8 referenced back to the first slide of the presentation
9 with all the additional new funding. Which is about
10 \$8.9 million, I think we had in that slide. Between -
11 - as priority areas?

12 MR. SALVER: Oh, so that would be starting
13 October 1st of 2022? Okay. All right, good. Those
14 were my questions. I didn't catch this beginning fund
15 balance from the prior year, so that's why I was
16 getting a little caught up on.

17 All right, well, you know, I know that Bill and I
18 had a little bit of conversation about when he saw the
19 new county-wide taxable values, that he was taken back
20 by the growth. And, you know, I guess, as a true
21 accountant you always take a conservative approach, is
22 this growth real, is this going to be rolled-back, at
23 some point, are we going to -- is there a bubble that
24 we're experiencing right now. You know, my personal
25 feeling, as an accountant, as well as Bill's colleague

1 in the field, you know, I feel that it's not so much
2 of a bubble.

3 If anything, you know, I certainly don't think
4 it's going to get lower. It might level out, but you
5 know, I don't think it's going to get lower. So I
6 think if we're going to put the, you know, keep the
7 millage rate at five percent then we should be in for,
8 you know, I guess the growth that we're projecting
9 here. Although most years, I would probably say, you
10 know, let's talk about the rollback rate. But I know,
11 in this case, to echo comments that were made by
12 Constance, and I know the community is in need of as
13 much funding as they can get and, you know.

14 But one of the things I just want to respond, as
15 far as diversity, equity, and inclusion, you know, I
16 think, you know, since I'm the longest sitting member
17 of The Children's Trust, which I think, James, what
18 we're going on 16 years, at this point?

19 MR. HAJ: Yeah.

20 MR. SALVER: I think this organization is a
21 paradigm of diversity, equity, and inclusion. And I
22 think that, you know, this organization, and its
23 leadership, and its Board, didn't need an event, or a
24 current event, in order to put us in a mindset where
25 our priorities are diversity, equity, and inclusion.

1 As long as I can remember, our investments have always
2 been targeted towards the most needy communities and
3 the most underserved communities. And I think that
4 focus will always remain. Because that's probably
5 where we could do the most good.

6 So, those are my comments, thanks.

7 MR. TROWBRIDGE: Thank you, Isaac. Other
8 comments?

9 (No verbal response.)

10 MR. TROWBRIDGE: I want to welcome our Chair of
11 the Board, Mr. Hoffman. Welcome back, Ken. Hope
12 you're feeling well.

13 Ken, welcome to you, welcome back.

14 MR. HOFFMAN: Hi, thanks.

15 MR. TROWBRIDGE: Glad to have you with us.
16 You're unmuted, if you'd like to make a comment, or if
17 you have a question.

18 MR. HOFFMAN: Sure. No, I appreciate the
19 comments that were made, Isaac and Constance. I think
20 I echo the sentiment that -- appreciate everything
21 that the staff has done to make us sensitive to the
22 needs of the community and to work with us to evolve
23 the budget and the fund balance, so that we could get
24 the maximum amount of funding out there. So I fully
25 support the budget. I've been over it with Bill and

1 staff, and look forward to, you know, getting it
2 through at the end of the fiscal year.

3 So, thank you.

4 MR. TROWBRIDGE: Thank you, Mr. Chairman.

5 Other comments. Matthew, if you'd unmute,
6 please.

7 MR. ARSENAULT: Thank you. I just want to
8 commend, Will, Jim, and the team, right. You all have
9 an effective plan, program, that you're following
10 diligently to do this. I think it just reflects how
11 management and fiscal responsibility of The Trust
12 funds. You know, I'm supportive of the half mill. I
13 think one of the biggest things, kind of looking
14 forward to, what's going to be happening the next 15
15 months.

16 Twelve months is, I think you're going to see
17 more of what Constance talked about, is providers
18 struggling with rising costs. And I think that coming
19 into the next funding cycle, right, The Trust is going
20 to have a lot of difficult decisions to make with
21 regard to what programs are part of that subsequent
22 funding cycle.

23 So I think to lower the millage rate, in advance
24 of that, understanding there's going to be, I think, a
25 lot of difficult decisions on what programs come as

1 part of the next funding cycle. Understanding what
2 the costs to do those would be. I think it just makes
3 sense and sound to ensure that, hey, the core programs
4 that we've committed to, that we're doing now for this
5 next upcoming year, we need to make sure that we're
6 able to support them and be in a good position to be
7 able to make smart decisions on the next funding
8 cycle.

9 MR. TROWBRIDGE: Thank you, Matthew.

10 Other comments? Nelson, please open your mic.

11 MR. HINCAPIE: Thank you. To piggyback on what
12 Constance and Matt has said is, I really want to
13 commend the staff for the work on this. But most
14 importantly for including ACIS in the programming.

15 We know that the children are better off when the
16 parents are doing well. Children need love,
17 compassion, stability, understanding. All these are
18 the ingredients for well-rounded children. And I
19 think, you know, it's taken a lot of years and a lot
20 of work, but I'm very happy to see that we're taking
21 ACIS into consideration as we move forward, and we
22 make those very difficult decisions in the next coming
23 years.

24 So, thank you for the hard work. And I know, you
25 know, it hasn't been easy, but I know this has to be a

1 part of what we look at if we really want healthy
2 children in our community. Thank you.

3 MR. TROWBRIDGE: Thank you, Nelson.

4 Anyone else? Thank you, Javier. Anyone else
5 online that maybe has their hand up?

6 (No verbal response.)

7 MR. TROWBRIDGE: All right, seeing none.

8 Leigh, would we do this in two separate votes,
9 the budget and the millage?

10 MR. HAJ: Technically, I think we can take a vote
11 that we're propose the millage and the budget --

12 MR. TROWBRIDGE: Okay.

13 MR. HAJ: -- before we get to the Board, we'll
14 bring it.

15 MR. TROWBRIDGE: Is everyone comfortable with
16 that?

17 MR. HAJ: So, like, two votes.

18 MR. TROWBRIDGE: I mean, one, obviously, informs
19 the other. So I would look for a motion to approve.

20 MR. SALVER: I'll make the motion that the
21 millage rate and the budget, as proposed by staff,
22 discussed today, should be proffered to the general
23 Board for approval, when we meet for budget.

24 MR. TROWBRIDGE: Thank you, Isaac. We have a
25 motion. Is there a second?

1 MR. HINCAPIE: Second, Hincapie.

2 MR. TROWBRIDGE: Second, we have Nelson.

3 Further discussion?

4 FEMALE VOICE: Just to clarify, that's at the half
5 millage rate?

6 MR. TROWBRIDGE: That's at the half mill, as
7 proposed in the budget, as proposed.

8 MR. HAJ: Just to clarify, the updated rates as
9 of July 1st.

10 MR. TROWBRIDGE: Yes, and these are the updated
11 rates of July 1st. So, if anyone remembers that
12 number as well. So we'll wait for that, Bill, right?
13 So there's no major changes.

14 All right, seeing no further discussion, all in
15 favor please signify by saying aye.

16 (WHEREUPON, the committee members responded with
17 "aye.")

18 MR. TROWBRIDGE: Any opposed, nay.

19 (No verbal response.)

20 MR. TROWBRIDGE: Motion will carry. And we will
21 take it to the full Board, I think, on July 18th.

22 All right, good work, everybody. This is one of
23 the most significant charges of this Committee, so
24 thank you all for your input, thoughtfulness,
25 patience. And again, I echo everyone's comments, that

1 we really appreciate the good work that the staff did
2 to put this together. And, obviously, with a lot of
3 the new priorities and the cycle that's coming
4 forward, that was an added layer of work.

5 And I just want to say something that I thought
6 Isaac said that was really telling and compelling, and
7 that is, we should feel a great proud, that from the
8 earliest days, we have been involved in the work of
9 diversity, equity, inclusion organizations that we
10 fund, support, and work closely with. So feel very
11 good about that, to you and your predecessors on this
12 board.

13 We do have a number of Resolutions, so I'm going
14 to draw your attention to that part of the Agenda.
15 We'll start with Resolution 2022-A: Authorization to
16 negotiate and execute an agreement with Balsera
17 Communications, a public relations agency, for a term
18 of 12 months, commencing on October 1, 2022, and
19 ending September 30, 2023, to plan and execute public
20 relations campaign or campaigns on behalf of The
21 Children's Trust, in a total amount not to exceed
22 \$48,000.00.

23 Is there a motion to approve this resolution?

24 MR. HINCAPIE: So moved, Hincapie.

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

1 second?

2 MR. REYES: Second, Reyes.

3 MR. TROWBRIDGE: Thank you, Javier. Are there
4 any recusals?

5 (No verbal response.)

6 MR. TROWBRIDGE: Okay, and you see here, sort of,
7 the scope of the services that Balsera will provide.
8 Including relationships with the media outlets,
9 develop a target media list, working with The Trust
10 communications department on crisis communications
11 plans, working with our social media, developing and
12 pitching op ads, that is to the outlet news releases,
13 talking points, et cetera. And I believe this is a
14 new relationship that we are working with Balsera.
15 Any further discussion or questions?

16 (No verbal response.)

17 MR. TROWBRIDGE: Seeing none, all in favor please
18 signify by saying aye.

19 (WHEREUPON, the committee members responded with
20 "aye.")

21 MR. TROWBRIDGE: Any opposed nay.

22 The motion carries. Thank you, all, very much.

23 Next, we have Resolution 2022-B: Authorization
24 for a procurement waiver from a formal competitive
25 solicitation to expend monies to be paid to the SIJ

1 Holdings, LLC d/b/a The McClatchy Company, LLC, parent
2 company of the Miami Herald, for services rendered by
3 the Miami Herald to advertise The Children's Trust's
4 truth in millage rate, board vacancies and other
5 advertisements related to funding announcements,
6 activities, initiatives, events and programs, in
7 addition to our support of the 2023 Silver Knight and
8 Spelling Bee sponsorships, this is in an amount not to
9 exceed \$75,000.00, it is for a term of 12 months,
10 commencing October 1, 2022, and ending September 30,
11 2023.

12 Is there a motion to approve this resolution?

13 MS. COLLINS: So moved, Collins.

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

16 MR. ARSENAULT: Second, Arsenault.

17 MR. TROWBRIDGE: Thank you, Matthew. Any
18 recusals?

19 (No verbal response.)

20 MR. TROWBRIDGE: All right, seeing none, we'll
21 move into discussion. I think it's pretty self-
22 explanatory what the \$75,000 will be spent on.
23 Obviously, we advertise when we have a vacancy, as
24 part of our role, as part of a public entity. We
25 publish our truth in millage as well. And I think

1 it's wonderful that we're involved in such community
2 programs as Spelling Bee and, of course, Silver
3 Knight, as well. That our brand is associated with
4 those community events.

5 Any further discussion?

6 (No verbal response.)

7 MR. TROWBRIDGE: Seeing none, I'm moving to a
8 vote. All in favor please signify by saying aye.

9 (WHEREUPON, the committee members responded with
10 "aye.")

11 MR. TROWBRIDGE: Any opposed, no?

12 Motion carries. Thank you, all, very much.

13 We move now to Resolution 2022-C: Authorization
14 to negotiate and execute a service agreement with Cay
15 Industries, Inc d/b/a Print Dynamics to print and
16 prepare for the distribution The Children's Trust's
17 trilingual monthly Parenting Our Children newsletter,
18 in a total amount not to exceed \$48,000.00, for a term
19 of 12 months, commencing on October 1, 2022, and
20 ending on September 30, 2023.

21 Is there a motion to approve Resolution 2022-C?

22 MR. SALVER: I'll move, Salver.

23 MR. TROWBRIDGE: Thank you, Isaac. Is there a
24 second?

25 MR. REYES: I'll second, Reyes.

1 MR. TROWBRIDGE: Thank you, Javier. Any
2 recusals?

3 (No verbal response.)

4 MR. TROWBRIDGE: Seeing none, I'll move into
5 discussion. As you know, we had a relationship over
6 the past decade we produced and delivered Parenting
7 Our Children newsletter every month. With special
8 editions in November and December, over the holidays.
9 Reaches over 16,000 readers over digital and printed
10 distribution. And, obviously, it was a real lifeline
11 for us doing COVID-19 to all of our children and
12 families. We see kind of how it breaks down in terms
13 of the various vendors and that Print Dynamics was
14 selected as the top vendor.

15 Any further discussion?

16 (No verbal response.)

17 MR. TROWBRIDGE: All right, seeing none, we'll
18 move into a vote. All in favor of approving Print
19 Dynamics at \$48,000 for a term of one-year, please
20 signify by saying aye.

21 (WHEREUPON, the committee members responded with
22 "aye.")

23 MR. TROWBRIDGE: Any opposed, nay.

24 (No verbal response.)

25 MR. TROWBRIDGE: The motion carries. Thank you.

1 Next, we have Resolution 2022-D: Authorization to
2 execute a service agreement with Yellow Box, Inc., to
3 rent and maintain Yellow Box kiosks in a total amount
4 not to exceed \$50,000.00, for a term of 12 months,
5 commencing October 1, 2022, and ending September 30,
6 2023.

7 Is there a motion to approve this resolution?

8 MS. COLLINS: Collins, moved.

9 MR. TROWBRIDGE: Thank you, Constance. Is there
10 a second?

11 MR. SALVER: I'll second.

12 MR. TROWBRIDGE: Thank you, Isaac. We'll move
13 into discussion. I remind you Yellow Box kiosks are
14 highly visual in order to disseminate information
15 about Trust funded programs in the Haitian-American
16 community. Funding for Yellow Box provides The
17 Children's Trust with access to 25 plus involved
18 displays in the Haitian community. And regularly
19 restocking of printed resource materials both in
20 English and Haitian-Creole. I do believe that we've
21 worked with them for a number of years and we're
22 looking to extend that relationship.

23 Any further discussion or questions?

24 (No verbal response.)

25 Seeing none, I will have a vote. All in favor,

1 please signify by saying aye.

2 (WHEREUPON, the committee members responded with
3 "aye.")

4 MR. TROWBRIDGE: Any opposed nay.

5 (No verbal response.)

6 MR. TROWBRIDGE: Motion carries, approving
7 Resolution 2022-D. Take it to the Board for final
8 approval.

9 We now have Resolution 2022-E: Authorization to
10 expend up to \$50,000.00 for Community Engagement Team
11 support services in the Haitian community with
12 Hermantin Consulting, LLC for a term of 12 months,
13 commencing on October 1, 2022, and ending September
14 30, 2023.

15 Is there a motion to approve this resolution?

16 MR. SALVER: Moved, Salver.

17 MR. TROWBRIDGE: Thank you, Isaac. Is there a
18 second?

19 MS. COLLINS: Second, Collins.

20 MR. TROWBRIDGE: Thank you, Constance.

21 We'll move into discussion. Remind you that in
22 partnership with The Children's Trust, Hermantin
23 Consulting will continue to help the Haitian-American
24 community design and implement culturally sensitive
25 community driven projects and plans. The Children's

1 Trust Community Engagement Team focuses on enhancing
2 neighborhood conditions as the building capacity to
3 implore communal relationship and environmental
4 factors for youth development.

5 Is there any further discussion, any questions?

6 (No verbal response.)

7 Seeing none, I will take a vote. All in favor,
8 of Resolution 2022-E, please say aye.

9 (WHEREUPON, the committee members responded with
10 "aye.")

11 MR. TROWBRIDGE: Any opposed nay.

12 (No verbal response.)

13 MR. TROWBRIDGE: The motion carries. Thank you.

14 Resolution 2022-F: Authorization to release a
15 competitive solicitation, in alignment with the
16 board's strategic priorities and projected available
17 funding, for Youth Development After-school and Summer
18 Programs for K-12, this is a five-year funding cycle
19 starting August 2023.

20 Is there a motion to approve this release of a
21 solicitation?

22 MR. ARSENAULT: Moved, Arsenault.

23 MR. HINCAPIE: Second, Hincapie.

24 MR. TROWBRIDGE: Great, thank you, Matthew. And
25 thank you, Nelson. Any recusals?

1 (No verbal response.)

2 MR. TROWBRIDGE: Seeing none, move into
3 discussion. As you are aware, we're going to begin
4 with a significant number of solicitations, as we move
5 into this new funding cycle. So we'll probably hear
6 about a number of these over the next few months.
7 This authorizes us to release a competitive
8 solicitation for After-school and Summer Programs for
9 K-12 grades. And as you see here, on page 19, how
10 that sort of breaks down in terms of fund allocation,
11 the funding release in the new cycle, and then it's a
12 five-year window.

13 Any further discussion about this solicitation?

14 (No verbal response.)

15 MR. TROWBRIDGE: Seeing none, I'll move into a
16 vote. All in favor of its release, please signify by
17 saying aye.

18 (WHEREUPON, the committee members responded with
19 "aye.")

20 MR. TROWBRIDGE: Any opposed, nay?

21 (No verbal response.)

22 MR. TROWBRIDGE: Motion carries. Thank you all
23 very much.

24 Resolution 2022-G: Amend the following
25 resolutions to reflect a change in agency ownership

1 from Institute for Child and Family Health, Inc. to
2 Cayuga Home for Children, Inc, d/b/a Cayuga Centers.:
3 (1) resolution #2022-38, granting authorization to
4 execute contracts with 81 providers for high-quality
5 after-school and summer programming for elementary
6 school children; (2) resolution #2022-45, granting
7 authorization to execute contracts with 40 providers,
8 to deliver evidence-based parenting services.

9 Is there a motion to approve this name change?

10 MR. ARSENAULT: So moved, Arsenault.

11 MR. TROWBRIDGE: Thank you, Matthew. Is there a
12 second?

13 MR. REYES: Second, Reyes.

14 MR. TROWBRIDGE: Thank you, Javier. Any
15 recusals?

16 (No verbal response.)

17 MR. TROWBRIDGE: We move into discussion. And
18 again, we were notified about The Children's Trust
19 here, the pending merger between Cayuga Home for
20 Children, which results in the change in ownership and
21 organization, under Cayuga Centers. So ICFH, the
22 original fund being will be absorbed as Cayuga Home
23 for Children.

24 MS. COLLINS: (Unintelligible per original
25 recording.)

1 MR. TROWBRIDGE: Absolutely.

2 MS. COLLINS: I'm fairly certain that --

3 (Unintelligible per original recording.)

4 MR. TROWBRIDGE: Okay, so let's stand by and
5 double check --

6 MS. COLLINS: But I think out of abundance of
7 caution I should --

8 MS. KOBRINSKI: I'm not sure about that. I think
9 --

10 MR. TROWBRIDGE: Right, so the resolution doesn't
11 change, I think what their saying is it's just a name
12 change you'd be voting on. And I think you're fine
13 there. Thank you for sharing that with us to make
14 sure we were clear.

15 Isaac?

16 MR. SALVER: A personal question.

17 MR. TROWBRIDGE: Please.

18 MR. SALVER: Is the new, because it talks about
19 merger, is the emerging company, from the merger, a
20 South Florida or Miami-Dade County based organization?

21 MR. HOFFMAN: Please the speaker on. Unmute your
22 microphone.

23 MR. TROWBRIDGE: You're talking about Cayuga
24 Centers, correct, Isaac? The new entity.

25 MR. HAJ: Tiombe, do you have information?

1 MS. KENDRICK-DUNN: They will have a place there
2 in the -- authorizing new business. Created from --
3 some a Florida arm, but they are a company out of New
4 York, but they will have a Florida location for the
5 company. We do have -- on the line, the Executive
6 Director of ICFH who could probably provide additional
7 significant information about that.

8 MR. SALVER: How, since she's there, welcome, and
9 I'd just like to know a little more about the new
10 company. You said, it's based in New York.

11 MS. SCHUMER: Hi, can you hear me?

12 MR. TROWBRIDGE: Can you hear us?

13 MS. SCHUMER: Hi, Mark. Yeah, can you hear me?

14 MR. TROWBRIDGE: Hi, Suzy.

15 MS. SCHUMER: Hi.

16 MR. TROWBRIDGE: We can hear you.

17 MS. SCHUMER: I don't know how to turn my camera
18 on.

19 MR. TROWBRIDGE: That's better.

20 MS. SCHUMER: Okay.

21 MR. SALVER: Yeah, I just want to --

22 MR. TROWBRIDGE: Go ahead, Isaac.

23 MR. SALVER: Should I leave my mic on?

24 MR. TROWBRIDGE: I turned mine off, so you should
25 be okay. Would everyone here, please make sure your

1 mic is off.

2 Suzy, hold on one second.

3 MR. SALVER: Yeah, I just wanted a brief summary
4 of the merger and how's it going to affect or improve
5 or change the relationship with The Children's Trust.

6 MS. SCHUMER: Okay, we expect that it won't
7 change the relationship with The Children's Trust
8 other than it will be different leadership in the
9 organization since Cayuga -- we will become part of
10 Cayuga. They are based out of New York. They have
11 been providing services in Broward and Palm Beach
12 County for several years. They do a lot of foster
13 care. And throughout the country they also do a lot
14 of work unaccompanied minors. And they were
15 interested in coming into Miami-Dade, as well as,
16 they're also in the process of getting into Port Saint
17 Lucie.

18 And in Miami-Dade they decided that they never
19 merged with another company before and somebody put
20 them in touch with us. We've been talking to them for
21 over a year and a half now. We were very aligned in
22 our missions and therefore our Board and I felt very
23 comfortable with moving forward with this. It's taken
24 a lot of work, a lot of thought, and we think it's a
25 really great thing for ICFH.

1 I heard all of the discussions about the budgets.
2 In little non-profits, it's very hard these days to
3 sustain ourselves. And this is a great opportunity
4 because they're very financially strong. That we felt
5 that it was a great opportunity for our staff and for
6 our clients, and for the community.

7 MR. TROWBRIDGE: Okay, does that answer your
8 question in terms of their location and everything,
9 too? Okay. Thank you, Suzy, nice to hear your voice.

10 MS. SCHUMER: You too, Mark. Yeah, right now
11 they have an office in Boynton. They an office in
12 Broward County and then they'll be taking over our
13 spaces in Miami-Dade.

14 MR. TROWBRIDGE: All right, thank you very much
15 for clarifying. Appreciate that.

16 MS. SCHUMER: You're welcome.

17 MR. TROWBRIDGE: Back to any further discussion
18 on Resolution 2022-G?

19 (No verbal response.)

20 MR. TROWBRIDGE: Seeing none, we'll move into a
21 vote regarding the name change and merger. All in
22 favor signify by saying aye.

23 (WHEREUPON, the committee members responded with
24 "aye.")

25 MR. TROWBRIDGE: Any opposed, nay.

1 (No verbal response.)

2 MR. TROWBRIDGE: Motion carries. Thank you very
3 much, everybody.

4 Our final Resolution is 2022-H: Authorization to
5 negotiate and execute a contract with The Center for
6 Social Change Inc., for match funding for the
7 Community Based Care Alliance of Miami-Dade County
8 (CBC Alliance), in a total amount not to exceed
9 \$64,000.00, for a term of 12 months, commencing
10 October 1, 2022, and ending September 30, 2023.

11 Is there a motion to approve this Resolution?

12 MS. COLLINS: So moved, Collins.

13 MR. TROWBRIDGE: Thank you, Constance.

14 MR. REYES: Second, Reyes.

15 MR. TROWBRIDGE: Thank you, Javier.

16 Any recusals?

17 MR. HINCAPIE: (Unintelligible per original
18 recording.)

19 MR. TROWBRIDGE: Thank you, Nelson. We have a
20 recusal. Any other recusals?

21 (No verbal response.)

22 MR. TROWBRIDGE: All right, we'll move into
23 discussion now. As you know that our Trust has
24 provided annual funding to the CBC Alliance to support
25 staff and operational costs. The Center for Social

1 Change will now serve as the fiscal agent for the CBC
2 Alliance. Recommendations by the CBC Alliance help to
3 improve children's wellbeing in the foster care system
4 and promote the integration of foster care with other
5 social service programs, including our direct service
6 program, United Way, served previously as the fiscal
7 agent for the Alliance, but indicated that service
8 would end as of this fiscal year.

9 Any other discussion?

10 (No verbal response.)

11 MR. TROWBRIDGE: All right, seeing none, all in
12 favor of Resolution 2022-H, please say aye.

13 (WHEREUPON, the committee members responded with
14 "aye.")

15 MR. TROWBRIDGE: Any opposed nay.

16 (No verbal response.)

17 MR. TROWBRIDGE: Motion carries.

18 All right, good work, everybody. A lot on our
19 plate today, and I'll have an opportunity again at the
20 Board meeting, later in the month. Or next meeting.

21 Mr. CEO, we'll turn it over to you, for your CEO
22 Report.

23 MR. HAJ: Mr. Chair, I'll be brief. Monthly
24 Financial Statements were sent out. The Children's
25 Trust Family Expo, which is getting out into the

1 community, is coming quickly upon us. It will be July
2 23rd at the Wolfson Campus. Down south, July 30th is
3 Sweet Home. And up north, in Miami Gardens, will be
4 August 6th at Betty Ferguson Recreational Complex.

5 The, I can't think of it right now -- the
6 Financial Statement that the Board members have to do
7 --

8 MR. HAJ: It's on there, it's tomorrow.

9 MS. JEANTY: It's tomorrow.

10 MR. HAJ: So, if you have not been harassed by
11 Muriel enough, and you haven't done it, please do so.
12 And then the TRIM meetings, it will be TRIM I and II,
13 will be September 12th and 19th.

14 Thank you, Mr. Chair.

15 MR. TROWBRIDGE: Thank you, very much, Jim.

16 I think we're good on the order, we took our
17 meeting a week earlier this month, to accommodate the
18 fact that we wouldn't have a quorum next week. I know
19 many people will be enjoying the Fourth of July
20 holiday in a few days after that. So please be safe
21 out there. And good travels to you who are traveling.

22 We want to say, again, thank you for your great
23 work on working with the staff, relating to the Budget
24 and the Millage. We'll bring that to the Board later
25 in July. And then, we are off until September 1 for

1 this Committee because we don't meet in August. And
2 technically a bit of July because of your good work
3 here today.

4 MR. SALVER: Good meeting, Mark.

5 MR. TROWBRIDGE: Thank you. Any other items for
6 the good of the order?

7 (No verbal response.)

8 MR. TROWBRIDGE: Then, without objection, we will
9 stand adjourned. Thank you all very much.

10 (Whereupon, at 10:20 a.m., the meeting was
11 adjourned.)

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 CERTIFICATE OF TRANSCRIPTION

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

7 *Christy Caldera*
8

9 Christy Caldera, Transcriber

10 July 18, 2022
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25