



Finance & Operations Committee Meeting Transcript

May 17, 2018

1 THE CHILDREN'S TRUST FINANCE AND OPERATIONS

2 COMMITTEE MEETING

3
4 The Children's Trust Finance and Operations Committee
5 Meeting was held on Thursday, May 17, 2018, commencing
6 at 9:30 a.m., at 3150 S.W. 3rd Avenue, 8th Floor,
7 Conference Room A, Miami, Florida 33129. The meeting
8 was called to order by Kenneth C. Hoffman, Chair.

9 Committee Members

10 Kenneth C. Hoffman, Miami Coalition of
Christians and Jews
11 Steve Hope, At-Large Board Member
Laurie W. Nuell, At-Large Member
12 Dr. Magaly Abrahamante, Miami-Dade Public Schools
Mark Trowbridge, Coalition of the Chambers of Commerce
13 Representative Nicholas Duran,
Miami-Dade Legislative Delegation
14 Shanika Graves, Assistant County Attorney
Leigh Kobrinski, Assistant County Attorney
15

16 STAFF:

17 James Haj, President/Chief Executive Officer
18 Imran Ali
19 Chareka Hawes
20 Donovan Lee-Sin
21 Elisa Agostinho
22 Juana Leon
23 Lori Katherine Hanson
24 Maria-Paula Garcia
25 Muriel Jeanty, Clerk of the Board

1 STAFF (Continued):

2 Sheryl S. Borg

3 Stephanie Sylvestre

4 Vivianna Bohorques

5 Wendy Duncombe

6 William Kirtland

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1 PROCEEDINGS

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

4 MR. HOFFMAN: Okay. Let's bring the meeting
5 to order. It's 9:32 a.m. Welcome. We have a quorum
6 today and I think we have a couple of resolutions. And
7 then later, we're going to have a presentation and a
8 discussion about the fund balance and at least a couple
9 of plans or ideas that work with Bill and staff on and
10 how to address that in the coming years.

11 So, first of all, Muriel, do we have any
12 public comments?

13 MS. JEANTY: No public comments.

14 MR. HOFFMAN: No public comments, okay. So,
15 the first order of business is the minutes of the last
16 meeting which is in the second tab. Anybody have
17 comments or want to make a motion to approve those?

18 MR. HOPE: Motion to approve, Steve Hope.

19 MR. HOFFMAN: Can I have a second?

20 MR. DURAN: Second, Duran.

21 MR. HOFFMAN: Okay. Comments, questions?

22 (NO VERBAL RESPONSE.)

23 MR. HOFFMAN: All those in favor?

24 (WHEREUPON, the Board members all responded
25 with "aye".)

1 MR. HOFFMAN: Opposed?

2 (NO VERBAL RESPONSE.)

3 MR. HOFFMAN: Okay. So I see, actually, on
4 the written agenda, we've moved the budget discussion
5 up, which is probably good because it ties into one of
6 the resolutions.

7 So, as we talked about for several meetings,
8 we need to address, among other things, the fund
9 balance, which has grown to about three times now the
10 size -- a little more than three times the size of what
11 we should have, according to guidelines and the best
12 practices.

13 We did take a large step this last year by
14 adopting the rollback rate to bring the fund balance
15 down. But one of the -- one of the things that we were
16 working at over the past several months with staff is
17 how to come up with a level of spending that staff can
18 anticipate we can put out on the street and at the same
19 time, bring down the fund balance in a prudent manner to
20 take into account either changes in revenues from the
21 property taxes or potentially changes in expenditures
22 which would be more efficiencies, because right now, we
23 have some inefficiencies in contracting and not spending
24 the money we're budgeting.

25 So, we're anticipating that that may shrink

1 over time but as well, we need to take into account
2 possible changes in the property tax revenues of what we
3 forecast.

4 So, I think I'll turn it over to Jim or --

5 MR. HAJ: Mr. Chair, thank you. And Ken
6 stated most of it. But we have worked with the Finance
7 Committee the last couple of months to discuss the fund
8 balance. We've been working closely with Ken the last
9 several months and also with our Board chair discussing
10 strategies to move forward.

11 So, on the first page -- you have a hard
12 copy as well as there's a PowerPoint on the screen. But
13 the discussion is how do we limit tax increases in the
14 property to manage our millage rate.

15 You know, we've seen the fund balance go up
16 for the last, what, six, seven years, and how do we
17 start driving that down in a responsible manner. So we
18 want to also talk about a balanced approach to utilize
19 our tax revenues and fund balance to bring the fund
20 balance down to about 15 percent of operating costs and
21 effectively draw down at the end of three to four years
22 to be at the government -- GFOA recommended rate.

23 So, on the second page, when we discussed
24 this last year, I think we all realized it. But when we
25 saw that the fund balance, we needed to start coming up

1 with a plan to drive this down.

2 Two steps we took last year. One is the
3 rollback rate and the other, knowing that this large
4 solicitation is coming up, is this is our main avenue to
5 put additional funds in to drive down the fund balance.

6 So, we put in an additional 35 million.

7 The large resos coming to Programs today and that you
8 will see all the funding recommendations coming to the
9 full Board next Tuesday -- not next Tuesday -- Tuesday
10 the 29th, which is also, just a reminder, that it will
11 not be here. It's going to be at the Miami-Dade County
12 Auditorium.

13 So, again, last year, we adopted the
14 rollback rate to start driving down. And what we have
15 been working with Ken and Bill and staff is to give --
16 we want to present two approaches and start having some
17 discussions of what the Finance Committee can give us
18 some direction of what approach do we want to take. So,
19 Bill?

20 MR. KIRTLAND: So Ken and Jim have made all
21 the best points here, so I can just basically take a
22 back seat. But essentially, what we wanted to do today
23 was both provide a presentation of our strategy, go over
24 our five-year goals and our response, and we touched on
25 both of those items thus far.

1 And we really just want to facilitate a
2 discussion as to what would be the best approach over
3 the next five years. So, some of the larger points of
4 that discussion, as already mentioned, is that there is
5 an initiative to utilize our fund balance during the
6 course of that five-year period.

7 But we do also want to look at it as an
8 overall budget strategy because we are looking at
9 various approaches to our budget and operations during
10 the next five years.

11 That would include what type of millage
12 we're adopting, maybe whether or not there's decisions
13 to add additional funds during the course of the five
14 years.

15 But all of that would be understanding that
16 this will be a very fluid process and changing over the
17 course of the five years without, you know, no one
18 necessarily has a crystal ball to know how everything is
19 going to work perfectly.

20 So what we're trying to do is position
21 ourselves in a manner where we are able to adjust to the
22 conditions that we're presented, whether it's more than
23 expected contract utilization or under-utilization or
24 market changes.

25 There are some items and events that we're

1 looking to occur in the future in the upcoming years.

2 So that moves me into our next slide, our five-year
3 assumptions. And even these items could be discussion
4 points for today as to whether or not they would occur.

5 But before we show you the projections of
6 what type of scenarios or strategies we are looking into
7 implementing, we have some items that we considered in
8 the projection of market growth and as I mentioned, the
9 contracts.

10 So, if you see, we've been in contact with
11 the Miami-Dade County offices and the budgeting offices
12 to gain an understanding of what their expectation is of
13 market growth is during the five years.

14 And in the models that they've used, how
15 reliable has it been in the past. So, they've provided
16 us with some projections as to what they think this will
17 look like in the next five years.

18 And as you can see, the outlier is in the
19 second year of our five-year funding cycle where there's
20 only growth of 1.89 percent. We're expecting, as we
21 discussed in previous meetings, an additional homestead
22 tax exemption that will decrease our revenues or the
23 market value in one year and carry it forward from that
24 point. So, we have a dip in the overall market growth
25 and available revenues that we can draw that year.

1 Also, we're hoping to, by implementing this
2 plan, by the manner in which we issued the additional
3 funds and the solicitation that we just released that
4 we're putting forth recommendations for soon, is that we
5 can improve upon contract utilization and
6 under-utilization because we'll have the proper amount
7 of funds on the street available immediately and there
8 will be less sort of lapses of time where money's
9 available but we're struggling to get it into the form
10 of a contract and actual expense and recognized in our
11 strategy.

12 And the other assumption is that we want to
13 end this cycle essentially with the same type of funding
14 strategy maybe entering into the next five-year cycle
15 that we're expecting to fund and provide a certain
16 continuity of our programs, that we don't expect to cut
17 funding or dramatically increase funding at the end of
18 that term.

19 And just to make it kind of circle back
20 around to why it's good that we're having this
21 discussion at this meeting now is that these are really
22 some of the heavy talking points.

23 In June, we will come around and have our
24 first preliminary budget presentation where we're
25 actually compiling some of our preliminary information

1 that's been provided by the County Appraiser's Office as
2 part of our TRIM process. So, we present budgets in
3 June and July before entering into the TRIM meetings in
4 September. But these are some of the discussion points
5 helping us generate the budgets that we'll be presenting
6 to you next month.

7 So, now, we'll go ahead and move into our
8 next slide which will present to you a little bit of
9 understanding of what's been going on with our fund
10 balance the last six years in actuality.

11 The green line, as you can see, shows you
12 where we've ended up each year and the growth pattern in
13 our fund balance. And now, as of our last audit date,
14 we ended at \$67,029,000.00 as our ending fund balance.

15 So, some of the occurrences leading to that
16 increase, I've already mentioned that there's been rapid
17 market growth and we've been adopting a half-millage
18 rate for many years until this past year where we
19 adopted the rollback rate.

20 And with that growth, there were struggles
21 to get additional funds available through our providers,
22 and those lapses in time certainly created a certain
23 amount of under-utilization recognized in our budget
24 rather than actually being able to recognize those
25 expenditures.

1 So, the '17-'18 -- 2017-2018 change, the red
2 line, is our projected change. It still recognizes
3 growth in the fund balance, even though we've adopted a
4 rollback rate to try to curb that rapid growth in the
5 fund balance.

6 And then branching off from that red line is
7 the two scenarios we're about to present to you in how
8 we can effectively draw down our fund balance in
9 scenario 1 and 2.

10 Scenario 1 is our orange line and scenario
11 is our gray line. So, now, what I'm going to show you
12 is sort of the data supporting both scenarios 1 and 2.
13 And we can stop at any point and sort of discuss those
14 items.

15 MR. HOFFMAN: I think the important point
16 for this graph is that we did put the brakes on because
17 as I recall, the projected amount was 83 or 84 million.
18 And yet, there was -- although there was additional
19 money put out on the street during the year, we
20 certainly weren't trying to direct staff to spend
21 another 10 million, 11 million dollars just for the sake
22 of bringing the fund balance down.

23 But at least we got to a point where we knew
24 we were going to have to start again planning for --
25 well, keep continuing to decrease the amount of revenues

1 we're bringing in, increasing expenses or both.

2 MR. KIRTLAND: So, I'm going to move onto
3 the next slide where now, you're just bombarded with a
4 lot of numbers. And I'll try to walk you through maybe
5 the most important parts of the data presented to you.
6 Sure, go ahead.

7 DR. ABRAHANTE: What is the millage rate for
8 this year?

9 MR. KIRTLAND: We're at .4670.

10 DR. ABRAHANTE: Okay. Thank you.

11 MR. DURAN: I have a question for you. So,
12 the 2019-2020 expected market growth, the 1.89 percent,
13 is that based on the -- this is -- this is an additional
14 homestead -- this is an additional homestead tax
15 exemption that people believe or presume will probably
16 be taxed this year?

17 MR. KIRTLAND: Right.

18 MR. DURAN: Okay.

19 MR. KIRTLAND: In our communications with
20 the County offices, they did give us an actual -- I
21 think we mentioned it at previous meetings that we
22 expect three million dollars less in revenue. But that
23 percentage growth was built into the overall market
24 value increase in this table to estimate and calculate
25 our revenues.

1 MR. HOPE: Question.

2 MR. KIRTLAND: Sure.

3 MR. HOPE: So, for 2019-2020, because of
4 homestead exemption, there's a projection of a three
5 percent decrease, correct, based on --

6 MR. HOFFMAN: Well, 1.9 percent.

7 MR. HOPE: -- from the previous year. So,
8 it's an increase? Because the homestead exemption would
9 lead to a reduction in the increase in revenue.

10 MR. KIRTLAND: Right.

11 MR. HOPE: So, seeing that 2018-2019 with
12 five percent, 2019-2020 would drop by approximately
13 three percent because of increase in homestead
14 exemption?

15 MR. HOFFMAN: Just the growth rate.

16 MR. HOPE: The growth rate, right, the
17 growth rate. So, as you move forward, you're projecting
18 a 4.5, so can the assumption be that had the homestead
19 exemption not being taken into consideration, we
20 projected a 7.5 percent increase?

21 MR. KIRTLAND: No, the increases -- the
22 percentage increases are consistent from year to year.
23 It wouldn't increase the growth. It only recognizes one
24 year because we're building it into the total market
25 value.

1 Because it does not grow without the
2 homestead tax exemption of five percent, it doesn't mean
3 that the remaining years need to be adjusted. It just
4 means that your basis is lowered in one year and then it
5 grows that amount from that year on.

6 MR. HOPE: Okay, thanks.

7 MR. HOFFMAN: And I think one of the
8 important things, again, that Bill said earlier, he's
9 going back to the County in their budgeting department
10 and talk to them about what they do.

11 I think, if you look at the historical
12 growth, the five percent is actually conservative,
13 because historical growth in the last three or four
14 years has been in the eight to ten percent range.

15 So I think that that's their methodology.
16 When you look at their last budget, they said, we're
17 using five percent and then 4 1/2 percent thereafter.
18 They may think it's going to be more or less but I think
19 that's conservative.

20 MR. HOPE: Okay, thank you.

21 MR. KIRTLAND: Okay. So, what I want to
22 point out, first and foremost, is our 2018-2019 year.
23 That's the budget year that's upon us and what we'll be
24 discussing very soon and the most foreseeable set of
25 circumstances that the Trust will be facing.

1 As you can see, the assumed millage rate,
2 it's just a projected millage rate at this point. But
3 we implemented into this projection is essentially
4 another rollback rate year.

5 We've looked at our entire solicitation and
6 maximized our potential as to the opportunities which we
7 can fund our programs and that has been built into this
8 projection.

9 The expenditures that we'll be budgeting
10 this first year will be roughly almost 163 million
11 dollars. But to more accurately forecast where we'll be
12 by the end of the cycle, we've backed out some of that
13 under-utilization that we mentioned that ranges in this
14 cycle from five to six and-a-half percent to realize
15 what our actual expenditures will be and its
16 effectiveness of drawing down our fund balance.

17 So, when the question may be asked why we're
18 not adopting a rollback -- sorry, a higher than a
19 rollback rate -- our response would be that for this
20 one-year period, at least, we don't have any immediate
21 funding opportunities to expand or justify a larger rate
22 than the rollback rate for another year.

23 So, this could be considered maybe the more
24 conservative approach to the two scenarios I will show
25 you today, because it does two things. It really leads

1 us, again, as I mentioned, as a goal of this type of
2 strategy that we adopt, is to recognize that all the
3 market conditions and the contracting conditions are
4 hard to predict and they may be very fluid throughout
5 the five-year period.

6 So, in a conservative sense, if you look at
7 the rate that we -- the millage rate that we look at
8 adopting from year to year, we never really put
9 ourselves in a situation where we have to continue doing
10 something, where we have to adopt a half-millage rate to
11 continue funding or there are needs that we cannot pivot
12 to by maybe adjusting the millage rate and market
13 conditions are greater or less than what we need or if
14 there's additional funding opportunities that we've
15 learned about that we have the ability to also expand
16 upon the revenue that we draw on an annual basis.

17 So, essentially, it's conservative in a
18 sense that we have the ability to adjust to our
19 circumstances. And we're also -- actually, I'm just
20 going to go ahead and go to the next slide and maybe
21 come back if there's questions. But I just want to
22 provide the digital of what's happening in this
23 strategy.

24 You can see, we really used a large balance
25 of our fund balance in the first year. So, as far as

1 maybe any of the questions being asked about, are you
2 using your fund balance and using tax revenues in a
3 manner that's responsible, we are answering that
4 question immediately in the first year.

5 And then we look to slow down the draw rate
6 of our fund balance as we approach the end of the
7 funding cycle because we want to be in a position where
8 we're arriving toward a millage rate that's
9 representative of what we need to answer that other
10 question or the assumption posed that we want to be
11 funding our programs in the same manner in the next
12 solicitation cycle as we are right now.

13 So, you can see how from 1 through 3, we
14 have the most of the drawdown if you try to level off in
15 the last couple of years of our funding cycle.

16 So, are there any questions about -- we can
17 go back to the data on the presentation if you have any
18 questions about the calculations and how they're
19 presented here.

20 MR. HOFFMAN: I think the highlights, again,
21 are, we're putting an extra 24-25 million dollars in the
22 budget and the staff has planned in the these
23 solicitations or going to implement most of the plan to
24 get the money on the street.

25 And yet, we have, again, as Bill said, in

1 this scenario, we have room in subsequent years to raise
2 the millage rate a bit if we find that there's a
3 shortfall in income tax revenues or property tax
4 evaluation or there's a higher utilization than
5 expected. Because again, both of those are the main
6 risks in trying to forecast the future.

7 So, I think, this is what I would call a
8 "conservative" way and yet it allows us to go back to
9 the continued rollback rate and take the biggest chunk
10 out of the fund balance in the first year which, again,
11 is consistent with the goal of doing that as well as
12 putting more money on the street.

13 MR. KIRTLAND: Also, I just wanted to
14 highlight the middle years with this strategy.
15 Essentially, you're looking at adopting another rollback
16 rate to bring in some more revenues as our prior year.

17 And then we have incremental millage rate
18 changes. And even though there are other increasing,
19 470, 480 and 4825, the last year, a drop in the rate is
20 actually a representation of another rollback rate year.

21 It's because what we're trying to do, as I
22 mentioned, we're bringing in revenues that match our
23 expenditures once we utilize the amount of the fund
24 balance that we wanted to utilize during the funding
25 cycle.

1 So, we're looking at maybe a two rollback
2 rate year strategy with incremental increases in the
3 middle years. So, we start and end in the same place.

4 DR. ABRAHANTE: Quick question. For the
5 average homeowner, what would be the increase in taxes
6 between '18-'19 and '19-'20 and when is the
7 reauthorization of the Trust going to be?

8 MS. NUELL: We don't have to reauthorize.

9 MR. HAJ: The reauthorization is not needed.

10 DR. ABRAHANTE: Not needed?

11 MS. NUELL: No.

12 DR. ABRAHANTE: Phenomenal. Okay. So, I
13 still have a question. That was the emphasis for my
14 question. What would be -- you know, because remember,
15 I know on our side, we moved the needle a thousandth of
16 a percentage, you know.

17 MR. HAJ: It's minimal.

18 DR. ABRAHANTE: It is minimal?

19 MR. HAJ: Wendy, what is it, a couple of
20 dollars?

21 MS. DUNCOMBE: The rollback rate should be
22 nothing. I think, last year, it may have been as much
23 as a dollar.

24 DR. ABRAHANTE: So, it's negligible?

25 MS. DUNCOMBE: Right.

1 MS. NUELLE: And I think, in all the years
2 past, where we didn't, you know, where we took the full
3 half-mill, I think there was, like, one, like, one, you
4 know, person that brought it up in the entire Miami-Dade
5 County.

6 DR. ABRAHANTE: People usually don't come up
7 when you get used to something. But once you lower it,
8 to pick it back up, it's a challenge at times. If it's
9 negligible, it doesn't matter, you know. But if it's an
10 amount that they'll notice --

11 MR. HOFFMAN: Well, this is part of the
12 impetus for the next slide and showing an alternative
13 where it would be, particularly in a year like this
14 year, where we're putting a lot of additional money on
15 the street, that we're doing it but we're bringing it
16 right back to a half-mill and see what the effect of
17 that is, and then we have a decreasing rate over five
18 years each year.

19 But we may not get, A) the rollback rate in
20 any of those years and B) again, we're also looking at
21 an assumption where we're raising more tax revenues in a
22 year where we still have a fund balance much higher than
23 it has to be.

24 MR. KIRTLAND: So, perfect segue, I guess,
25 into our second scenario. And I'm going to jump

1 actually, Muriel, if you don't mind going all the way to
2 the graph for scenario 2 and then we'll come back to the
3 data, just to kind of paint the picture what these
4 numbers are doing.

5 So, you can see, this is a much more sort of
6 simplified way of drawing down our fund balance. It's
7 just a straight line approach, equal increment approach
8 to drawing down our fund balance year to year.

9 But now, if we go back to the data, I can
10 show you a little bit more about what's happening and
11 the considerations that need to be made.

12 So, essentially, it's almost, in a way, a
13 flip of what we were doing before. Rather than arriving
14 toward a millage rate that represents the revenue we
15 need to bring in on an annual basis to sustain our
16 programs, we're actually finishing the funding cycle,
17 adopting a rate that gets to where we need to be in the
18 fund balance but not necessarily a proper representation
19 of the millage rate we need to adopt to bring in the
20 revenues that are needed on an annual basis.

21 So, actually, I'm going to look at this
22 backwards, right? If you look at '22-'23, you see the
23 expected revenues from adopting that millage rate. It's
24 141.5 million dollars compared to the total adjusted
25 expenditures of 152.3 million dollars.

1 So it sort of puts your strategy upside
2 down. We started out the fund cycle adopting
3 half-millage rates and decreasing those rates throughout
4 the year.

5 Where maybe it does provide us with a little
6 bit more of a review conservative in the other scenario
7 as well, perhaps maybe this type of representation is a
8 conservative drawdown type, you know, where it's not
9 necessarily -- there's not an outlier year where it's
10 too aggressive, maybe, one year versus the other, but it
11 does still provide other challenges as to what we
12 mentioned about the ability to be flexible throughout
13 the funding cycle, being able to adopt, you know,
14 millage rates that represent our needs to fund our
15 programs.

16 And like I said, it just -- it does not
17 fulfill that goal necessarily where we arrive at the
18 millage rate that we need to be. So if we did, in
19 '23-'24, seek to adopt that rate, we would be relying on
20 a tax increase in the final year.

21 But perhaps it does paint one interesting
22 option. If you look at the expected revenues, after the
23 first year, 138.3 million dollars. If you look at the
24 amount of revenues you need each year, they're
25 essentially the same from '19-'20 to '22-'23.

1 So this presents a possibility of adopting a
2 multiple rollback rate year without announcing tax
3 increases to the public but does leave us in a different
4 strategic position at the end of the funding cycle.

5 MR. HOFFMAN: So I think the important thing
6 for today, which is going to tie into the first
7 resolution, is that we really needed staff to sharpen
8 their pencils on what strategies we could adopt.

9 And I don't think we need to adopt at this
10 meeting one or the other, but we certainly have now
11 gathered the right data or better data than we had
12 before and come up with a strategy that both fits a
13 better projection of expected revenues as well as, you
14 know, staff's goal of maximizing the amount of money we
15 can put on the street.

16 So, again, we don't have to adopt this. But
17 as Bill said, we wanted to present it now so that it's
18 sort of antecedent of when we come back in a month or so
19 and start talking about the budget. We will have to
20 adopt the first-year rate or make a recommendation on
21 the first-year rate, on scenario 1 or scenario 2.

22 And as Bill said before, the likely scenario
23 1, I think, would be the preferable scenario because the
24 end effect is really the effect we want to try and match
25 our revenues with our expenditures.

1 Are there any other questions, or we can
2 just move into the resolutions?

3 MR. KIRTLAND: I have a question. So, is it
4 the desire of the committee to come back with
5 preliminary budgets at the next meeting with maybe a
6 representation of both the millage rates that were
7 presented in both of the scenarios today, just to maybe
8 circle back around to what was presented today and that
9 there might be two different approaches to the '18-'19
10 budget year and adopting maybe one or the other millage
11 rate, maybe reminding everybody of the discussion that
12 we had today and how that leads our strategy going
13 forward?

14 MR. HOFFMAN: Well, I think we should have
15 options -- an option. You can show the budget that is
16 in the preferred method but we ought to have a
17 discussion at least about what the alternative millage
18 rate is once we have those preliminary numbers and can
19 make that decision.

20 Any other questions, Bill?

21 MR. KIRTLAND: I'll let you know.

22 MR. HAJ: No, we'll prepare the TRIM
23 documents. We'll be back every week with both
24 scenarios.

25 MR. HOFFMAN: Okay. So, the first

1 resolution is 2018-A, authorization to increase the
2 total amount of youth development funding to be awarded
3 for high quality after-school and summer programming for
4 elementary, middle, and high school children and youth,
5 from the initially-approved amount of \$48,472,504.00 by
6 \$5,307,123.00, for a combined total amount not to exceed
7 \$53,779,627.00 annually, for a 5-year funding cycle to
8 begin August 1, 2018.

9 Do I hear a motion to that effect?

10 MR. HOPE: Motion, Steve Hope.

11 MR. HOFFMAN: And a second?

12 MR. DURAN: Second, Duran.

13 MR. HOFFMAN: Okay. And again, the last
14 discussion was sort of a predicate for this because what
15 we're doing in this resolution is saying, last year, we
16 kind of approved the overall categories and amounts that
17 we were going to allocate to each category or target for
18 each category.

19 Now, we look at a fund balance projection
20 and strategy and see that we can implement a higher
21 amount of funding. And as you'll see when we get to the
22 Board meeting, and if you do attend the Programs
23 Committee meeting, that the requests for funding were
24 significantly in excess of what we had planned or had
25 budgeted, and so we're trying to increase, again, for

1 the fund balance strategy, the amount of funding.

2 That's what this resolution is about.

3 MR. KIRTLAND: Right. A lot of our
4 discussions in past meetings that we've used the number
5 30 million dollars in additional funding in our
6 solicitations instead of saying 35, primarily because of
7 this resolution.

8 MR. HOFFMAN: Okay. Any questions -- other
9 questions about this?

10 MR. HOPE: Yeah, just one quick question.
11 So, in the presentation, it indicates about a 5-6.5
12 percent under-utilization program services. So that is
13 taken into consideration in this request?

14 MR. KIRTLAND: In this resolution?

15 MR. HOPE: Yeah, in this resolution.

16 MR. KIRTLAND: Yes, absolutely. Everything
17 that was presented today was built on the assumption
18 that this resolution would pass, essentially, that
19 additional money would be built into that strategy.

20 MR. HOFFMAN: This is still the gross amount
21 that we'd like to fund. And really, we've had a couple
22 of conversations about it as well. Staff was tasked
23 with finding ways of making sure we are funding that
24 during each fiscal year that we budget it, but that may
25 take a little time.

1 Any other questions?

2 (NO VERBAL RESPONSE.)

3 MR. HOFFMAN: All those in favor?

4 (WHEREUPON, the Board members all responded
5 with "aye".)

6 MR. HOFFMAN: Opposed?

7 (NO VERBAL RESPONSE.)

8 MR. HOFFMAN: Motion carries. Resolution
9 2018-B, authorization to negotiate and execute a third
10 year and final contract with Health Choice Network of
11 Florida, Inc., for the maintenance and support of The
12 Children's Trust's school health programs' utilization
13 software, in a total amount not to exceed \$500,000.00,
14 for a term of 12 months, commencing July 1, 2018 and
15 ending June 30, 2019.

16 Can I have a motion to that effect?

17 MR. HOPE: Motion, Steve Hope.

18 MR. TROWBRIDGE: Second, Trowbridge.

19 MR. HOFFMAN: Okay. Any recusals?

20 (NO VERBAL RESPONSE.)

21 MR. HOFFMAN: Questions, comments?

22 MR. TROWBRIDGE: This is the final year for
23 options; is that correct?

24 MR. HAJ: Yes. What you see in front of
25 you, we're requesting to approve this and the second

1 reso is requesting an RFP, because we have been funding
2 this for the last seven years. We want to see if
3 there's an ability to do it in a cheaper amount.

4 MR. TROWBRIDGE: Okay. That was my
5 question. Thank you.

6 MR. HOFFMAN: Any other questions?

7 (NO VERBAL RESPONSE.)

8 MR. HOFFMAN: Okay. All those in favor?

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

11 MR. HOFFMAN: Opposed?

12 (NO VERBAL RESPONSE.)

13 MR. HOFFMAN: Motion carries. And then the
14 companion Resolution 2018-C, authorization to issue a
15 request for proposal for an electronic system to track
16 school-based health services, including development and
17 deployment of the software, in a total amount not to
18 exceed \$500,000.00, for a term of 12 months commencing
19 October 1, 2018 and ending September 30, 2019.

20 Do I hear a motion to that effect?

21 MR. TROWBRIDGE: I'll move it, Trowbridge.

22 MR. HOFFMAN: Second?

23 MR. DURAN: Second, Duran.

24 MR. HOFFMAN: Okay. I have a question about
25 this, I guess, really, two questions. First is, is this

1 RFP for a five-year contract or do we plan on doing this
2 each year?

3 MS. SYLVESTRE: It would be for a five-year
4 contract. Our procurement policy allows us to have a
5 five-year contract for software with at year 3, doing an
6 evaluation, say, if it doesn't make sense to continue
7 with this vendor or not.

8 MR. HOFFMAN: Okay. But do we need to say
9 that in the RFP, authorization to issue an RFP for a
10 five-year contract with an initial term of, or is it
11 okay --

12 MS. GRAVES: I think it's okay because the
13 RFP will spell out the specific terms.

14 MR. HOFFMAN: Okay. And my second question,
15 do we expect competition in this and can we get it a lot
16 cheaper?

17 MS. SYLVESTRE: I hope so. The existing
18 software is Legacy Solutions, and so there are multiple
19 ways that we can go. As we are talking internally,
20 there is about three different options that could bring
21 those costs down, so I'm hoping that we would get
22 competition.

23 I believe we're going to be reaching out to
24 some of the vendors, just to let them know that this is
25 going to be coming out so that they can -- they can bid.

1 IT people don't normally bid on government stuff, so we
2 have to go out and, like, encourage them.

3 MR. HOFFMAN: And the sixth month overlap
4 would give a new provider enough time to transition data
5 and --

6 MR. HAJ: Correct.

7 MR. TROWBRIDGE: I have two questions. I
8 think you said, Jim, that the current provider is now
9 going into the seventh year. Did the material change
10 scope, because obviously things change much more
11 rapidly, you know --

12 MR. HAJ: Change scope here or --

13 MR. TROWBRIDGE: Scope of services in the
14 RFP.

15 MR. HAJ: -- historically?

16 MR. TROWBRIDGE: No, going forward, are we
17 looking for something a little different?

18 MS. SYLVESTRE: Yes.

19 MR. TROWBRIDGE: Okay. And then second
20 question was on, I think, to your earlier point, that,
21 you know, going out and trying to encourage folks to
22 bid. Do you ever do, like, a pre-bid meeting where you
23 would invite people?

24 MS. SYLVESTRE: Yes. We're going to -- when
25 we release it, we're going to have a bidders conference

1 to explain what exactly we're expecting of the software.
2 And there's -- I don't want to get into all the details,
3 but there's so many different places that we can go and
4 bring the software cheaper and make it more
5 user-friendly.

6 One of the biggest challenges is that it's
7 not a user-friendly software and it takes longer --

8 MR. TROWBRIDGE: Yeah, it's old. It's
9 outdated. It's seven years old, a lifetime.

10 MR. HOPE: Question. So, seeing that the
11 vendors that you are going to approach, I mean, are they
12 part of the approved vendor list or given that this is a
13 unique type of service, do they need to become part of
14 the approved vendor list or it's an aberration and there
15 are provisions that allow for us to go outside of the
16 approved vendor list?

17 MS. SYLVESTRE: I think this is unique
18 enough because it's medical records. It's basically,
19 we're running a medical health records system. We
20 would -- some of the vendors would be in our vendor pool
21 right now but some of the vendors we're approaching
22 would not be. There would be no reason for them to be
23 in our vendor pool right now.

24 MR. HOPE: Is there any policy right now
25 that would prevent you from going outside of the vendor

1 pool?

2 MS. SYLVESTRE: No, I don't think so.

3 MS. KOBRINSKI: Sorry, I missed the last
4 part.

5 MS. SYLVESTRE: Is there a policy right now
6 that would prevent us from going outside the vendor pool
7 to procure this?

8 MS. KOBRINSKI: I think you have a vendor
9 pool for this, right?

10 MS. SYLVESTRE: No. We have an IT vendor
11 pool but we don't have a vendor pool for medical health
12 records, which is a lightly different solution.

13 MR. HOFFMAN: I think if we approve an RFP,
14 it can be -- it could be either one. It doesn't really
15 say "of the vendor pool." It wouldn't have come to us
16 for an internal RFP from the vendor pool.

17 MS. SYLVESTRE: Okay. Yeah, I don't think
18 that if we just limit this to our vendor pool, then we
19 would really need an RFP because there's one vendor in
20 our vendor pool that could potentially provide the
21 solution. We have to open it to other people outside of
22 our vendor pool.

23 MR. HOPE: The intent was so that you're not
24 restrained by the vendor pool from going outside.

25 MR. HOFFMAN: Any other questions, comments?

1 (NO VERBAL RESPONSE.)

2 MR. HOFFMAN: All those in favor?

3 (WHEREUPON, the Board members all responded
4 with "aye".)

5 MR. HOFFMAN: Opposed?

6 (NO VERBAL RESPONSE.)

7 MR. HOFFMAN: Motion carries. So, let's
8 see, turn it over to Jim.

9 MR. HAJ: Mr. Chair, thank you. Champions
10 for Children, June 14th. I believe yesterday it was
11 dropped on everybody's calendars, all the Board members.
12 Board members are complimentary. If you want to bring
13 guests or your organizations want to buy a table, we
14 have a link there as well.

15 Family Expo is going to be at the Youth Fair
16 September 8th. Summer youth internships is going
17 exceptionally well. We sent a link to all the Board
18 members. So, again, if you want to hire interns, please
19 use that link.

20 Young Talent/Big Dreams, it was a phenomenal
21 event a couple of weeks, two, three weeks ago. We
22 highlighted it. You'll see it on Facebook, social media
23 and we pushed it out throughout the County.

24 Solicitation update, as you know, mental
25 health was approved a couple of months ago. Today in

1 Programs, we are bringing parenting and youth
2 development and then we have some smaller ones that will
3 be coming out, innovations, small CBO's, in the next
4 couple of months.

5 Monthly financials are on your tab. I'm not
6 sure if you want to review them.

7 MR. KIRTLAND: I have an announcement, I
8 guess, regarding the monthly financials. In correlation
9 with what we were discussing today, Ken has been
10 discussing with staff maybe some ways to improve these
11 monthly financial statements.

12 Our model really presents an interesting
13 situation because we really do receive so much of our
14 cash flow needs at the beginning of each year. You
15 know, we essentially can receive about 70 percent of our
16 revenue within about maybe three to four months of
17 starting the year.

18 So, the real risk, and as I was presenting
19 earlier -- and sorry, I keep pointing to the
20 non-projected presentation -- it's our ability to lessen
21 the under-utilization rate that we've seen in years
22 past.

23 So, as we adopt better systems and work
24 with -- it's really important for us to monitor our
25 programs in the coming months and years to make sure

1 that those indicators are there to monitor our contract
2 in a way that we know when under-utilization is
3 occurring.

4 So, we'll be looking at maybe shifting the
5 design of our financial statements to provide still the
6 basic information needed but maybe present information
7 in a way that starts to identify when programs are maybe
8 under-utilizing their awards at any specific time during
9 the year.

10 Because the numbers on a monthly basis just
11 really -- it's a heavy beginning cash flow. It's just,
12 you know, incremental expenditures from that point out
13 for the rest of the year.

14 So, there's not a lot of new information to
15 bring in the monthly financial statements, you know,
16 unless maybe you're looking at those types of things,
17 identifying contracts and programs that need
18 adjustments.

19 So, we'll be looking at ways to enhance our
20 reporting method so that these types of considerations
21 are made on a monthly basis.

22 I have one more announcement, too.

23 MR. HAJ: Can I finish mine? In the CEO
24 report, our contracts under 25K are listed on page 10.
25 Bill, would you like to add anything?

1 MR. KIRTLAND: Yes, sir. Just an
2 announcement that also next meeting, in addition to our
3 budget discussion, we'll also have some information of
4 the review for the audit services RFP. We'll be coming
5 back with some results of the review.

6 I'll have to get with counsel on maybe what
7 should be or shouldn't be said with regards to the cone
8 of silence in that RFP, but I just wanted to say that
9 that will be part of the discussion at the next meeting.

10 MR. TROWBRIDGE: Can we ask you the number
11 of responses we have?

12 MS. KOBRINSKI: It's a publicly-announced
13 meeting so you can ask.

14 MR. KIRTLAND: We had five responses and, I
15 think, about four out of five of those were eligible.

16 MR. TROWBRIDGE: Okay, great.

17 MR. HOFFMAN: Okay. Any other business?

18 (NO VERBAL RESPONSE.)

19 MR. HOFFMAN: Can I have a motion to
20 adjourn?

21 MR. TROWBRIDGE: So moved.

22 (Whereupon, at 10:14 a.m., the meeting was
23 adjourned.)

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REPORTER'S CERTIFICATE

STATE OF FLORIDA:
COUNTY OF MIAMI-DADE:

I, Fernando Subirats, Court Reporter and Notary Public in and for the State of Florida at Large, do hereby certify that I was authorized to and did report the proceedings in the above-styled cause; that the foregoing pages, numbered from 1 to 37, inclusive, constitute a true and complete record of my notes.

I further certify that I am not a relative, employee, attorney or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor financially interested in the action.

Dated this 1st day of June, 2018.



Fernando Subirats
Court Reporter

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