



**Finance & Operations Committee Meeting
Transcript**

July 5, 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, July 5, 2018, commencing
6 at 9:30 a.m., at 3150 S.W. 3rd Avenue, Training Room,
7 Miami, Florida 33129. The meeting was called to order
8 by Steve Hope, Acting Chair.

9 Committee Members

10 Steve Hope, At-Large Board Member
11 Honorable Isaac Salver, League of Cities
12 Miami-Dade County
13 Laurie W. Nuell, At-Large Member
14 Representative Nicholas Duran,
15 Miami-Dade Legislative Delegation
16 Esther Jacobo, State Attorney Representative Miami-Dade
17 Leigh Kobrinski, Assistant County Attorney

18 STAFF:

19 James Haj, President/Chief Executive Officer
20 Imran Ali
21 Donovan Lee-Sin
22 Elisa Agostinho
23 Felix Becerra
24 Juana Leon
25 Juliette Fabien
Lori Katherine Hanson
Maria-Paula Garcia

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

STAFF (Continued):

- Muriel Jeanty, Clerk of the Board
- Rachel Spector
- Sandra Camacho
- Sheryl S. Borg
- Stephanie Sylvestre
- Vivianne Bohorques
- Wendy Duncombe
- William Kirtland

GUESTS:

- Grace Ramos
- Dr. Robert Ladner
- Davenya Armstrong
- Claudia Sarabia
- Cata Saldarriaga
- Jose Dans

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

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

MR. HOPE: It's 9:30, so we can begin. Our Finance chair is out today, so I guess -- I'm not sure if I have the honor of sitting in his chair, but I will depend on staff and my Board members to ensure that this process goes smooth this morning.

We have quite a few items on the agenda. But before we begin, if I can open the floor for public comments, if anyone has any comments they'd like to make.

MS. JEANTY: No comments.

MR. HOPE: None, okay. All right. So, if we can move to the approval of the June 7th Finance & Operations Committee minutes, if there are any corrections.

MR. SALVER: I'll move it.

MS. JACOBO: Second.

MR. HOPE: Second. All in favor?

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

MR. SALVER: We have a quorum, right?

MR. HOPE: Yes, we do. All right. So, we have the presentation of the 2018-2019 preliminary

1 budget.

2 MS. KOBRINSKI: I'm sorry. Was there a
3 vote?

4 MR. HOPE: Yes, ma'am. Okay. So,
5 presentation of the 2018-2019 preliminary budget. Mr.
6 Haj.

7 MR. HAJ: Mr. Chair, thank you. You have a
8 tab -- on your third tab is a budget presentation. This
9 is not new. We went through the same presentation last
10 Finance Committee, which the Finance Committee approved
11 to take to the Board. We shared it at the full Board.

12 There were no questions or concerns but I'd
13 like to go through the proposed highlights again. The
14 Children's Trust continues to emphasize the importance
15 of spending money on programs and direct services on
16 children and families.

17 The Miami-Dade Property Appraiser's report
18 assessed tax roll of 292.3 billion. Again, this is the
19 final. It came to us after July 1. If the Board adopts
20 a .4415 millage rate, this is our rollback rate, ad
21 valorem taxes are not increasing from prior years, total
22 ad valorem taxes for the fiscal year '18-'19 would be
23 approximately 122.6 million.

24 And thanks to the Finance Committee and
25 working with us for the last six months, the Children's

1 Trust added 28.5 million additional funds. This
2 includes an additional five million that the Board
3 approved at the May Board meeting, for program services
4 fiscal year '19-'23.

5 The majority of those funds were approved at
6 the Board meeting in May. So, again, we're going back
7 to the rollback rate but increasing program spending by
8 28.5 million dollars.

9 Despite an approximate (indiscernible)
10 increase in program services funding, the Children's
11 Trust is budgeting a net decrease in management expenses
12 of approximately \$30,000.00, which includes a four
13 percent merit increase.

14 The Trust -- we're very proud of this -- the
15 Trust has now budgeted a decrease in management expenses
16 for three fiscal years. In '16-'17, it was \$470,000.00;
17 in '17-'18, \$317,000.00, and this year, approximately
18 \$30,000.00, totalling \$817,000.00, and that is the
19 lowest G&A expense in the history of the Trust at 6.32
20 percent.

21 So, if you go to the next page of this
22 slide, which is the Attachment A, and this we have
23 talked about, once this is approved at the July Board
24 meeting, this is what gets published in The Herald and
25 gets put out into the community.

1 There wasn't much change since we saw this
2 last month except there are three minor changes. One
3 is, we updated the millage rate because we had the
4 final, and it was from .4410 to .4415, so a minor change
5 there.

6 And there were two areas -- we reallocated
7 \$200,000.00 for innovation to cross-funder
8 collaboration, which should have been there in the first
9 place. We just got that one.

10 And then there was an increase for health
11 and wellness expenditures of \$174,000.00 because of the
12 receipt of a private grant, which is restricted to this
13 award. However, revenues also increased in the same
14 amount, so the fund balance is back to zero.

15 So there were really no major changes to
16 these next three pages. Again, this is Attachment A.
17 The second page is the fund balance, which the Finance
18 Committee has been working on the last four or five
19 months. And the last page is the core strategy.

20 MR. HOPE: Thank you. Any comments?

21 (NO VERBAL RESPONSE.)

22 MR. HOPE: As you know, we've been pretty
23 much working on this for quite a few months, so these
24 are just some updates as get some additional
25 information. Moving onto --

1 MR. HAJ: Mr. Chair, if I may, on this
2 point, we would need a vote from the Finance Committee
3 to take this to the full Board. When the full Board
4 votes on this in July, that will be locked in and taken
5 to TRIM.

6 MS. JACOBO: Move it.

7 MR. HOPE: Second?

8 MR. DURAN: Second, Duran.

9 MR. HOPE: Okay. Do we have a vote? All in
10 favor?

11 (WHEREUPON, the Board members all responded
12 with "aye".)

13 MR. HOPE: All opposed?

14 (NO VERBAL RESPONSE.)

15 MR. HOPE: Unanimous. Thank you. Moving
16 onto the resolutions. Okay. Resolution 2018-A,
17 authorization to negotiate and execute a contract with
18 Marcum LLP for financial auditing services of The
19 Children's Trust, in a total amount not to exceed
20 \$26,250.00, commencing August 1, 2018 and ending July
21 31, 2019, with four possible 12-month renewals.

22 Funding is in the amount of \$26,250.00 for
23 this resolution, allocated for year 2018 and is
24 projected to be available in fiscal year 2018-2019.

25 Do I have a motion?

1 MS. JACOBO: I'll move it, Jacobo.

2 MR. SALVER: I'll second it, Salver.

3 MR. HOPE: Any comments, discussion?

4 (NO VERBAL RESPONSE.)

5 MR. HOPE: Okay. All in favor?

6 (WHEREUPON, the Board members all responded
7 with "aye".)

8 MR. HOPE: All opposed?

9 (NO VERBAL RESPONSE.)

10 MR. HOPE: Unanimous. Moving onto the next
11 resolution, Resolution 2018-B, authorization for the
12 expenditure of up to \$8,000,000.00, in addition to
13 the --

14 MR. SALVER: It's \$8,000.00.

15 MR. HOPE: I'm sorry.

16 (Off the record.)

17 MR. HOPE: Authorization for the expenditure
18 of up to \$8,000.00, in addition to the \$23,000.00 that
19 has already been expended, in a total amount not to
20 exceed \$31,000.00 in fiscal year 2017-18, with Konica
21 Minolta Business Solutions U.S.A., Inc., for
22 comprehensive management of print services.

23 Do I have a motion?

24 MR. DURAN: So moved, Duran.

25 MS. JACOBO: Second, Jacobo.

1 MR. HOPE: Any discussion, comments?

2 (NO VERBAL RESPONSE.)

3 MS. KOBRINSKI: Recusals?

4 MR. HOPE: Recusals?

5 (NO VERBAL RESPONSE.)

6 MR. HOPE: Since there is none, can we have
7 a vote? All in favor?

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

10 MR. HOPE: All opposed?

11 (NO VERBAL RESPONSE.)

12 MR. HOPE: Motion passes. Moving onto the
13 next Resolution 2018-C, authorization to retroactively
14 ratify the agreement with TM Telcomm Corp. for voice
15 over IP (VoIP) telephone and internet services pursuant
16 to a service order agreement and to authorize fiscal
17 year 2018-19 expenditures, subject to available funding,
18 in a total amount not to exceed \$95,000.00, for a term
19 of 12 months commencing October 1, 2018 and ending
20 September 30, 2019.

21 Do I have a motion, please?

22 MR. DURAN: So moved, Duran.

23 MS. JACOBO: Second, Jacobo.

24 MR. HOPE: Any discussion?

25 MS. KOBRINSKI: Recusals?

1 MR. HOPE: I'm sorry. Any recusals?

2 (NO VERBAL RESPONSE.)

3 MR. HOPE: Discussion?

4 MR. SALVER: Does staff like this voice over
5 IP? I'm not a huge fan of it.

6 MR. HAJ: Well, this -- again, the Board
7 approved this. If you see the retroactive section, we
8 approved the funding but not the agreement, so we're
9 going back. We are also looking at ways that maybe we
10 can be more creative in the future throughout the term.

11 MR. SALVER: What's the other area?

12 MR. HAJ: SKYPE and some other areas that
13 we're going to research this year, how to do this more
14 effectively.

15 MR. SALVER: Right. You know, typically, my
16 experience with voice over IP, it's not as good as a
17 traditional communications line.

18 MS. SYLVESTRE: Are you talking about
19 quality of service?

20 MR. SALVER: Just the quality, yeah.

21 MS. SYLVESTRE: The quality of service that
22 we receive, I don't know that there's much, for our
23 solution, that there's much discernible difference
24 between that and the regular timeline.

25 MR. SALVER: And no one has complained about

1 it?

2 MS. SYLVESTRE: Nobody's complained about
3 it. And if we go to SKYPE, that would still leverage
4 voice over IP as well. It probably will make it clearer
5 in some instances and more affordable.

6 MR. HOPE: Thank you. Do we have a vote?
7 All in favor?

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

10 MR. HOPE: All opposed?

11 (NO VERBAL RESPONSE.)

12 MR. HOPE: Unanimous. Moving onto the next
13 Resolution 2018-D, authorization to enter --

14 UNIDENTIFIED SPEAKER: We have a
15 presentation.

16 MR. HOPE: Oh, I'm sorry. Okay, we've got a
17 presentation.

18 MS. AGOSTINHO: Good morning. So, there's
19 just a handful of people here who don't know me. I work
20 with Emily in the Communications department. I'm
21 representing our intention to continue our services with
22 several agencies. Representatives are here from WOW
23 Marketing, ImaginArt, Armstrong Creative and M Network.

24 These are the agencies that critically
25 support our overall public education and brand awareness

1 efforts, and the success of those efforts are regularly
2 measured with a variety of tools, including regular
3 public surveys.

4 And that is where our presenter today comes
5 in. That's Robert Ladner of Behavioral Science
6 Research. He's going to present the findings from the
7 most recent survey, which was a collaborative effort
8 between ourselves and his agency and WOW Marketing, and
9 answer any questions you guys might have about it.

10 So, I'm just going to give him the floor.
11 And the presentation that is going to be made has also
12 been put into tablets.

13 DR. LADNER: Let me just touch briefly on
14 this. The study -- we conducted the study in November
15 of 2017. And basically, our respondents and the
16 graphics match the demographics in the adult
17 householders in Miami-Dade County with 64 percent
18 Hispanic and 29 percent under 35.

19 But there's where we get some really
20 exciting numbers. To say that we did a good survey, to
21 say that it was vetted thoroughly by Emily Cardenas and
22 WOW Factor is part of the underpinning of the research.

23 But the most important part about it is,
24 since the study was done back in 2013, the brand
25 awareness for the Children's Trust has increased. And

1 it has increased among Hispanics, among blacks, among
2 the non-Hispanic whites, of a total from 36 percent
3 awareness level to 54 overall.

4 And when we go to -- when we're taking a
5 look at the individual behavior of the ethnic groups,
6 one of the things we notice is the Hispanic population
7 has shown a very pronounced and remarkable increase in
8 awareness. This was part of your advertising strategy
9 last year and it has very clearly paid off.

10 We divided the population into two kinds of
11 people, people who had kids and everybody else. On the
12 left side, you'll see adults overall. And
13 parenthetically, on a number of these presentations,
14 you're going to see the general population of adults in
15 a sample on the left and the "parents only" part of the
16 sample on the right.

17 As you can imagine, the brand awareness is
18 higher in the "parents only," 59 percent, compared to 54
19 percent of the general population.

20 Now, one thing that is really interesting
21 about this is the rise -- there's two things about this
22 chart that I think would be really important to you.

23 Number one is, you have a very large,
24 substantial installed base of awareness; that is to say,
25 if you look at the green bar on the far right, these are

1 people who, when they were asked how long have you known
2 about the Children's Trust, said basically, over five
3 years.

4 So you have a large portion of your
5 population, over half of the people who are aware of the
6 Children's Trust, have known of you for five years.

7 But the other group has to do with what's
8 happened in the last two to three years. Adults
9 overall, 10 percent and 19 percent, give you 29 percent
10 of your population has known about you for less than
11 three years, which means that advertising that you have
12 done in the last three years has raised that
13 significantly.

14 And when you take a look at the awareness
15 increases as a function of the ethnic group, the
16 Hispanic ads are working. If you take a look at the
17 little red bar, which is people who have known you in
18 the Hispanic community for less than one year and the
19 blue bar, which is one to three years, you put those
20 together, there's 36 percent, 36 percent of the
21 Hispanics who know about you and learned about you in
22 the last two to three years.

23 This is really important. It means the
24 efforts you are doing for outreach are definitely
25 touching --

1 (Brief interruption.)

2 DR. LADNER: Okay. Here's another
3 interesting chart. There's two charts in here, one of
4 which talks about the individual programs and services
5 that the people who know about you are familiar with,
6 the parents on the right side and the adults overall on
7 the left side.

8 One of the things you have to look at is
9 that the orange bar is people who can't think of any
10 services at all. They know who you are but they don't
11 know what you do, okay?

12 And as you can imagine, the adults overall,
13 40 percent of the adults overall say, okay, we have
14 heard of the Children's Trust, we have a generally
15 favorable opinion of the Children's Trust, we don't know
16 what you do.

17 And so the green bar, which is the primary,
18 the first named, most frequently named program and
19 service that you provide, which is your after-school
20 programs, the adults overall, we're talking about 36
21 percent aware of you.

22 And parents, of course, not surprisingly,
23 the parents are up at 44 percent and the percentage of
24 the parents who cannot think exactly already what it is
25 that you are providing in the community is relatively

1 low.

2 Now, when we asked people what their opinion
3 is about the Children's Trust, these are marvelous
4 numbers. The green bars on the right are people who
5 have an overall positive opinion about the Children's
6 Trust as opposed to neutral or negative.

7 Very few people are negative. We have some
8 folks in the neutral category. But of the adults
9 overall, the adults overall, 72 percent of our total
10 sample, okay, basically said, we have a positive or very
11 positive opinion about the Children's Trust, 80 percent
12 among the "parents only."

13 Just as a side bar here, it's not shown on
14 the chart, but if you pull out the parents who have no
15 kids at all, the percentage who feel positive about you
16 is down to 68 percent.

17 So if you think about this, this is not a
18 number on the chart, just to give you some reference
19 points, 68 percent of the parents -- of the adults who
20 have no kids at all think positively of you, 72 percent
21 of the adult population in general think positively of
22 you, and 80 percent of parents with children in your
23 demographic feel positively about you. Those are very
24 good numbers. Those are very good numbers.

25 But there's a real neat thing happening

1 here, okay? Because one of the things that we did, as
2 part of our exercise, is once we have determined the
3 baseline level of awareness and how positively they felt
4 about the Children's Trust, the next thing we did was,
5 we read everybody a stimulus item that outlined what the
6 Children's Trust does, a bit about how it's funded, what
7 its role in the community is.

8 You've got them in the marketing department
9 if you want to see that at some point. I did not bring
10 a copy of that statement with me.

11 But what happens is, when you educate people
12 about what the Children's Trust does, this is what
13 happens to the positivity of the opinion. You've got
14 the adults overall are 88 percent positive. Parents of
15 children are 89 percent.

16 And what's really remarkable about that is
17 how similar they are. When you are able to reach out to
18 the population, to let people know what it is that you
19 actually do, you get almost a 90 percent approval of
20 what it is you actually do. And that's a really
21 important number for when you're planning your marketing
22 strategy, okay?

23 Should the Children's Trust invest in
24 advertising? People say, well, you do such a great job,
25 you know, maybe you shouldn't be investing in

1 advertising. As far as the people who responded to the
2 survey go, 72 percent of them overall and 75 percent of
3 the parents basically said, yes, spend money on
4 advertising.

5 What's interesting about this is, this whole
6 business about investing in advertising is, you're
7 funded publicly. Maybe some people don't think it's a
8 good idea, in the Board or Finance or in the
9 infrastructure of the organization.

10 But the advertising we have seen earlier
11 works. When you convey your core message to your core
12 constituencies, you get a very positive response and you
13 get support for advertising within the organization.

14 Where do people go when they're searching
15 for local South Florida news and information? What's
16 important about this is that the overwhelming desire of
17 people to get information in South Florida is to turn on
18 the television set, okay?

19 This is for community activities, on-line
20 websites. We have here 23 percent from parents, 18
21 percent, it's the gray quadrant there in the lower
22 left-hand corner. But the big green machine that drives
23 people looking for local information about local news
24 and local activities is television.

25 We asked the parents, have you looked for

1 information about programs and services that benefit the
2 children under your care. And as you can imagine, 46
3 percent say "yes." What's interesting is, 54 percent
4 say "no."

5 I think one of the things that we want to
6 look at in the future, and I will turn this back to
7 marketing strategists, is to say, how do we get parents
8 to go and find more out about what is available for
9 their children.

10 When they look for stuff about their
11 children, where do they go? Well, they don't go to TV.
12 They're not going to use television as an interactive
13 mechanism for learning things specifically of interest
14 for their kids.

15 But the internet or going to websites is 87
16 percent of the mentions, okay? People know how to get
17 information. And they go directly to the internet and
18 to websites.

19 And one of the issues that has to happen
20 here is, how do they go get that? And it comes from the
21 last question. I'm going to provide you some raw data
22 on here.

23 "Do you own, or have you owned in the last
24 six months, a Smartphone?" 75 percent of the parents --
25 pardon me -- 75 percent of the adults in Miami-Dade

1 County own or have used a Smartphone within the last six
2 months and the parents is 86 percent.

3 So, as a mechanism for reaching out to the
4 people in the community, you know, recognize that if
5 you're apps or Smartphone readable, you're going to be
6 reaching between three-quarters and 85 percent of the
7 population that you want to reach out and touch.

8 There's a whole bunch more data that we have
9 provided to marketing, but I wanted to give you news
10 highlights in the context of understanding two things.

11 Number one, you have a baseline of -- you
12 have a baseline high awareness level and a high
13 positivity level in the people in Miami-Dade County.

14 Number two, the efforts you have had to
15 increase awareness and positive response among Hispanics
16 in the last two years has paid off.

17 And number three, if you want to do more of
18 this, you see what happens when you show people the
19 actual descriptions of what it is that you're doing at
20 the Children's Trust. You raise everybody's awareness
21 and positivity level very high when you communicate what
22 it is that you do.

23 Are there any questions?

24 MR. DURAN: One question for you. Looking
25 at page 3, respondent demographics, and I was just

1 looking at the respondent ethnicities, particularly the
2 Hispanic respondents, do you have an idea what percent
3 of those Hispanic respondents responded in Spanish or in
4 English?

5 DR. LADNER: Yes. We had 30 percent of the
6 people who responded to the survey responded in Spanish
7 rather than in English. Considering that maybe 64
8 percent of the people, maybe half overall of the people
9 who responded to our surveys were choosing Spanish as
10 their language of choice.

11 MR. DURAN: Okay. Thank you.

12 DR. LADNER: Yes, thank you for that
13 question.

14 MR. HOPE: Question. I'm not sure if you're
15 only going to address questions to the research or in
16 terms of the media buying strategy. Would that be you,
17 also?

18 DR. LADNER: No, sir, I am not an expert in
19 media buying strategy. You've got media buying
20 strategists here who are high-performing. That's not
21 what I do.

22 MR. HOPE: Okay. Do we have anyone from WOW
23 Factor?

24 MS. AGOSTINHO: Yes, we do.

25 MR. HOPE: Okay. All right. So if we look

1 at the current media buying strategy, because we're
2 spending about close to a million dollars, how do we
3 measure success in terms of, what are the, you know,
4 performance indicators that you have to determine
5 whether the media strategy or the buying strategy that
6 you're using is effective? How do you measure that?

7 MS. AGOSTINHO: WOW Marketing can stand and
8 speak.

9 MR. DANS: Good morning. So, some of the
10 ways that we measure -- my name is Jose Dans and I am
11 the founder of WOW Factor Marketing.

12 And so, some of the ways we measure success
13 is by interaction on-line. It's the most measurable way
14 to understand people engaging in our brand. When you
15 buy television, it creates awareness about a brand.

16 But what we're looking to do is create
17 unaided awareness. So, what we're saying is, "aided
18 awareness" means, I served you an ad on-line, whether it
19 be social media or in the internet anywhere, and it
20 prompted someone to go to your particular page, right?
21 It prompted someone to become your fan.

22 "Unaided awareness" means, I know what the
23 Children's Trust is and I don't have to see that ad.
24 And if I want to find something related to after-school
25 care programs or whatever, I would just go straight

1 there.

2 So, when we started working with you guys a
3 little under two years ago, you had about 1,700 Facebook
4 fans, right? I remember sitting in the Board meeting
5 last year when we talked about, you know, is that
6 significant for a community organization like yours?

7 And at the time, we had grown from 1,700
8 Facebook fans to, like, 7,500 Facebook fans. And I
9 thought, it's still not enough. Dade County Youth Fair
10 has over 100,000 fans and they're a three-week event.
11 We should have a significant increase.

12 Well, as of last week, you had almost 34,000
13 fans. So, in a period of two years, you've established
14 a community that you can talk to on a regular basis.
15 And so, does it work and are people engaging?
16 Absolutely.

17 In the last 30 days, we have had almost
18 200,000 people view our videos. That's 200,000 video
19 views. That's huge, right? We launched a #Read30
20 campaign. I'm not sure if you guys are familiar with
21 #Read30, but launched a #Read30 campaign on May 29th.
22 And to-date -- well, actually through last week, you had
23 6,000 visit that page on-line. That's huge, right?
24 Almost 1,000 of them were talking in Spanish, so they
25 were trying to talk to you in Spanish.

1 I remember when we first started working
2 with you guys, we were way under-indexing against the
3 Hispanic community. So we made an effort to switch that
4 and create awareness, unaided awareness amongst the
5 Hispanic community.

6 And so I think that based on the numbers
7 that Dr. Ladner has presented, we've made a movement,
8 right? We've changed the way people perceive our brand
9 amongst the Hispanic community.

10 So, you know, those are just some numbers
11 that I know off the top of my head and I jotted down
12 before I walked in here.

13 MR. HOPE: Just a follow-up question. So,
14 for example, when we give money to grantees, we have
15 metrics that they have to say, okay, we're going to
16 serve "X" number, this is how we measure success.

17 So, I guess, the question is, how do you
18 measure success in terms of, okay, for fiscal period,
19 this is the amount of increase in, let's say, Facebook
20 growth?

21 So, from an advertising standpoint, how many
22 individuals are you trying to reach, what demographics,
23 so specific metrics that says, this campaign is
24 successful?

25 So at the end of the fiscal year, we can go

1 back and say, these are the performance indicators we've
2 established, this is where we're at. Is that outlined
3 in the scope of syllabics?

4 MR. DANS: Absolutely. So, Emily will give
5 us target numbers, right? And she'll say, we want to
6 reach "X" amount of people, right? We want to buy so
7 many impressions. We want to reach them so many times,
8 right?

9 So, our reach is critical and our frequency
10 is critical. How many times do we actually talk to
11 these folks? So, we don't negotiate with your money,
12 right? We negotiate with the agency's money, right?

13 Last year, we spent 47 million dollars in
14 advertising. So, we walk in with a 47 million dollar
15 bag, not a million dollar bag. And because of that, you
16 know, we'll establish -- reach numbers up, let's say, 60
17 percent of the market will see our advertising four
18 times.

19 Because of the bag that we walk around with
20 all this money, we're actually able to sometimes double
21 and sometimes triple the amount of impressions that we
22 buy because we're using the leverage of all the other
23 money from all of our other clients to benefit you.

24 We have a lot of opportunities for added
25 value stuff, things that you guys don't pay for that

1 we've been able to deliver to you guys because you're
2 providing a service to the community.

3 And when an advertising agency spends that
4 kind of money, the media kind of plays, you know what I
5 mean? They'll do whatever needs to be done. So, when
6 Emily gives goals and numbers to me, traditionally,
7 actually, I don't think we've ever not met those goals.
8 We have always way exceeded those goals.

9 MR. HOPE: So is it possible for the Finance
10 Committee to see what are some of those indicators,
11 where are we at, let's say, mid-year, as to whether or
12 not --

13 MR. DANS: I'm sure. I'm sure --

14 MS. NUELLE: Go ahead.

15 MR. HOPE: Yeah, I'm finished here.

16 MS. NUELLE: Well, that's one of my
17 questions. And I don't know if you're the right -- I
18 don't know who the right person to answer is. So, you
19 know, we can see the numbers and we see improvements or
20 increases.

21 But what should they be, is my question.
22 So, first of all, the brand awareness, it's, like, 54
23 percent and 55 percent. And, you know -- well, I was
24 looking at the one that just had two -- two bars or
25 three bars. And it's, like, the green bar is, like,

1 really high, but it's still 54 to 55.

2 So, what is our goal? And how, if there is
3 a goal, how, you know, how short are we? And same
4 thing, even, like, looking at, I think, you know, how do
5 people get their information or, you know, by the
6 internet or the website, and how many views do we have?
7 So we increase to 6,000 or we have 35,000 Facebook fans,
8 but what, you know, what should our target be and how
9 far are we away from that?

10 And that's something that I'm always
11 interested in because it's very easy to look at the
12 improvement, but we still may be not where we should be.

13 And I think one question is what you just
14 explained, is that you get sort of orders from our end,
15 but I'd be curious to know from your end, you know, it
16 might be what we can afford or, you know, that sort of
17 thing, but your recommendations are saying, you know,
18 what we need to do to --

19 MR. DANS: I think, you know, if you look
20 at -- if you look at budgets, right, and you look at
21 traditional increases, right, usually, you see in a
22 year, single-digit increases, right?

23 So, you guys were under-indexing against the
24 Hispanic market and way over-indexing against the
25 African American market, right? So, for us, a year

1 and-a-half ago when we were assigned, you know, level
2 the playing field, right, have Hispanics understand that
3 we're here and let them use our services, to see numbers
4 like that are huge. They're way over industry standard.

5 I'll give you an example. Typical
6 engagement on a post, on a Facebook post may be in the
7 10 to 20 percent, right? We're at 1,575 percent
8 increase in post engagement. It's massive.

9 We went from having very little to turning
10 it on and having, like, this overflow of engagement. I
11 think that -- I've been doing this for many, many years.
12 And I worked at the Tribune. I worked at Univision
13 before I had this agency.

14 I have never seen a market react to a
15 campaign -- in the 13 years that I've owned this
16 company, I have never seen a market react to a campaign
17 the way I've seen the market react to your campaign.

18 I could prepare a DEC for you guys and say,
19 this is how it all lays out. But as an agency, we're
20 not just proud of the success that we've had with this.
21 We're somewhat astonished by the success that we've had
22 with this. It's amazing.

23 MS. NUELLE: I think that we, as a Board,
24 need to understand that --

25 MR. DANS: And we've been able to leverage

1 things --

2 MS. NUELLE: -- what that means, because you
3 can look at -- the numbers are flat, you know what I
4 mean? That's not -- that's very helpful.

5 MR. DANS: Right. And if you look at our
6 presence in the marketplace, we've kind of shifted
7 things around. And if you look at outdoor advertising,
8 for example, it creates brand awareness. We went from
9 having a MetroMover to having the entire MetroRail,
10 right? We went from having four bus sides to 30 buses,
11 right, of which maybe half of them are no charge.

12 There's a huge, huge increases that you guys
13 have had in terms of presence in the marketplace with
14 the same amount of money. You're not spending any more
15 than you were before we got here, right?

16 So, you've been spending that money for
17 quite some time and this is kind of like where you were
18 at and all of a sudden, the same money is used in a
19 different fashion and we've seen this astronomical
20 engagement with your brand. So, I think you guys should
21 be very, very happy and very proud.

22 MS. NUELLE: Thank you. I have one other
23 question. So, on this one, looking for news and
24 information, so other cell phone app, 211 Helpline and
25 internet website, which obviously has this enormous

1 jump, and 87 percent is, I mean, pretty high.

2 I guess one of my questions, then, is, do we
3 adjust -- and obviously, like, down here, it doesn't say
4 how much we spend on each of those. But then do we
5 adjust with this information?

6 MS. AGOSTINHO: Absolutely. Our budget,
7 we're constantly looking at what's working and what's
8 not. What Jose was talking about with the digital
9 engagement, the online engagement, we have shifted a
10 large portion of what we're using for other things, that
11 weren't getting us the return we wanted, to digital.

12 And the result, as you see, is what we're
13 talking about this morning. So, Emily is very aware of
14 the trend. She's very aware of what's working and what
15 isn't. You know, we do the regular public opinion
16 surveys. We have the digital analytics for what we're
17 doing in that readout.

18 And we also have just regular things, like,
19 newspapers, magazines, radio, TV. And you can look at
20 all that in any given moment and see what's working and
21 what isn't.

22 MR. DANS: So, to help answer that question
23 even further, we calibrate these numbers and our buys on
24 a regular basis, right? So traditionally, an agency
25 will place a buy. And then once that buy is placed,

1 we'll review the results later, right?

2 We don't do that, right? We sit with Emily
3 on a monthly basis and sometimes on a bi-weekly basis.
4 I mean, it's on a constant basis.

5 When we started working with you guys, you
6 guys had very, very low internet interaction numbers and
7 you were spending about \$28,000.00 a year on the
8 internet, right?

9 So, we're in excess of \$300,000.00 a year.
10 It was a really scary move, right, to move from what we
11 normally do and shift this out of the comfort zone and
12 say, we're going to take this risk.

13 And so we did. We took a big risk. And it
14 clearly has paid off massively. So, we treat this money
15 as if it were our money, right, and we're really, really
16 careful with making sure that the results are
17 spectacular. So, yes, we calibrate this on a regular
18 basis.

19 MS. NUELLE: That's great.

20 MS. JACOBO: I have a question. I think it
21 might be a research question, actually. So, when we
22 talk about the different demographics, when we talk
23 about the Haitian-American community, where is that? Is
24 that lumped within the black community? Is that where
25 that is?

1 DR. LADNER: We include them in the black
2 community. The Haitian community is a very small
3 segment of the adult population. It's an active segment
4 in terms of a portion of the overall --

5 MS. AGOSTINHO: To clarify, that's in the
6 survey.

7 MR. DANS: Right. On the advertising side,
8 we do address the Haitian community and we're actively
9 involved.

10 MS. JACOBO: So, I guess, there's no way of
11 really knowing in relation to, you know, the African
12 American community versus the Haitian-American
13 community, what their awareness level is,
14 comparison-wise. You don't have that?

15 MR. DANS: I have no idea.

16 MS. AGOSTINHO: That's something that will
17 be provided in the next survey.

18 DR. LADNER: And to the chair, we did a
19 study on Haitian-American awareness a couple of years
20 ago for the Children's Trust. It is replicatable. We
21 can do it again. But it's based on what your budget is
22 and what your informational needs are.

23 We have done it. We have done studies on
24 low-income households. We have done studies on
25 low-income Hispanic households. So, we'll have no

1 problem replicating any of these issues and doing
2 trendline data for you, if you want to see where you've
3 come from and where you're going to go.

4 MS. JACOBO: And, you know, whenever it's
5 appropriate to talk about the next steps, you know, I've
6 always felt like that's a community that's very hard to
7 reach and very hard to engage sometimes.

8 So, I would love to see further, you know,
9 that the engagement is going up and that we're reaching
10 that particular community.

11 MS. AGOSTINHO: If I may, with this last
12 vendor pool, in 2016, one of the agencies that we took
13 on, ImaginArt, specifically for outreach, that's one of
14 the resolutions we're doing today.

15 MS. NUELL: Before we move on, I just have
16 one quick follow-up, if you don't mind. One area, I
17 guess, it's a demographic, that I have been thinking
18 about and worried about is the complete opposite of the
19 people we serve, which are people that we don't serve,
20 not that are in need, like, leaders, or, you know, since
21 everyone funds the Children's Trust.

22 And, you know, all of us experience -- you
23 say what you're involved in and people say, you know,
24 what's the Children's Trust. So, I'm just wondering, as
25 I've been thinking about it for a little while and I

1 have read all this information, is that also possible, I
2 mean, I talked to Emily about it a little bit but, you
3 know, to measure that group of people that are of, let's
4 say, you know, higher socio-economic level that just in
5 terms of awareness, what we do, that they're happy,
6 they're leaders, are people that we might, you know,
7 want to, you know, engage or call on. So, anyway, you
8 get my point.

9 DR. LADNER: It's possible. If we can
10 give -- if we can give Emily and she can distribute it
11 as she wishes, some breakouts of what the upper income
12 people in our sample said, okay, because our sample did
13 spend a high variety of income levels.

14 But going after your decision-makers, your
15 influencers, people who are essentially the opinion
16 movers and shakers in the community, that's a very
17 specialized segment.

18 MR. DANS: And I'll help you, give you a
19 little bit more information on that. So, when we buy
20 our media, our primary target is moms, right? Our
21 secondary target is exactly what you're talking about.
22 It's upper-income levels. It's movers and shakers.
23 It's taxpayers, right?

24 And so, one of the reasons why we went from
25 the PeopleMover to the MetroRail is because it starts in

1 Dadeland and it goes right through Coral Gables. It
2 goes through Coconut Grove.

3 And it ends in the area where we want to be
4 in, but we're also exposing our brand to people who are
5 on US-1 who live in Pinecrest and in South Miami.

6 The other thing that we do is, we look at
7 general market television. And when we look at general
8 market television, we look at the secondary demo. So,
9 although we are buying for moms, right, we also look at
10 the secondary demographic group and try to evaluate and
11 make sure that we're actually reaching them.

12 So, although our dollars are spent against
13 moms, we will make that that secondary demo is reached.

14 MS. NUELLE: Secondary demo, I've got to
15 write that down.

16 MR. DANS: And one more thing, if I could
17 just make a comment that you guys didn't ask me but I'll
18 make it anyway. I would love if you guys are not fans
19 of the Children's Trust on Facebook, become a fan,
20 right, and look at the content, right, and then read the
21 comments.

22 And you'll be shocked, right? I was looking
23 at it this weekend, last weekend. And I was looking at
24 the #Read30 posts. And it was about -- there's an
25 enormous amount of engagement. But a really great

1 percentage of it, people were answering to us and
2 speaking to us in Spanish. And that had never happened
3 before.

4 So, I think that that is a testament to the
5 fact that we're moving this Hispanic market towards us.
6 It is the largest segment of our population in Dade
7 County.

8 And so, you know, I invite you guys to
9 become our friends on social media and check us out and
10 read some of the comments. Any other questions?

11 (NO VERBAL RESPONSE.)

12 MR. HOPE: Thank you. Any additional
13 comments?

14 (NO VERBAL RESPONSE.)

15 MR. HOPE: Okay. So moving onto Resolution
16 2018-D, authorization to enter into a third and
17 final-year agreement with Wow Factor Marketing Group,
18 Inc., an agency selected from the 2016-2019 vendor pool
19 for media buying services and market research, in a
20 total amount not to exceed \$1,131,000.00, inclusive of
21 \$961,350.00 to purchase media, and \$169,650.00 in agency
22 fees and market research, for a term of 12 months
23 commencing October 1, 2018 and ending September 30,
24 2019.

25 MS. JACOBO: I'll move it, Jacobo.

1 MR. SALVER: I'll second it, Salver.

2 MR. HOPE: Any recusals?

3 (NO VERBAL RESPONSE.)

4 MR. HOPE: Any comments?

5 (NO VERBAL RESPONSE.)

6 MR. HOPE: Can we have a vote? All in
7 favor?

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

10 MR. HOPE: All opposed?

11 (NO VERBAL RESPONSE.)

12 MR. HOPE: Unanimous vote. Moving onto the
13 next Resolution 2018-E, authorization to enter into a
14 third and final-year agreement with Imaginart Media
15 Productions, LLC, an agency selected from the 2016-2019
16 vendor pool for community outreach and media buying
17 targeting the Creole-speaking Haitian community in
18 Miami-Dade County; administration and oversight of The
19 Children's Trust's leased Yellow Box displays; and
20 English-Creole translation services, in a total amount
21 not to exceed \$156,215.00, for a term of 12 months
22 commencing October 1, 2018 and ending September 30,
23 2019.

24 Do I have a motion?

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

1 MR. DURAN: Second, Duran.

2 MR. HOPE: Any recusals?

3 (NO VERBAL RESPONSE.)

4 MR. HOPE: Any comments?

5 MR. DURAN: Quick question, just for
6 clarity, not particular to this particular context but
7 just the way it's written in the recommended action for
8 this and the previous one.

9 It says, "third and final-year agreement."
10 What does that mean, "final year?"

11 MS. AGOSTINHO: That means that it's the
12 final year of our three-year vendor pool.

13 MR. DURAN: Okay. And so it opens up after
14 this year for the vendor pool?

15 MS. AGOSTINHO: Correct.

16 MR. HOPE: Any other comments, questions?

17 (NO VERBAL RESPONSE.)

18 MR. HOPE: Can we have a vote? All in
19 favor?

20 (WHEREUPON, the Board members all responded
21 with "aye".)

22 MR. HOPE: All opposed?

23 (NO VERBAL RESPONSE.)

24 MR. HOPE: Unanimous vote. Moving onto the
25 next resolution, Resolution 2018-F, authorization to

1 enter into a third and final-year agreement with
2 Armstrong Creative Consulting Inc., an agency selected
3 from the 2016-2019 vendor pool for urban media buying
4 and community outreach targeting the African-American,
5 faith-based community in Miami-Dade County, in a total
6 amount not to exceed \$148,785.00, for a term of 12
7 months commencing October 1, 2018 and ending September
8 30, 2019.

9 Do I have a motion, please?

10 MR. DURAN: So moved, Duran.

11 MR. HOPE: Do I have a second?

12 MR. SALVER: Second, Salver.

13 MR. HOPE: Any recusals?

14 (NO VERBAL RESPONSE.)

15 MR. HOPE: Any comments, discussion?

16 (NO VERBAL RESPONSE.)

17 MR. HOPE: Okay. Since none, all in favor?

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

20 MR. HOPE: All opposed?

21 (NO VERBAL RESPONSE.)

22 MR. HOPE: Unanimous vote. Moving onto
23 Resolution 2018-G, authorization to enter into a third
24 and final-year agreement with Madison South, LLC, an
25 agency selected from the 2016-2019 vendor pool for the

1 purpose of providing graphic design services, in a total
2 amount not to exceed \$40,000.00, for a term of 12 months
3 commencing October 1, 2018 and ending September 30,
4 2019.

5 Do I have a motion, please?

6 MS. JACOBO: So moved.

7 MR. HOPE: Second?

8 MR. DURAN: Second, Duran.

9 MR. HOPE: Any recusals?

10 (NO VERBAL RESPONSE.)

11 MR. HOPE: Any comments, discussion?

12 (NO VERBAL RESPONSE.)

13 MR. HOPE: Since none, all in favor?

14 (WHEREUPON, the Board members all responded
15 with "aye".)

16 MR. HOPE: All opposed?

17 (NO VERBAL RESPONSE.)

18 MR. HOPE: Passes unanimously. Moving onto
19 Resolution 2018-H, authorization to enter into a third
20 and final-year agreement with the M Network Inc., an
21 agency selected from the 2016-2019 vendor pool for
22 creative advertising production services, offsite Miami
23 Heart Gallery project management, and select public
24 relations projects, in a total amount not to exceed
25 \$268,000.00, for a term of 12 months commencing October

1 1, 2018 and ending on September 30, 2019.

2 Do I have a motion, please?

3 MS. JACOBO: Move it, Jacobo.

4 MR. HOPE: Second?

5 MR. DURAN: Duran.

6 MR. HOPE: Any recusals?

7 (NO VERBAL RESPONSE.)

8 MR. HOPE: Any comments, discussion?

9 (NO VERBAL RESPONSE.)

10 MR. HOPE: Since none, all in favor?

11 (WHEREUPON, the Board members all responded
12 with "aye".)

13 MR. HOPE: All opposed?

14 (NO VERBAL RESPONSE.)

15 MR. HOPE: Unanimously passed. Moving onto
16 the next Resolution 2018-I, authorization for a
17 procurement waiver from a formal competitive
18 solicitation to expend monies paid to the Miami Herald
19 Publishing Co. for The Children's Trust's advertisements
20 related to funding announcements, activities,
21 initiatives, events and programs, and 2019 Silver Knight
22 sponsorship, in a total amount not to exceed
23 \$100,000.00, for a term of 12 months commencing October
24 1, 2018 and ending September 30, 2019.

25 Do I have a motion, please?

1 MS. JACOBO: I'll move it, Jacobo.

2 MR. DURAN: Second, Duran.

3 MR. HOPE: Any recusals?

4 (NO VERBAL RESPONSE.)

5 MR. HOPE: Any comments?

6 (NO VERBAL RESPONSE.)

7 MR. HOPE: I just have a quick question.

8 Seeing that this is for a procurement waiver, so,
9 publications, let's say, as the Miami Times, for
10 example, some of the smaller publications that target
11 specific demographics, when you have a procurement
12 waiver, does that exclude the opportunity of some of
13 these smaller publications to participate in the
14 procurement process?

15 MS. AGOSTINHO: The Miami Herald is the only
16 daily local paper in existence in the County and it
17 publishes in two languages. For our other communities,
18 we have a very longstanding and positive relationship
19 with the Miami Times. We advertise with them and we
20 work with them.

21 Every single month, we have at least one, if
22 not more ad setter, specific things that are going on,
23 like the solicitation announcement, an event like the
24 Expo or Young Talent/Big Dreams.

25 But we also run monthly columns that are

1 called "agritorial" (phonetic). It's editorial. And it
2 has, you know, it runs with our local and/or a banner
3 ad. I believe I sent some examples to you.

4 So, it's not that this waiver excludes other
5 advertising with smaller papers. It's just, this is the
6 bulk of where we need to put that money. But we are
7 spending money and we are reaching out to other
8 communities with other papers.

9 MR. HOPE: Okay. Thank you.

10 MS. AGOSTINHO: You're welcome.

11 MR. HOPE: Any additional comments,
12 questions?

13 (NO VERBAL RESPONSE.)

14 MR. HOPE: Okay. Can we have a vote? All
15 in favor?

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

18 MR. HOPE: All opposed?

19 (NO VERBAL RESPONSE.)

20 MR. HOPE: Motion carries. Resolution
21 2018-J, authorization to enter into a third and
22 final-year agreement with Palley Promotes Inc., an
23 agency selected from the 2016-2019 vendor pool for
24 public relations services, in a total amount not to
25 exceed \$36,000.00, for a term of 12 months commencing

1 October 1, 2018 and ending September 30, 2019.

2 Do I have a motion, please?

3 MR. DURAN: I'll move it.

4 MR. HOPE: Second?

5 MS. JACOBO: Second, Jacobo.

6 MR. HOPE: Any recusals?

7 (NO VERBAL RESPONSE.)

8 MR. HOPE: Comments?

9 (NO VERBAL RESPONSE.)

10 MR. HOPE: Okay. Let's have a vote. All in
11 favor?

12 (WHEREUPON, the Board members all responded
13 with "aye".)

14 MR. HOPE: All opposed?

15 (NO VERBAL RESPONSE.)

16 MR. HOPE: Resolution passes. Moving on,
17 next Resolution 2018-K, authorization to retroactively
18 ratify the purchase agreement with Linda S. Weston,
19 d/b/a Ahead Advertising Specialties, to add \$2,100.00 to
20 the \$50,000.00 that has already been allocated, for a
21 new total amount not to exceed \$52,100.00 in fiscal year
22 2017-18 for Trust-branded promotional items.

23 Do I have a motion, please?

24 MS. JACOBO: I'll move it, Jacobo.

25 MR. HOPE: Second?

1 MR. DURAN: Second, Duran.

2 MR. HOPE: Any recusals?

3 (NO VERBAL RESPONSE.)

4 MR. HOPE: Comments?

5 (NO VERBAL RESPONSE.)

6 MR. HOPE: Since none, take a vote. All in
7 favor?

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

10 MR. HOPE: All opposed?

11 (NO VERBAL RESPONSE.)

12 MR. HOPE: Motion carries. That's the end
13 of the agenda. Okay. CEO report.

14 MR. HAJ: Mr. Chair, thank you. This will
15 be quick. Family Expo, September 8th, 2018. We hope
16 all the Board members would show up but we'll send you
17 an announcement in the next month or so.

18 #Read30, a couple of weeks ago, I sent all
19 the Board members information. Please, if you have
20 children or grandchildren, continue promoting reading
21 during the summer.

22 And then there were TRIM dates. The two
23 dates that are set now for our TRIM, the first TRIM is
24 Tuesday, September 4th, and the second TRIM meeting is
25 Monday, September 17th.

1 MS. NUELLE: And you should note that the
2 September 4th meeting, we're making it a little bit
3 shorter. That's at 4:30 instead of 4:00 --

4 MR. HAJ: The Board meeting --

5 MS. NUELLE: -- you know, we'll be coming at
6 4:00, so --

7 MR. HAJ: The Board meeting will be prior to
8 the September 4th and at 5:01, the TRIM meeting will
9 start.

10 MS. NUELLE: But we're going to start the
11 Board meeting at 4:30.

12 MS. JACOBO: You guys are sending out
13 information?

14 MS. NUELLE: Yeah, but it's a little
15 different.

16 MR. HAJ: It's been sent out.

17 MR. HOPE: Move to adjourn.

18 (Whereupon, at 10:25 a.m., the meeting was
19 adjourned.)

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

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 47, 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 19th day of July, 2018.



Fernando Subirats
Court Reporter

	\$31,000.00	100,000	33:12	41:16
#	8:20	23:10		
	\$317,000.00	12	2016-2019	2019
#read30	5:17	9:19 36:22	36:18 37:15	7:21 9:20
23:19,21 35:24		37:21 39:6	39:3,25 40:21	36:24 37:23
	\$40,000.00	40:2,25 41:23	2017	39:8 40:4 41:1,
\$	40:2		12:15	21,24
	\$470,000.00	12-month	2017-18	211
\$1,131,000.00	5:16	7:21	8:20	29:24
36:20				
\$100,000.00	\$8,000,000.00	122.6	2018	23
41:23	8:12	4:23	7:20,23 9:19	18:20
\$148,785.00	\$8,000.00	13	36:23 37:22	28.5
39:6	8:14,18	28:15	39:7 40:3 41:1,	5:1,8
	\$817,000.00	16-'17	24	29
\$156,215.00	5:18	5:16	2018-19	12:18 14:9
37:21			9:17	
\$169,650.00	\$95,000.00	17-'18	2018-2019	292.3
36:21	9:18	5:17	3:25 4:5 7:24	4:18
\$174,000.00	\$961,350.00	18	2018-A	29th
6:11	36:21	18:20	7:16	23:21
\$200,000.00	1	18-'19	2018-B	3
6:7		4:22	8:11	
\$23,000.00	1	19	2018-C	3
8:18	4:19 7:20 9:19	14:9	9:13	20:25
\$26,250.00	36:23 37:22	19-'23	2018-D	30
7:20,22	39:7 40:3 41:1,	5:4	11:13 36:16	9:20 21:5
	24			23:17 29:10
\$268,000.00	1,000	2	2018-E	36:23 37:22
40:25	23:24		37:13	39:8 40:3 41:1,
\$28,000.00	1,575	20	2018-F	24
31:7	28:7	28:7	38:25	31
\$30,000.00	1,700	200,000	2018-G	7:21
5:12,18	23:3,7	23:18	39:23	34,000
\$300,000.00	10	2013	2018-H	23:12
31:9	14:9 28:7	12:24	40:19	35
		2016	2018-I	12:18

35,000 27:7	6.32 5:19	<hr/> 9 <hr/>	added 5:1 25:24	27:16
36 13:2 14:20 15:20	60 25:16	90 17:19	addition 8:12,18	affordable 11:5
<hr/> 4 <hr/>	64 12:17 21:7	9:30 3:2,4	additional 5:1,2 6:24 36:12	African 27:25 32:11
40 15:13	68 16:16,19	<hr/> A <hr/>	address 21:15 32:8	African-american 39:4
44 15:23	<hr/> 7 <hr/>	a.m. 3:3	adjust 30:3,5	after 4:19 34:14 38:13
4410 6:4	7,500 23:8	able 17:17 25:20 26:1 28:25	administration 37:18	after-school 15:19 22:24
4415 4:20 6:4	72 16:9,20 18:2	Absolutely 23:16 25:4 30:6	adopts 4:19	again 4:13,18 5:6 6:16 10:6 32:21
46 19:2	75 18:2 19:24,25	action 38:7	ads 14:16	against 24:2 27:23,24 35:12
47 25:13,14	7th 3:15	active 32:3	adult 12:16 16:21 32:3	agencies 11:22,24 33:12
<hr/> 5 <hr/>	<hr/> 8 <hr/>	actively 32:8	adults 13:12,14 14:8 15:6,12,13,20 16:8,9,19 17:14 19:25	agency 12:8 26:3 28:13,19 30:24 36:18,21 37:15 39:2,25 40:21
54 13:3,18 19:3 26:22 27:1	80 16:11,22	activities 18:19,24 41:20	advertisements 41:19	agency's 25:12
55 26:23 27:1	85 20:6	actual 20:19	advertising 13:8 14:11 17:24 18:1,4,6, 10,13 24:21 25:14,17 26:3 29:7 32:7 40:22	agenda 3:9
59 13:18	86 20:2	actually 17:19,20 23:22 25:10,20 26:7 31:21 35:11	afford	ago 23:3 28:1 32:20
<hr/> 6 <hr/>	87 19:15 30:1	ad 4:20,22 22:18, 23		AGOSTINHO
6,000 23:23 27:7	88 17:14			
	89 17:15			

11:18 21:24 22:7 30:6 32:5, 16 33:11 38:11,15	30:18 34:1 35:4,9	anyone 3:11 21:22	assigned 28:1	away 27:9
agreement 9:14,16 10:8 36:17 37:14 38:9 39:1,24 40:20	although 35:9,12	anyway 34:7 35:18	astonished 28:21	aye 3:22 7:12 8:7 9:9 11:9 37:9 38:21 39:19 40:15 41:12
ahead 26:14	always 26:8 27:10 33:6	anywhere 22:19	astronomical 29:19	<hr/> B <hr/>
aided 22:17	amazing 28:22	app 29:24	Attachment 5:22 6:16	back 5:6 6:14 10:9 12:24 19:6 25:1
all 3:14,20,21,24 7:9,11,13 8:5, 6,8 9:7,8,10 11:7,8,10 15:10 16:15,20 21:25 25:20, 22,23 26:22 28:19 29:18 30:20 33:22 34:1 37:6,8,10 38:18,20,22 39:17,18,20 40:13,14,16 41:10,11,13	American 27:25 32:12	Appraiser's 4:17	auditing 7:18	bag 25:15,19
among 13:1 16:12 20:15	amongst 24:4,9	appropriate 33:5	August 7:20	balance 6:14,17
amount 6:14 7:19,22 8:19 9:18 24:19 25:6,21 29:14 35:25 36:20 37:20 39:6 40:2,24 41:22	approval 3:15 17:19	approved 4:10 5:3,5,23 10:7,8	authorization 7:17 8:11,17 9:13 11:13 36:16 37:13 38:25 39:23 40:19 41:16	bar 13:25 14:17,19 15:9,17 16:13 26:25
analytics 30:16	approximate 5:9	approximately 4:23 5:12,17	authorize 9:16	bars 16:4 26:24,25
and-a-half 28:1	announcement 41:20	apps 20:5	available 7:24 9:17 19:8	base 13:24
almost 23:12,17,24	another 15:2	area 10:11 33:16 35:3	award 6:13	based 24:6 32:21
already 8:19 15:24	answering 36:1	areas 6:6 10:12	aware 14:5 15:21 30:13,14	baseline 17:3 20:11,12
also 6:13 10:9 12:11 21:17		Armstrong 11:23 39:2	awareness 11:25 12:25 13:3,8,17,24 14:14 17:3 20:12,15,20 22:15,17,18,22 24:4 26:22 29:8 32:13,19 34:5	basically 12:15 14:2 16:10 18:3
		around 25:19 29:7		basis 23:14 30:24 31:3,4,18
		assessed 4:18		

become 22:21 35:19 36:9	Board 3:7,21 4:11,19 5:2,3,6,23 7:3, 11 8:6 9:8 10:6 11:8 18:8 23:4 28:23 37:8 38:20 39:18 40:14 41:11	29:10 buses 29:10 business 8:21 18:6 buy 22:15 25:6,22 30:25 34:19 buying 21:16,19 22:1, 5 35:9 36:19 37:16 39:3 buys 30:23	careful 31:16 category 16:8 cell 29:24 chair 3:5,6 4:7 7:1 32:18 change 6:1,4 changed 24:8 changes 6:2,15 charge 29:11 chart 13:22 15:3 16:14,18 charts 15:3 check 36:9 children 4:16 16:22 17:15 19:2,9, 11 Children's 4:14,25 5:10 12:25 14:2,6 15:14,15 16:3, 5,11 17:4,6,12, 23 20:20 22:23 32:20 33:21,24	35:19 37:19 41:19 Children's 7:19 choice 21:10 choosing 21:9 clarify 32:5 clarity 38:6 clearer 11:4 clearly 13:9 31:14 clients 25:23 close 22:2 Coconut 35:2 collaboration 6:8 collaborative 12:7 come 33:3 comes 12:4 19:20 comfort 31:11 commencing
began 3:2	Box 37:19	<hr/> C <hr/>		
begin 3:4,10	brand 11:25 12:24 13:17 22:14,15 24:8 26:22 29:8,20 35:4	calibrate 30:23 31:17		
behavior 13:5		call 34:7		
Behavioral 12:5	breakouts 34:11	came 4:19		
benefit 19:1 25:23	brief 15:1	campaign 23:20,21 24:23 28:15,16,17		
between 10:24 12:8 20:6	briefly 12:13	can't 15:9		
bi-weekly 31:3	bring 17:9	cannot 15:24		
big 18:22 31:13	budget 4:1,5,8 30:6 32:21	Cardenas 12:21		
billion 4:18	budgeted 5:15	care 19:2 22:25		
bit 17:6 34:2,19	budgeting 5:11			
black 31:24 32:1	budgets 27:20			
blacks 13:1	bunch 20:8			
blue 14:19	bus			

7:20 9:19 36:23 37:22 39:7 40:3,25 41:23 comment 35:17 comments 3:11,13 6:20 8:3 9:1 35:21 36:10,13 37:4 38:4,16 39:15 40:11 41:8 Committee 3:16 4:10,24 6:18 7:2 26:10 communicate 20:21 communicatio ns 10:17 11:20 community 5:25 14:18 15:25 17:7 18:19 20:4 23:6,14 24:3,5, 9 26:2 31:23, 24 32:2,8,12, 13 33:6,10 34:16 37:16,17 39:4,5 company 28:16 compared 13:18 comparison- wise 32:14	competitive 41:17 complained 10:25 11:2 complete 33:18 comprehensive 8:22 concerns 4:12 conducted 12:14 Considering 21:7 constant 31:4 constantly 30:7 constituencies 18:12 Consulting 39:2 content 35:20 context 20:10 38:6 continue 11:21 continues 4:14 contract 7:17 convey	18:11 copy 17:10 Coral 35:1 core 6:19 18:11 corner 18:22 Corp 9:14 Correct 38:15 corrections 3:17 County 12:17 20:1,13 23:9 36:7 37:18 39:5 couple 32:19 course 15:22 create 22:16 24:4 creates 22:15 29:8 creative 10:10 11:23 39:2 40:22 Creole- speaking 37:17 critical	25:9,10 critically 11:24 cross-funder 6:7 curious 27:15 current 22:1 <hr/> D <hr/> Dade 23:9 36:6 Dadeland 35:1 Dans 22:9,10 25:4 26:13 27:19 28:25 29:5 30:22 32:7,15 34:18 35:16 data 19:21 20:8 33:2 days 23:17 DEC 28:18 decision- makers 34:14 decrease 5:11,15 definitely	14:24 deliver 26:1 demo 35:8,13,14 demographic 16:23 33:17 35:10 demographics 12:16 20:25 24:22 31:22 department 11:20 17:8 depend 3:7 descriptions 20:19 design 40:1 desire 18:16 Despite 5:9 determine 22:4 determined 17:2 difference 10:23 different 29:19 31:22 digital 30:8,11,16
--	--	---	---	--

direct 4:15	39:10 40:8 41:5	36:23 37:22 39:7 40:3 41:1, 24	23:13 25:2	31:9
directly 19:17	<hr/> E <hr/>	ends 35:3	ethnic 13:5 14:15	exciting 12:20
discernible 10:23	each 30:4	engage 33:7 34:7	ethnicities 21:1	execute 7:17
discussion 8:3 9:1,24 10:3 39:15 40:11 41:8	earlier 18:10	engagement 28:6,8,10 29:20 30:9 33:9 35:25	evaluate 35:10	exercise 17:2
displays 37:19	easy 27:11	engaging 22:14 23:15	even 27:4 30:23	expend 41:18
distribute 34:10	educate 17:11	English 21:4,7	event 23:10	expended 8:19
divided 13:10	education 11:25	English-creole 37:20	events 41:21	expenditure 8:12,17
dollar 25:14,15	effective 22:6	enormous 29:25 35:25	everybody 13:11 17:5	expenditures 6:11 9:17
dollars 5:8 22:2 25:13 35:12	effectively 10:14	enough 23:9	everybody's 20:20	expense 5:19
done 12:24 14:12 26:5 32:23,24	effort 12:7 24:3	ensure 3:7	everyone 33:21	expenses 5:11,15
double 25:20	efforts 12:1 14:24 20:14	enter 11:13 36:16 37:13 39:1,23 40:19	exactly 15:24 34:21	experience 10:16 33:22
down 16:16 24:11 30:3 35:15	Emily 11:20 12:21 25:4 26:6 30:13 31:2 34:2,10	entire 29:9	example 24:14 28:5 29:8	expert 21:18
drives 18:22	emphasize 4:14	essentially 34:15	exceed 7:19 8:20 9:18 36:20 37:21 39:6 40:2,24 41:22	explained 27:14
Duran 7:8 8:24 9:22 20:24 21:11 38:1,5,13	end 24:25 27:14,15	establish 25:16	exceeded 26:8	exposing 35:4
	ending 7:20 9:19	established	except 6:2	<hr/> F <hr/>
			excess	Facebook 23:3,8 24:19 27:7 28:6 35:19

fact 36:5	felt 17:3 33:6	29:3	funds 5:1,5 33:21	goals 26:6,7,8
Factor 12:22 21:23 22:11 36:17	few 3:9 6:23 16:7	floor 3:10 12:10	further 30:23 33:8	goes 3:8 35:1,2
Fair 23:9	field 28:2	Florida 18:15,17	future 10:10 19:6	good 10:16 11:18 12:20 16:24 18:8 22:9
faith-based 39:5	final 4:19 6:4 38:10, 12	folks 16:8 25:11	<hr/> G <hr/>	grant 6:12
familiar 15:5 23:20	final-year 36:17 37:14 38:9 39:1,24 40:20	follow-up 24:13 33:16	G&a 5:19	grantees 24:14
families 4:16	Finance 3:5,15 4:10,24 6:17 7:2 18:8 26:9	formal 41:17	Gables 35:1	graphic 40:1
fan 10:5 22:21 35:19	financial 7:18	founder 22:11	Gallery 40:23	graphics 12:16
fans 23:4,8,10,13 27:7 35:18	find 19:8 22:24	four 5:12 6:18 7:21 25:17 29:10	general 13:14,19 16:21 35:7	gray 18:21
far 13:25 18:1 27:9	findings 12:6	frequency 25:9	generally 15:14	great 17:24 31:19 35:25
fashion 29:19	finished 26:15	frequently 15:18	get almost 17:19	green 13:25 15:17 16:4 18:22 26:25
favor 3:20 7:10 8:5 9:7 11:7 37:7 38:19 39:17 40:13 41:10	first 6:8 15:18 24:1 26:22	friends 36:9	getting 30:11	group 14:7,15 34:3 35:10 36:17
favorable 15:15	fiscal 4:22 5:4,16 7:24 8:20 9:16 24:18,25	full 4:11 7:3	give 12:10 14:9 16:18 20:9 24:14 25:4 28:5 34:10,18	groups 13:5
feel 16:15,23	five 5:2 6:18 14:2,6	funded 17:6 18:7	given 30:20	Grove 35:2
fees 36:22	flat	funding 5:10 7:22 9:17 10:8 41:20	gives 26:6	grown 23:7
			goal 27:2,3	

growth 24:20	happy 29:21 34:5	high-performing 21:20	householders 12:17	includes 5:2,12
guess 3:5 24:17 30:2 32:10 33:17	hard 33:6,7	higher 13:18 34:4	households 32:24,25	including 12:2
guys 12:9 23:2,20 24:2 25:25 26:1 27:23 28:18 29:12,20 31:5,6 35:17, 18 36:8	having 28:9,10 29:9, 10	highlights 4:13 20:10	However 6:13	inclusive 36:20
<hr/> H <hr/>	head 24:11	Hispanic 12:18 13:6 14:16,18 21:2, 3 24:3,5,9 27:24 32:25 36:5	huge 10:5 23:19,23 28:4 29:12	income 34:11,13
Haitian 32:2,8 37:17	health 6:10	Hispanics 13:1 14:21 20:15 28:2	<hr/> I <hr/>	increase 5:10,13 6:10 13:7 20:15 23:11 24:19 27:7 28:8
Haitian-american 31:23 32:12,19	heard 15:14	history 5:19	idea 18:8 21:2 32:15	increased 6:13 12:25 13:1
Haj 4:6,7 7:1 10:6, 12	Heart 40:23	honor 3:6	Imaginat 11:23 33:13 37:14	increases 14:15 26:20 27:21,22 29:12
half 14:5 21:8 29:11	help 30:22 34:18	HOPE 3:4,14,20,24 4:4 6:20,22 7:7,9,13,15 8:3,5,8,10,15, 17 9:1,4,6,10, 12,24 10:1,3 11:6,10,12,16 21:14,22,25 24:13 26:9,15 36:12,15 37:2, 4,6,10,12 38:2, 4,16,18,22,24 39:11,13,15, 17,20,22 40:7, 9,11,13,16,18 41:4,6,8,10,13, 15	imagine 13:17 15:12 19:2	increasing 4:21 5:7
handful 11:19	helpful 29:4		importance 4:14	indicators 22:4 25:1 26:10
happen 19:19	Helpline 29:24		important 12:23 13:22 14:23 17:21 18:16	indiscernible 5:9
happened 14:8 36:2	Herald 5:24 41:18		impressions 25:7,21	individual 13:5 15:4
happening 16:25	here 11:19,22 15:3 16:13 17:1 18:20 19:20,22 21:20 24:12 26:15 28:3 29:15 30:3		improvement 27:12	individuals 24:22
happens 17:11,13 20:18	Here's 15:2		improvements 26:19	industry 28:4
	high 20:12,21 27:1 30:1 34:13		include 32:1	influencers 34:15

information 6:25 18:15,17, 23 19:1,17 27:5 29:24 30:5 34:1,19	interruption 15:1	job 17:24	<hr/> L <hr/>	left 13:12,15 15:7
informational 32:22	into 5:25 12:12 13:10 36:16 37:13 39:1,23 40:19	Jose 22:10 30:8	Ladner 12:5,13 15:2 21:5,12,18 24:7 32:1,18 34:9	left-hand 18:22
infrastructure 18:9	invest 17:23	jotted 24:11	language 21:10	less 14:10,18
initiatives 41:21	investing 17:25 18:6	July 4:19 5:23 7:4, 20	large 13:23 14:4 30:10	let 12:13 17:18 28:3
innovation 6:7	invite 36:8	jump 30:1	largest 36:6	level 13:3 17:3 20:12,13,21 28:1 32:13 34:4
installed 13:24	involved 32:9 33:23	June 3:15	<hr/> K <hr/>	levels 34:13,22
instances 11:5	IP 9:15 10:5,16 11:4	kids 13:11 16:15,20 19:14	last 4:9,25 6:2,18, 19 13:9 14:8, 12,22 19:21,23 20:1,16 23:5, 12,17,22 25:13 33:11 35:23	leverage 11:3 25:22 28:25
intention 11:21	issues 19:19 33:1	kind 26:4 29:6,17	later 31:1	like 3:11 4:13 10:4 23:6,8 26:22, 25 27:4 28:4, 10 29:17 30:3, 18 33:6,20
interaction 22:13 31:6	item 17:5	kinds 13:10	launched 23:19,21	line 10:17
interactive 19:12	items 3:9	Knight 41:21	lays 28:19	little 14:17 23:3 28:9 33:25 34:2,19
interest 19:13	<hr/> J <hr/>	knowing 32:11	leaders 33:20 34:6	live 35:5
interested 27:11	Jacobo 3:19 7:6 8:1,25 9:23 31:20 32:10 33:4 36:25 40:6 41:3	known 14:1,6,10,17	learned 14:21	LLC 37:15 39:24
interesting 13:20 15:3 18:5 19:3	JEANTY 3:13	KOBRINSKI 4:2 9:3,25	learning 19:13	
internet 9:15 19:15,17 22:19 27:6 29:25 31:6,8		Konica 8:20	leased 37:19	

LLP 7:18	made 12:11 24:3,7	marvelous 16:3	5,19 26:4 34:20 36:9,19, 21 37:14,16 39:3	might 12:9 27:16 31:21 34:6
local 18:15,23,24	Madison 39:24	massive 28:8	meeting 3:2 5:3,6,24 23:4	millage 4:20 6:3
locked 7:4	magazines 30:19	massively 31:14	members 3:7,21 7:11 8:6 9:8 11:8 37:8 38:20 39:18 40:14 41:11	million 4:23 5:1,2,8 22:2 25:13,14, 15
long 14:1	major 6:15	match 12:16	mentions 19:16	mind 33:16
looked 18:25	majority 5:5	may 5:3,6 7:1 23:21 27:12 28:6 33:11	merit 5:13	Minolta 8:21
looking 10:9 18:23 20:24 21:1 22:16 26:24 27:4 29:23 30:7 35:22,23	make 3:12 11:4 35:11,13,17,18	maybe 10:9 17:25 18:7 21:7,8 29:11	message 18:11	minor 6:2,4
lot 25:24	making 31:16	mean 26:5 29:4 30:1 31:4 34:2 38:10	metrics 24:15,23	minutes 3:16
love 33:8 35:18	management 5:11,15 8:22 40:23	means 14:11,23 22:18,22 29:2 38:11	met 26:7	moment 30:20
low 16:1 31:6	many 24:21 25:7,10 27:6 28:11	measurable 22:13	Metromover 29:9	moms 34:20 35:9,13
low-income 32:24,25	Marcum 7:18	measure 22:3,6,10,12 24:16,18 34:3	Metrorail 29:9 34:25	money 4:15 18:3 24:14 25:11, 12,20,23 26:4 29:14,16,18 31:14,15
lower 18:21	market 25:17 27:24,25 28:14,16,17 35:7,8 36:5,19, 22	measured 12:2	Miami 35:5 40:22 41:18	monies 41:18
lowest 5:19	marketing 11:23 12:8 17:8,21 19:7 20:9 22:7,11 36:17	mechanism 19:13 20:3	Miami-dade 4:17 12:17 19:25 20:13 37:18 39:5	month 6:2
lumped 31:24	marketplace 29:6,13	media 21:16,19 22:1,	mid-year 26:11	monthly 31:3
<hr/> M <hr/>				months 4:25 6:19,23
machine 18:22				

9:19 19:24 20:2 36:22 37:21 39:7 40:2,25 41:23	much 6:1,23 10:22, 23 30:4	newspapers 30:19	<hr/> O <hr/>	open 3:10
more 10:10,13 11:5 19:8 20:8,17 29:14 34:19 35:16	<hr/> N <hr/>	next 5:21 6:16 8:10 9:13 11:12 17:4 32:17 33:5 37:13 38:25 41:16	obviously 29:25 30:3	opens 38:13
morning 3:8 11:18 22:9 30:13	name 22:10	Nobody's 11:2	October 9:19 36:23 37:22 39:7 40:3,25 41:23	Operations 3:16
most 12:7,23 15:18 22:13	named 15:18	non-hispanic 13:2	off 8:16 13:9 20:16 24:11 31:14	opinion 15:15 16:2,5, 11 17:13 30:15 34:15
motion 7:25 8:23 9:12, 21 37:24 39:9 40:5 41:2,25	neat 16:25	none 3:14 9:6 39:17 40:13 41:10	offsite 40:22	opportunities 25:24
move 3:15,18 7:6 8:1 31:10 33:15 36:25 37:25 41:3	need 7:2 27:18 28:24 33:20	normally 31:11	on-line 18:19 22:13,18 23:23	opposed 7:13 8:8 9:10 11:10 16:6 37:10 38:22 39:20 40:16 41:13
moved 8:24 9:22 39:10 40:6	needs 26:5 32:22	notice 13:6	once 5:23 17:2 30:25	opposite 33:18
movement 24:7	negative 16:6,7	November 12:14	one 6:2,9 10:25 13:6,20,23 14:18,19 15:3, 8 17:1 19:5,19 20:11,24 26:16,24 27:13 29:22,23 30:2 33:12,13,16 34:24 35:16 38:8	orange 15:9
movers 34:16,22	negotiate 7:17 25:11,12	NUELL 26:14,16 28:23 29:2,22 31:19 33:15 35:14	orders 27:14	organization 18:9,13 23:6
moving 6:25 7:15 8:10 9:12 11:12 36:5,15 37:12 38:24 39:22 40:18 41:15	net 5:11	number 13:13,23 16:18 17:21 20:11, 14,17 24:16	order 9:16	ourselves 12:8
	Network 11:23 40:20	numbers 12:20 16:4,24 24:6,10 25:5, 16 26:6,19 28:3 29:3 30:23 31:6	orders 27:14	outlined 17:5 25:2
	neutral 16:6,8		online 30:9	
	never 28:14,16 36:2		only 13:15,18 16:12 21:15	
	new 4:9			
	news 18:15,23 20:9 29:23			

outreach 14:24 33:13 37:16 39:4	parenthetically 13:13	Peoplemover 34:25	playing 28:2	35:24
over 9:15 10:4,16 11:4 14:2,5 23:10 28:4	parents 13:15,18 15:6, 22,23,24 16:12,14,19,22 17:14 18:3,20, 25 19:7,24 20:2	perceive 24:8	plays 26:4	preliminary 3:25 4:5
over-indexing 27:24	part 12:22,23 13:8, 15 17:2	percent 5:13,20 12:17, 18 13:2,18,19 14:9,20 15:13, 21,23 16:9,11, 16,19,20,22 17:14,15,19 18:2,20,21 19:3,16,24,25 20:2,6 21:2,5,8 25:17 26:23 28:7 30:1	point 7:2 17:9 34:8	prepare 28:18
overall 11:25 13:3,12 14:9 15:6,12, 13,20 16:5,9 17:14 18:2 21:8 32:4	particular 22:20 33:10 38:6	percentage 15:23 16:15 36:1	points 16:19	presence 29:6,13
overflow 28:10	particularly 21:1	performance 22:4 25:1	pool 33:12 36:18 37:16 38:12,14 39:3,25 40:21	present 12:6
oversight 37:18	passed 41:15	period 23:13 24:18	population 13:6,10,14,19 14:5,10 16:21 17:18 20:7 32:3 36:6	presentation 3:25 4:5,8,9 11:15,17 12:11
overwhelming 18:16	passes 9:12 40:18	person 26:18	portion 14:4 30:10 32:4	presentations 13:13
own 19:23 20:1	pay 25:25	phone 29:24	positive 16:5,10,11,15 17:14 18:12 20:15	presented 24:7
owned 19:23 28:15	people 11:19 13:11 14:1,5,17 15:5, 9 16:2,4,7 17:11,18,24 18:1,7,14,17, 23 19:16 20:4, 13,18 21:6,8 22:14 23:15,18 24:8 25:6 27:5 33:19,23 34:3, 6,12,15 35:4 36:1	Pincrest 35:5	positively 16:20,21,23 17:3	presenter 12:4
P		place 6:9 30:25	positivity 17:13 20:13,21	pretty 6:22 30:1
pages 6:16		placed 30:25	possible 7:21 26:9 34:1, 9	previous 38:8
paid 13:9 20:16 31:14 41:18		planning 17:21	post 28:6,8	primary 15:17 34:20
pardon 19:25			posts	print 8:22
				prior 4:21
				private 6:12
				probably 11:4
				problem

33:1	29:21	quality 10:19,20,21	raw 19:21	10:22
PROCEEDING	provide 15:19 19:21	question 19:21 20:24 21:13,14 24:13,17 26:21 27:13 29:23 30:22 31:20,21 38:5	reach 17:17 20:7 24:22 25:6,7,9, 16 33:7	recent 12:7
3:1	provided 20:9 32:17			recognize 20:4
process 3:8	providing 15:25 26:2 40:1	questions 4:12 12:9 20:23 21:15 26:17 30:2 36:10 38:16	reached 35:13	recommendati ons 27:17
procurement 41:17	public 3:10 11:25 12:3 30:15 40:23		reaching 20:3,6 33:9 35:11	recommended 38:7
production 40:22	publicly 18:7	quick 33:16 38:5	react 28:14,16,17	record 8:16
Productions 37:15	published 5:24	quite 3:9 6:23 29:17	read 17:5 34:1 35:20 36:10	recording 3:2
program 5:3,7,10 15:18	Publishing 41:19	quorum 3:23	readable 20:5	recusals 9:3,4,25 10:1 37:2 38:2 39:13 40:9 41:6
programs 4:15 15:4,20 19:1 22:25 41:21	pull 16:14	<hr/> R <hr/>	readout 30:17	red 14:17
project 40:23	purchase 36:21	radio 30:19	real 16:25	reference 16:18
projected 7:24	purpose 40:1	raise 20:20	reallocated 6:6	regular 10:24 12:2 23:14 30:15, 18,24 31:17
projects 40:24	pursuant 9:15	raised 14:12	really 6:15 12:19 13:20,22 14:23 17:16,20 27:1 31:10,15 32:11 35:25	regularly 12:1
prompted 22:20,21	put 5:25 12:12 14:19	rate 4:20 5:7 6:3		related 22:24 41:20
pronounced 13:7	<hr/> Q <hr/>	rather 21:7	reasons 34:24	relation 32:11
Property 4:17	quadrant 18:21	ratify 9:14	receipt 6:12	relations
proposed 4:13			receive	
proud 5:14 28:20				

40:24	21:3,6,9 37:8	risk	33:23 34:4	September
relatively	38:20 39:18	31:12,13	saying	9:20 36:23
15:25	40:14 41:11	Robert	22:17 27:17	37:22 39:7
remarkable	respondent	12:5	says	40:3 41:1,24
13:7 17:16	20:25 21:1	role	24:23 38:9	serve
remember	respondents	17:7	scary	24:16 33:19
23:4 24:1	12:15 21:2,3	roll	31:10	served
renewals	response	4:18	Science	22:18
7:21	6:21 7:14 8:4,9	rollback	12:5	service
replicable	9:2,5,11 10:2	4:20 5:7	scope	9:16 10:19,21
32:20	11:11 18:12		25:3	15:19 26:2
replicating	20:15 36:11,14	<hr/> S <hr/>	searching	services
33:1	37:3,5,11 38:3,	said	18:14	4:15 5:3,10
report	17,23 39:14,	14:2 16:10	second	7:18 8:22 9:15
4:17	16,21 40:10,	18:3 34:12	3:19,20 6:17	11:21 15:4,10
Representative	12,17 41:7,9,	Salver	7:7,8 8:2,25	19:1 28:3
s	14	3:18,23 8:2,14	9:23 37:1 38:1	36:19 37:20
11:22	restricted	10:4,11,15,20,	39:11,12 40:7,	40:1,22
representing	6:12	25 37:1,25	8 41:4	set
11:21	result	39:12	secondary	18:18
research	30:12	same	34:21 35:8,10,	several
10:13 12:6,22	results	4:9 6:13 27:3	13,14	11:22
21:15 31:21	31:1,16	29:14,18	section	shakers
36:19,22	retroactive	sample	10:7	34:16,22
resolution	10:7	13:15,16 16:10	seen	shared
7:16,23 8:11	retroactively	34:12	18:10 28:14,	4:11
9:13 11:13	9:13	saw	16,17 29:19	she'll
36:15 37:13	return	6:1	segment	25:5
38:25 39:23	30:11	say	32:3 34:17	shift
40:19 41:16	revenues	12:20,21 13:24	36:6	31:11
resolutions	6:13	15:13 17:24	select	shifted
7:16 33:14	review	19:3,4,7 24:15,	40:23	29:6 30:9
responded	31:1	19 25:1,5,16	selected	shocked
3:21 7:11 8:6	rise	26:11 28:18	36:18 37:15	35:22
9:8 11:8 18:1	13:21	30:3 31:12	39:2,25 40:21	short

27:3	sitting 3:6 23:4	somewhat 28:21	26:3	studies 32:23,24
should 6:8 17:23 23:11 26:21 27:8,12 29:20	six 4:25 19:24 20:1	sorry 4:2 8:15 10:1 11:16	spent 25:13 35:12	study 12:14,24 32:19
shouldn't 17:25	SKYPE 10:12 11:3	sort 27:14,16	sponsorship 41:22	stuff 19:10 25:25
show 20:18	slide 5:22	South 18:15,17 35:5 39:24	staff 3:7 10:4	subject 9:17
shown 13:7 16:13	small 32:2	Spanish 21:3,6,9 23:24, 25 36:2	stand 22:7	substantial 13:24
side 13:12 15:6,7 16:13 32:7	Smartphone 19:24 20:1,5	speak 22:8	standard 28:4	success 12:1 22:3,12 24:16,18 28:20,21
sides 29:10	smooth 3:8	SPEAKER 11:14	standpoint 24:21	successful 24:24
significant 23:6,11	social 22:19 36:9	speaking 36:2	started 23:2 24:1 31:5	such 17:24
significantly 14:13	socio-economic 34:4	specialized 34:17	starts 34:25	sudden 29:18
Silver 41:21	solicitation 41:18	specific 24:23	statement 17:10	support 11:25 18:13
similar 17:17	solution 10:23	specifically 19:13 33:13	steps 33:5	surprisingly 15:22
since 6:1 9:6 12:24 33:20 39:17 40:13 41:10	Solutions 8:21	spectacular 31:17	still 11:3 23:9 27:1, 12	survey 12:7,20 18:2 21:6 32:6,17
single-digit 27:22	someone 22:20,21	spend 18:3 30:4 34:13	stimulus 17:5	surveys 12:3 21:9 30:16
sir 21:18	something 22:24 27:10 32:16	spending 4:15 5:7 22:2 29:14,16 31:7	straight 22:25	switch 24:3
sit 31:2	sometimes 25:20,21 31:3 33:7	spends	strategists 19:7 21:20	syllabics 25:3
			strategy 6:19 13:8 17:22 21:16,19 22:1,5	

SYLVESTRE 10:18,21 11:2	4:21,22	29:1,7 30:10, 18	9:14	31:14
<hr/>	taxpayers 34:23	thinking 33:17,25	to-date 23:22	trend 30:14
T <hr/>	Telcomm 9:14	third 4:8 36:16 37:14 38:9 39:1,23 40:19	today 3:5 12:4 33:14	trendline 33:2
tab 4:8	telephone 9:15	thoroughly 12:21	together 14:20	Tribune 28:12
tablets 12:12	television 18:18,24 19:12 22:15 35:7,8	thought 23:9	took 31:13 33:12	TRIM 7:5
take 4:11 7:3 14:14, 16 31:12	term 9:18 10:10 36:22 37:21 39:6 40:2,25 41:23	three 5:16 6:2,16 14:8,11,12,19, 22 20:17 26:25	tools 12:2	triple 25:21
taken 7:4	terms 21:16 22:3 24:18 29:13 32:4 34:5	three-quarters 20:6	top 24:11	Trust 4:14 5:1,11,14, 15,19 7:19 12:25 14:2,6 15:14,15 16:3, 6,11 17:4,6,12, 23 20:20 22:23 32:20 33:21,24 35:19
taking 13:4	testament 36:4	three-week 23:10	total 4:21 7:19 8:19 9:18 13:2 16:9 36:20 37:20 39:5 40:1,24 41:22	Trust's 37:19 41:19
talk 23:14,25 25:10 31:22 33:5	than 14:10,18 21:7 29:15	three-year 38:12	totalling 5:18	try 35:10
talked 5:23 23:5 34:2	their 16:2 19:9,10, 14 21:10 27:5 32:13	through 4:9,13 23:22 35:1,2	touch 12:13 20:7	trying 23:25 24:22
talking 10:18 15:20 23:24 30:8,13 34:21	thing 13:20 16:25 17:4 27:4,17 35:6,16	throughout 10:10	touching 14:25	turn 18:17 19:6
talks 15:4	things 13:6,21 15:8 17:1 19:5,13 20:10 25:25	time 23:7 29:17	towards 36:5	turning 28:9
target 25:5 27:8 34:20,21		timeline 10:24	traditional 10:17 27:21	TV 19:11 30:19
targeting 37:17 39:4		times 25:7,10,18	traditionally 26:6 30:24	two 6:6 13:10,21 14:8,22 15:3
tax 4:18		TM	translation 37:20	
taxes			treat	

20:10,14,16 23:3,13 26:24	updated 6:3	VERBAL 6:21 7:14 8:4,9 9:2,5,11 10:2 11:11 36:11,14 37:3,5,11 38:3, 17,23 39:14, 16,21 40:10, 12,17 41:7,9, 14	<hr/> W <hr/>	10 34:24
Typical 28:5	updates 6:24		waiver 41:17	whatever 22:25 26:5
typically 10:15	upper 34:11		walk 25:14,19	whenever 33:4
<hr/> U <hr/>	upper-income 34:22		walked 24:12	WHEREUPON 3:21 7:11 8:6 9:8 11:8 37:8 38:20 39:18 40:14 41:11
U.S.A. 8:21	urban 39:3	versus 32:12	want 17:9 19:5 20:7, 17 22:24 25:5, 6,7 33:2 34:7 35:3	whether 22:5,18 26:11
unaided 22:17,22 24:4	US-1 35:5	vetted 12:21	wanted 20:9 30:11	while 33:25
Unanimous 7:15 8:10 11:12 37:12 38:24 39:22	use 19:12 28:3	video 23:18	way 22:13 24:2,8 26:8 27:24 28:4,17 32:10 38:7	whites 13:2
unanimously 40:18 41:15	used 20:1 29:18	videos 23:18	ways 10:9 22:10,12	whole 18:5 20:8
under 12:18 19:2 23:3	using 22:6 25:22 30:10	view 23:18	website 27:6 29:25	will 3:6 7:4 11:4 19:6 25:4,17 30:25 32:16 35:13
under-indexing 24:2 27:23	usually 27:21	views 23:19 27:6	websites 18:20 19:15,18	wishes 34:11
underpinning 12:22	<hr/> V <hr/>	visit 23:23	week 23:12,22	within 18:13 20:1 31:24
understand 22:14 28:2,24	valorem 4:21,22	voice 9:14 10:4,16 11:4	weekend 35:23	wondering 33:24
understanding 20:10	value 25:25	Voip 9:15	wellness 6:11	work 11:19 23:15
UNIDENTIFIED 11:14	variety 12:2 34:13	vote 4:3 7:2,9 9:7 11:6 37:6,12 38:18,24 39:22	went 4:9 28:9 29:8,	worked 28:12
Univision 28:12	vendor 33:12 36:18 37:16 38:12,14 39:3,25 40:21	votes 7:4		

working 4:25 6:18,23 14:16 23:2 24:1 30:7,14, 20 31:5	yours 23:6 Youth 23:9	
works 18:11	<hr/> Z <hr/>	
worried 33:18	zero 6:14	
Wow 11:22 12:8,22 21:22 22:7,11 36:17	zone 31:11	
write 35:15		
written 38:7		
<hr/> Y <hr/>		
year 4:22 5:4,17 7:23,24 8:20 9:17 10:13 13:9 14:18 23:5 24:25 25:13 27:22,25 31:7,9 38:10, 12,14		
years 4:21 5:16 14:3, 6,8,11,12,19, 22 20:16 23:3, 13 28:11,15 32:19		
Yellow 37:19		