



Finance & Operations Committee Meeting Transcript

July 6, 2017

THE CHILDREN'S TRUST FINANCE AND OPERATIONS
COMMITTEE MEETING

The Children's Trust Finance and Operations Committee Meeting was held on Thursday, July 6, 2017, commencing at 9:35 a.m., at 3150 S.W. 3rd Avenue, 8th Floor, Conference Room A, Miami, Florida 33129. The meeting was called to order by Kenneth C. Hoffman, Chair.

Committee Members

Kenneth C. Hoffman, Miami Coalition of
Christians and Jews
Steve Hope, At-Large Board Member
Honorable Isaac Salver, League of Cities
Miami-Dade County
Laurie W. Nuell, At-Large Member (VIA TELEPHONE)
Esther Jacobo, State Attorney Representative Miami-Dade
Nelson Hincapie, Office of the Mayor, Dade County
Leigh Kobrinski, Assistant County Attorney

STAFF:

James Haj, President/Chief Executive Officer

Imran Ali

Brenda Galarza

Emily Cardenas

Juana Leon

Maria-Paula Garcia

Muriel Jeanty, Clerk of the Board

Samuel McKinnon

1 STAFF (continued):

2 Stephanie Sylvestre

3 Vivianne Bohorques

4 Wendy Duncombe

5 William Kirtland

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7 GUESTS:

8 Ramon Branger

9 Elizabeth Guerin

10 Claudia Sarabia

11 Davenya Armstrong

12 Thom Mozloom

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PROCEEDINGS

(Recording of the meeting began at 9:35 a.m.)

MR. HOFFMAN: All right. It's 9:35. Let's call the meeting to order. Muriel, do we have any public comments?

MS. JEANTY: No public comments.

MR. HOFFMAN: No public comments, okay. So the first order of business is approval of the June 8, 2017 minutes. Do I have a motion to that effect?

MR. SALVER: I'll move it.

MR. HOFFMAN: Second?

MR. HINCAPIE: Second.

MR. HOFFMAN: Any corrections or changes?

(NO VERBAL RESPONSE.)

MR. HOFFMAN: All those in favor?

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

MR. HOFFMAN: Opposed?

(NO VERBAL RESPONSE.)

MR. HOFFMAN: The motion carries.

MR. SALVER: Mr. Chair, before we move forward, can we have everybody in the room just introduce themselves so we'll know who's in our audience.

1 MR. HOFFMAN: Sure.

2 MR. MOZLOOM: I'm Thom Mozloom and I am with
3 the M Network.

4 MS. ARMSTRONG: Good morning. Davenya
5 Armstrong, Armstrong Creative Consulting.

6 MS. GUERIN: I'm Elizabeth Guerin. I'm with
7 ImaginArt Media Production.

8 MS. SARABIA: I'm Claudia Sarabia. I'm with
9 WOW Factor Marketing.

10 MS. BOHORQUES: Vivianne Bohorques with the
11 Trust.

12 MR. BRANGER: Ramon Branger from Branger +
13 Briz.

14 MS. DUNCOMBE: Wendy Duncombe with the
15 Children's Trust.

16 MS. LEON: Juana Leon with the Children's
17 Trust.

18 MR. HOFFMAN: Thank you. So the first order
19 of business is a presentation of the preliminary budget
20 for 2017-2018. I'll turn that over to Jim and Bill.

21 MR. HAJ: Thank you, Mr. Chair. This budget
22 was presented to the last Finance Committee. It was
23 brought to the Board and it was tentative. As of July,
24 we got our new numbers.

25 Not much changed, an additional \$135,000.00.

1 But if I can go through the one-page PowerPoint that's
2 in front of you on your budget 201 tab. The Trust still
3 provides and will continue providing critical services
4 for children and families in the community.

5 And the property appraiser assessed the tax
6 roll at 274.6 billion, which equates to 130.4 million ad
7 valorem tax revenue, or a \$10,135,000.00 increase in the
8 Trust revenues from last year, which is 8.42 percent.

9 The Children's Trust will offer the
10 additional 10.1 million in alignment with the strategic
11 plan, the plan and the Board's guidance. We had two
12 retreats last month and the month prior, with four
13 million going to early childhood, three million, youth
14 and development and three million to parenting.

15 And again, this is what we talked about at
16 the Finance Committee and went in front of the full
17 Board. The only addition is the health and wellness,
18 the additional \$135,000.00. We had, throughout the
19 year, some discussion about oral health and vision, and
20 we thought this would be a good place that we have some
21 things in the pipeline that we can fund, so we placed
22 \$135,000.00 there.

23 The Trust is budgeting a net decrease in
24 management expenses of approximately \$317,000.00, which
25 is related to a decrease in budget position and includes

1 a merit increase of 4.4 percent.

2 And just to let everybody know, for the last
3 two years, we brought down management costs, last year,
4 \$470,000.00, this year, \$317,000.00. And we brought
5 down staffing levels considerably that we were able to,
6 last week, move the 5th floor over to here.

7 So again, we had an office on the 5th floor
8 in the United Way with 20 office spaces, a conference
9 room, a kitchen and everything else, and we have now
10 turned that back over to United Way as of July 1st.

11 And for the first time in nine years, the
12 Trust has reduced its management expenses to 7.5 percent
13 of its total expenses. So I don't think there's
14 anything -- as Isaac stated at the Board meeting, this
15 is a pretty clean budget.

16 The only discussion that we wanted to bring,
17 and we spoke to Mr. Chair the last couple of days, is
18 regarding fund balance and how we will use fund balance
19 and bring down fund balance as it relates to our next
20 large solicitation as we think is the best mechanism to
21 do so.

22 And there is a chart on the last tab.
23 There's a fund balance chart. So again, we find
24 ourselves, as the fund balance continues to grow year
25 after year, through the Board, our job is to -- the

1 direction we've had is to drop down fund balance to
2 approximately two months operating expenses, which right
3 now is roughly -- what is it, 24 million, Bill?

4 MR. KIRTLAND: Right, 23.9.

5 MR. HAJ: And now our fund balance is going
6 the opposite way. But we have identified that and we do
7 have a plan for corrective action. I want to turn it
8 over to Bill to talk a little bit about fund balance and
9 the charts in front of you.

10 MR. KIRTLAND: As Jim mentioned, there was
11 the request, I think, maybe at our last Finance
12 Committee meeting or maybe even before that, to come
13 back to the committee and discuss maybe what our
14 strategy will be to more aggressively look to draw down
15 the fund balance in the coming solicitation cycle.

16 In years past, we've faced challenges
17 effectively being able to draw down fund balance due to
18 some factors such as revenue growth in the market as
19 well as under-utilization of contracts.

20 So what we want to do in the coming cycle
21 and the amounts that we choose to release in the
22 upcoming solicitation cycle is to reasonably estimate
23 these occurrences that took place over our previous
24 planning cycle period.

25 So we will build an expectation into the

1 amounts that we release into the next three years or
2 into the next solicitation cycle that will reasonably
3 expect revenue growth and under-utilization of
4 contracts.

5 And as you can see in your second chart with
6 the yellow line of the draw-down expectation, as we set
7 a relatively aggressive number, I would call it, at 74
8 million dollars, this chart is completely dependent upon
9 estimates.

10 We are looking at trying to expect where we
11 will finish the September 30th, 2018 year from this
12 point in time. We're still looking at completing our
13 fiscal year 2017 and then we also have the fiscal year
14 2018 to complete before knowing what this actual final
15 number will be.

16 But based on our historic approach, we have
17 seen maybe five percent under-utilization and maybe five
18 to ten million annual growth in the fund balance the
19 last couple of years.

20 So to allow for flexibility, the strategy
21 that we've developed is a six-year draw-down strategy.
22 This will allow us to reasonably analyze the market, if
23 there's any changes to the market, because the
24 expectation you see before you with the yellow draw-down
25 line, the basis that's been established for this is that

1 we will, at a certain level of under-utilization in
2 certain contracts, really a reasonable level of
3 under-utilization that often occurs, maybe about five to
4 ten percent sometimes that are unused in contract
5 amounts, as well as three percent revenue growth over
6 the period.

7 If either of those factors were to exist
8 within a three-year cycle, we can adjust ourselves at
9 the three-year mark and accurately or accordingly be
10 able to pivot to what we need to do in the following
11 three years to successfully reach our balance goal of
12 23.4 million after a six-year draw-down period.

13 Now, again, as I mentioned, there's a number
14 of factors that could occur over that amount of time
15 that could incrementally change this expectation. If
16 the property value in the Miami-Dade market were to
17 either be stagnant or decline in value, that would more
18 aggressively draw down our fund balance because of the
19 amounts that we have released at the beginning of the
20 solicitation cycle.

21 So this is just our basis. There will be,
22 I'm sure, a number of opportunities in the three to
23 six-year term where we will have opportunities for
24 additional spending outside a solicitation.

25 But this strategy allows for us to expect a

1 draw-down over a six-year term based on the amount that
2 we plan to release in the upcoming solicitation cycle.
3 So the chart above the fund balance projection will give
4 you some insight into the increase in contract
5 expenditure that we expect to release in the 2018-2021
6 solicitation cycle.

7 There's about a 25-million-dollar increase
8 projected in our contracted expenditures, on the blue
9 line, and on the gray line below is our projected
10 expenditures. This is building in that expectation that
11 not all of our awards are fully utilized through
12 contracts. So essentially, we will be over-contracting
13 to project a lesser amount than we are contracting at.

14 What we haven't done in years past in
15 expecting our draw-down rate is our assumption has
16 always been that 100 percent of what we will contract
17 will be fully utilized in establishing the number that
18 we arrive to at the ending fund balance.

19 MR. HOFFMAN: Before we take questions, let
20 me just comment on our discussion, because this came up
21 a few Finance Committee meetings ago and again, we
22 directed management to come up with a strategy to reduce
23 the fund balance.

24 So after going over this and some other --
25 the budget and the like with management, the first

1 observation is that a lot of this is historical, because
2 obviously, the fund balance is built up over a number of
3 years.

4 And my initial reaction was, Well, how did
5 we end up with such a high fund balance this year, when
6 we're coming up with a budget for next year, why don't
7 we just increase the budget to absorb that fund balance.

8 And part of the issue, in talking to
9 management, is that although there are and directed, I
10 think we should direct management to continue to look
11 for opportunities to spend down some of the fund
12 balance.

13 Since we're in the third year of
14 solicitation, doing solicitations on a timely basis for
15 this coming year, plus the new contracts as well as the
16 utilization factor, I think we'll have a difficult time
17 impacting it, trying to let out new contracts as well as
18 the strategy, which was decided several years ago, to
19 try and keep the funding cycle basically the same, that
20 will help us with management information as well as
21 tracking, letting out and keeping responsibility over
22 the contracts in the various areas that we serve.

23 So although I think this needs some work on
24 an ongoing basis to look for those opportunities, I
25 think this is a good start. And one of the things that,

1 again, I've talked to management about is that we need
2 to look for opportunities, not just this year but in the
3 coming three years just to chip away at that.

4 Now, I do, in talking about it and thinking
5 about it, obviously, if you're including, as Bill said,
6 a revenue increase of about three percent per year for
7 property taxes, I'm not going to be the one to predict
8 that that's going to be out there in three years, nor
9 should any of us.

10 In fact, I think that the likelihood is that
11 we'll see at least a flattening or decrease in property
12 taxes. That means that it will start eating into it
13 just by natural attrition with this type of contracting
14 in the next cycle.

15 I think, also, and again, a lot of it
16 depends on the technology way forward and the ability of
17 the Trust to better management contracts going forward.
18 But I think we have a clear path to better managing both
19 the solicitation process, so it's quicker and the
20 contracting process is more efficient, but in addition,
21 a monitored process so we're able to better figure out
22 where we have under-utilization.

23 And finally, I have talked to Jim about it,
24 where he said, I think it's something we need to look
25 into from a contracting point of view, is making sure we

1 have, for existing contracts but explicitly for future
2 contracts, the flexibility to increase our spending if
3 we feel it's appropriate and we have the funding so that
4 we're not looking at a six-year target necessarily but a
5 three-year target.

6 And I think this is the beginning of the
7 process. So I think if we budgeted our spending to try
8 and bring the fund balance down in three years, we
9 probably would be spending way too much and we wouldn't
10 be able to sustain that for a three-year period. Isaac?

11 MR. SALVER: Yes. I don't really understand
12 the chart, frankly.

13 MR. HOFFMAN: Which chart?

14 MR. SALVER: The one that we're looking at
15 right now, fund balance strategy for upcoming
16 solicitation cycle. First of all, the yellow -- on the
17 lower graph, the fund balance that's shown here on the
18 yellow line, let's say, '17-'18, which says -- is
19 defined as "ending balance", is at 74 million bucks.

20 When we look at our budget, the budget for
21 the fiscal year '17-'18 says, "fund balance" -- and I'm
22 a CPA -- it says, "42 million bucks."

23 MR. HOFFMAN: That's the beginning fund
24 balance.

25 MR. SALVER: Right, okay. So I don't think

1 we've had a fund balance for 74 million dollars for
2 three or four years. So I'm not really sure where you
3 got that number from.

4 MR. KIRTLAND: Right. So as I mentioned,
5 what we're trying to do for the planning of the
6 solicitation release and the amounts is use historical
7 growth of our fund balance and the approach that we've
8 had to try to more reasonably project what our ending
9 fund balance will be as of September 30th, 2018.

10 The number that any fund balance that's
11 proposed on the budgeted amount for September 30th, 2018
12 falls in line with what we were discussing about the way
13 we typically have budgeted in the past to expect how
14 we'll draw down fund balances.

15 So it assumes full utilization --

16 MR. SALVER: So that's the worst case
17 scenario?

18 MR. KIRTLAND: Yes, right.

19 MR. SALVER: If we don't change anything and
20 our funding increases, we might end up with 75 million
21 bucks in the bank?

22 MR. KIRTLAND: Yes.

23 MR. SALVER: Okay, great. So the green line
24 says, This is our objective, 49 million, more or less --

25 MR. HOFFMAN: For the first three years.

1 MR. SALVER: Okay. I thought -- again, I
2 thought our objective was 23 million five hundred and,
3 you know, that is the blue line on the bottom. And I
4 didn't hear anything in the comments that you made, Bill
5 or Ken, telling me how we're going to get either from
6 the yellow line, which is worst case scenario, the green
7 line, which is probably what's happening now, I don't
8 see anything getting us to the blue line. I don't even
9 see the blue line defined on the chart.

10 MR. HOFFMAN: Well, Isaac, again, I think I
11 said this, this is -- first of all, this is a three-year
12 approach. This is a three-year projection. In talking
13 through this with management, if we decided to bring the
14 fund balance down to 23 million in three years, our
15 spending level -- our normal spending level or our
16 hopeful spending level, meaning the 164 million for the
17 '18-'19 cycle, might have to be 180 million.

18 We wouldn't be able to sustain that type of
19 level of funding. So what we'd be looking at is
20 bringing the fund balance down in three years and then
21 dropping off, let's say, 20 million, 25 million in
22 funding in year 4.

23 MR. SALVER: But I think it's that exact
24 attitude that got the Trust in trouble in the mid-2000's
25 where, you know, after three or four years of operation,

1 the fund balance of the Trust was probably 100 million
2 dollars. And people were clamoring that year that we
3 didn't establish the Trust to hoard money. We
4 established the Trust to put money on the street.

5 So I think we need to kind of reboot our
6 approach and perhaps consider putting out proposals for
7 10 percent or 12 or 15 percent more than we really want
8 to spend. This way we'll, at least, at the very least,
9 end up spending what we projected to spend. Just like
10 the airlines overbook a flight, they'll sell 210 seats
11 for a plane that has 200 seats. I think we're going to
12 have to do that.

13 MR. HOFFMAN: Well, I don't disagree. But I
14 think that, again, for this initial cut, I think that,
15 as Bill said, one, we're predicting a revenue growth
16 over this entire period, which is probably not
17 realistic.

18 And secondly, we believe that the gap -- or
19 management believes that the gap is going to start to
20 shrink. So this is the gap between budgeted and
21 expenditures is based on sort of a historical practice,
22 a historical timing device in getting contracts out
23 there to historical utilization.

24 Management believes that that's going to
25 shrink. So if you want to look at this way, this also

1 should be a worst case scenario. And as I said, I
2 think, even for this coming solicitation period, we need
3 to look at opportunities.

4 If we could find, in the next year, because
5 there is a big spending gap between '17-'18 and '18-'19,
6 if we could find opportunities to put another five, ten,
7 fifteen million dollars into programs, then I think that
8 would be -- that wouldn't hurt us. All that would do is
9 change our six-year projection or five-year or four-year
10 projection of how we're going to be in line where we
11 should be.

12 MR. KIRTLAND: Well, maybe, if I might just
13 clarify the formula that you're questioning. I think,
14 Isaac, to an aspect of what you were mentioning about
15 the over-contracting is exactly what we're trying to
16 accomplish. If you look at the two charts and maybe me
17 pointing to exactly the two numbers will help reconcile
18 that understanding.

19 Essentially, we're saying, if you look in
20 the top chart for fiscal year '18-'19, the first year of
21 the funding cycle, if we achieve actual expenditures of
22 148.7 million dollars, then we will accomplish the 74
23 million dollar draw-down to the 64 million dollar
24 draw-down.

25 But essentially, our contracting levels,

1 where we're contracted at, is 164 million dollars to
2 expect. It's sort of an example that you mentioned
3 about the over-selling to expect absenteeism, I suppose.
4 So that's what we're trying to accomplish here.

5 MR. HOFFMAN: And I think if we achieve the
6 efficiencies that we're talking about, we probably will
7 never get to 100 percent of contracted versus spending.
8 But if we get a lot closer, we're talking 10 or 15
9 million dollars a year drop in the fund balance.

10 And that's why I said, I think that this is
11 at least a reasoned approach and that we ought to then
12 supplement that with every opportunity we can to put
13 money into spending on programs.

14 MR. SALVER: So even in the best case, it
15 looks like we're going to end up with 49 million dollars
16 in the bank.

17 MR. HOFFMAN: Not the case. If you were to
18 erase the gap in the next three years, that's 45 million
19 dollars right there. We'd have a zero fund balance.
20 But we don't think we can erase the gap. We think we
21 can narrow it.

22 MR. HOPE: Question. So Bill indicated that
23 you have a five to ten percent under-utilization
24 annually.

25 MR. KIRTLAND: Per contract basis.

1 MR. HOPE: Okay, plus a three percent
2 revenue growth. So in order to at least maintain the 42
3 million, you will have to increase expenditure by
4 between eight and thirteen percent per year. Would you
5 agree with that?

6 MR. KIRTLAND: I'll try to run the math in
7 my head.

8 MR. HOPE: Well, five to ten percent for
9 under-utilization, three percent revenue growth, so that
10 would bring in an additional -- assuming that your
11 expenditures remain constant.

12 MR. KIRTLAND: Right.

13 MR. HOPE: So you would have to increase
14 expenditures between eight and thirteen percent, which
15 will still keep you at the 42 million. So it means,
16 then, that if you're going to draw down and reduce that
17 42, your expenditures are going to have to increase
18 above 13 percent.

19 And so what is the plan to do so and is that
20 reflected here?

21 MR. KIRTLAND: I'll just -- let me see if
22 the percentages match up. In our current budget, we
23 have 138.8 million. Our plan would be to increase that
24 annual budget to 164 million. I think that represents
25 some of the increase that you're attempting to arrive

1 to.

2 MR. HOPE: That's 26 million as a percentage
3 of 138, 18 percent?

4 MR. KIRTLAND: Eighteen percent.

5 MR. HOPE: Okay. So that would be an
6 additional five percent in addition to your projections?

7 MR. KIRTLAND: Right. But the one variable
8 would be the flexibility within each contract's
9 under-utilization.

10 MR. HOPE: Right. Thanks.

11 MR. HAJ: And if you look at the two bullet
12 points at the bottom, in September, we will be bringing
13 to the Board a release of the next large solicitations.
14 So adding between 25 and 30 million dollars to that
15 solicitations will assist with the fund balance
16 draw-down.

17 MR. HOFFMAN: Nelson, do you have a
18 question?

19 MR. HINCAPIE: No, it was more just a
20 comment and caution. And I understand the need to put
21 the money out on the street. But I would caution not to
22 put money out just to put money out.

23 And I've said this over and over. And I
24 love where Stephanie is going, being able to measure and
25 quantify how I measure my own kids. And I can't say it

1 enough.

2 So, you know, I understand and I know that
3 money needs to be out on the street. But if you look at
4 what happened, I don't think we're better off now than
5 we were when we put the money out on the street because
6 we had to put the money out on the street. I don't know
7 if that makes any sense.

8 MR. HOFFMAN: I'd point out, as Jim said, I
9 mean, we're looking for opportunities both in existing
10 contracts for the coming cycle as well as maybe building
11 flexibility into future contracts to adjust our spending
12 within the three-year cycle.

13 Because I think that's part of, Isaac, what
14 I -- after going over this with management, I think that
15 what's hampered us, we're looking at this at the tail
16 end of the cycle. If we were just looking at the next
17 three years, I think we could adjust our spending and do
18 it equally.

19 We just can't do that much -- as much to
20 this coming solicitation without doing new
21 solicitations, bringing in new providers, which I think
22 is not going to be practical for the timeframe we're
23 talking about doing the one-year contracts.

24 Any other -- so this is a work in progress.
25 And I really think that -- I mean, I appreciate the

1 comments, and I think that this is something we ought to
2 be looking at as a committee, perhaps at least
3 quarterly, and deciding where we are and whether we've
4 been able to identify strategies.

5 And certainly, Nelson, the idea, I agree, is
6 not just to throw money into the street. It's to spend
7 wisely and spend more money, if we can, in things that
8 will progress the mission.

9 MR. HAJ: Ken, just in closing, this is the
10 top priority that we will be bringing back to the
11 Finance Committee regularly and telling you where we're
12 at with this.

13 But I think you mentioned two things. Part
14 of what we've been talking about, our IT way forward,
15 and you mentioned this. I just want to reiterate it.
16 It's a contracting process to shorten that so we can get
17 money out on the street quicker.

18 I am pleased to announce, for the first time
19 in Trust history -- was it last week or the week before?

20 MS. SYLVESTRE: Last week.

21 MR. HAJ: Last week, we did our first
22 on-line contracts, so we're looking at closing that gap.
23 And more importantly, it's utilization. We have
24 real-time data.

25 And I was telling Ken, last summer, I wanted

1 to know where we had open summer slots and we couldn't
2 get it. We physically had to call every provider that
3 we fund and call them on the phone and get numbers.

4 So once we have real-time data and real
5 numbers, then our staff can monitor utilization, because
6 that's what's affecting our fund balance. We have to
7 maximize utilization.

8 MR. HOFFMAN: And we have to figure out how
9 to push people that have needs into those slots.

10 MR. HOPE: As we look at how we spend the
11 money. I know we spent some money on capacity-building
12 for the smaller organizations. So as we look at
13 disbursing some of these additional funds, I'm just
14 hoping that these small organizations will be given
15 consideration if we spend money to hopefully get them
16 ready to participate in the process.

17 So is your mechanism to, I guess, ensure
18 that some of these smaller agencies are considered?

19 MS. SYLVESTRE: So we're working through a
20 plan to systematically review every contract in our
21 portfolio and make a determination on how to increase
22 their funding.

23 And as part of that, we're actually
24 leveraging some of the new technology. We're pulling
25 data and looking at -- we're looking at contracts within

1 an initiative and across an initiative in a consistent
2 manner to get to a point where we can say, how can we
3 increase funding and also where we have other
4 initiatives around capacity-building where we're helping
5 to build organizations in a way that they can apply for
6 our next funding cycle.

7 Our hope is that we would not only have the
8 current portfolio of providers but that we would have
9 more new providers in our ecosystem that can provide
10 services in areas where we might not have penetrated as
11 much such as we'd like to penetrate.

12 So, yes, we are -- we're looking at all of
13 these different -- so it's a little complex, so we can't
14 go as fast as we would like to go.

15 MR. HAJ: In the September Finance and
16 Programs Committee meeting, we'll be sending
17 notification out today or tomorrow from our Board chair
18 that we're going to morph that into a small retreat to
19 deal with the solicitations.

20 So if we can inform the Board of the
21 different steps that we're going through for this next
22 large solicitation so everybody's well-versed before
23 this important solicitation goes out.

24 One is timeline and two is community
25 engagement. We're getting it out to the community,

1 letting people know the RFP's are coming out. And we
2 have -- I think it's elaborate but I think we need three
3 hours just to speak about that.

4 MR. HOFFMAN: Good. Any other questions?

5 (NO VERBAL RESPONSE.)

6 MR. HOFFMAN: Let's move on to the
7 resolutions.

8 MR. HAJ: We need to have a motion for the
9 millage and to approve the budget to take to the full
10 Board on Monday.

11 MR. SALVER: Now?

12 MR. HAJ: Yes.

13 MR. HOFFMAN: Okay.

14 MR. SALVER: Because we didn't talk about
15 millage at all.

16 MR. KIRTLAND: I think it's just a motion to
17 bring the proposed budget to the Board on Monday. The
18 millage and the budget are separately voted on at the
19 TRIM hearing.

20 MR. HAJ: But last year, we took the millage
21 and the budget separate to the July Board meeting.

22 MR. HOFFMAN: That implies we're expecting a
23 certain millage rate?

24 MR. HAJ: Yes, it's on there. It's on the
25 budget itself. It's attached to the 201 tab at the very

1 top, so to accept the budget is to accept the millage.

2 MR. SALVER: Let me tell you, that would be
3 one way to reduce the fund balance, reduce the millage.
4 But anyway, I feel like a lone wolf over here. Because,
5 actually, I know that we've talked about the budget just
6 based on five mills. But we didn't talk about it in any
7 other way, shape or form.

8 So I know that this is taxed and the
9 Children's Trust is letting them tax on the taxpayers of
10 Dade County. I know, in years past, I've always spoken
11 that before you vote on the millage, just keep in mind
12 that you are voting for a tax.

13 And if the County has set value, which is
14 275 billion, increased from last year to this year,
15 keeping our millage the same is an increase in tax and
16 will be published as the Children's Trust Board voted to
17 increase tax to five mills, just for the record.

18 I mean, I'm a little uber-sensitive to that
19 because I'm an elected official and I have to account to
20 my constituents for taxation matters.

21 MS. JACOBO: Is one of the -- is one of the
22 things that's going to be -- should be considered is
23 that if we seem to be struggling with the fund balance,
24 is that what you're saying? I mean, we're struggling
25 with the fund balance and we're still asking for more

1 money from the taxpayers. This is not a --

2 MR. SALVER: This is an option that we have
3 that has not been discussed for a second here, at least
4 on the committee level, the notion of reducing the
5 millage rate, which would pretty much reduce the fund
6 balance as well.

7 MS. JACOBO: Right. What Nelson said
8 earlier is that, you know, we seem to be -- I know we're
9 trying to look for flexibility in our existing
10 contracts, etc., but it seems to be that we are
11 literally laboring to reduce -- yeah, so we have too
12 much money, it's not that. But, you know, you never
13 want to say you have too much money.

14 But if the issue is that we're laboring to
15 try and reduce the fund balance and we're not really,
16 you know, it's kind of a concept that is out there, you
17 know, we're talking about being flexible in contracts
18 but there's no real concrete discussion around what you
19 mean exactly by that.

20 I guess I understand what Isaac is saying,
21 that we're asking the taxpayers for more money on the
22 front end, still on the back end.

23 MR. HOPE: So can we discuss it before the
24 vote?

25 MR. SALVER: I think it would be

1 appropriate.

2 MR. HOFFMAN: We already discussed it.
3 Nelson?

4 MR. HINCAPIE: What's the maximum millage we
5 can charge? Is it five?

6 MR. HAJ: Two years, I believe, to the
7 rollback rate. Those were during the recession, '08 and
8 '09?

9 MR. KIRTLAND: Right, back in the mid-late
10 2000's.

11 MR. HINCAPIE: So we were at 4-point
12 something?

13 MR. HAJ: The rollback rate is at what,
14 Bill, this year?

15 MR. KIRTLAND: The rollback rate exactly is
16 .4673, which would main the same revenue as we
17 recognized last year.

18 MR. HAJ: And the average homeowner's rate
19 is what, is an additional what for the average
20 homeowner, \$2.00, based on two hundred thousand?

21 MR. HOFFMAN: What would the revenue be?

22 MR. KIRTLAND: The rollback rate, the same
23 revenue as -- last year, we recognized revenue of
24 \$120,335,000.00.

25 MR. HOFFMAN: And our projection is?

1 MR. KIRTLAND: Our projection is
2 \$130,470,000.00.

3 MS. JACOBO: At the rollback rate?

4 MR. KIRTLAND: At .5 mill. The rollback
5 rate would take us to the \$120,335,000.00.

6 MR. HINCAPIE: So here's the other ways to
7 look at it. So if you look at the newspaper and you
8 look at everything that goes on, and you look at the gun
9 violence and you look at all of these things going on
10 everywhere, and you have the Children's Trust reducing
11 the tax rate.

12 Meanwhile, you have all of these issues,
13 unsolved issues for years. So, yeah, so I get a tax
14 break of, at the most, how much -- you know, a hundred
15 bucks a year. And yet, you know, the issues with
16 children are not solved.

17 So I see the need to reduce the fund balance
18 definitely. And I am sensitive to the fact that it's
19 important for taxpayers to know -- I think the most
20 important thing is for taxpayers to know that their
21 money is being used wisely and that the children's lives
22 are improving at the end of the day.

23 That's how I see, you know, myself as a
24 taxpayer is, you know, are children better off now than
25 they were. And frankly, the answer is "no."

1 MR. SALVER: Are you saying that emotionally
2 or are you saying that intellectually?

3 MR. HINCAPIE: I'm saying that's what I see
4 in Court every day, day in and day out. I'm saying
5 that's how many children go into foster care. I'm
6 saying that because Jim just told us a year ago, we
7 couldn't find slots and we had to call every single one
8 of the providers.

9 I'm saying that because I'm passionate about
10 the children that are being shot and killed. I'm
11 passionate about all of those things. So, yes, I'm
12 saying -- and by what I read in the paper.

13 MR. SALVER: So, James, through the chair, I
14 mean, can you corroborate what Nelson is saying, that
15 the children -- we spent 110 million dollars last year
16 or thereabouts, and the children are no better off last
17 year -- this year than they were last year?

18 MR. HAJ: No. I mean, I think that's a hard
19 question to answer. I think we put 25,000 kids in
20 summer programs and after-school programs. I think we
21 give kids health. We do so much from birth to eighteen.

22 Is our funding impactful? Absolutely. And
23 can we use more money to impact? Absolutely as well.
24 With the increase, if we keep it at the millage, we're
25 adding 25, 30 million dollars to the next solicitation.

1 Will it impact programs? Will that add more
2 programs to the community? Yes.

3 MR. SALVER: So you're suggesting that --

4 MR. HAJ: No, I just want to add that
5 discussion piece, that it will add an additional 25 or
6 30 million dollars to September when we ask to release
7 the next large solicitation.

8 It will take some time for the fund balance
9 to draw down on that.

10 MR. HOFFMAN: Isaac, I do recall, I'm sure
11 the minutes will reflect, in the committee and the Board
12 last year having a discussion about the millage and
13 about the rollback rate.

14 And I think the sentiment -- and again, we
15 had this discussion of the fund balance and how it had
16 grown out of proportion. I think the sentiment was that
17 there are tremendous needs, that there are funding from
18 other sources that are in question, and that we ought to
19 be, as an institution, trying to maintain and increase
20 our funding for children and families.

21 Having said that, again, I think that the
22 fund balance is a backdrop, but I don't necessarily
23 think that it's been focused on before in the same way.
24 And I think it's something that we need to correct in
25 tandem.

1 I think if we were to maintain the rate,
2 then we hope that that rate will allow us to spend maybe
3 three percent per year more as property taxes go up but
4 I wouldn't bet on that. I wouldn't bet the property
5 taxes are going to go up for the next 10 years. I'd bet
6 they're going to go up and down and maybe flatten off
7 for a while.

8 So, I, for one, and again, I'm not an
9 elected official, but I am sensitive -- I pay taxes and
10 I'm sensitive to what we are asking the taxpayers -- I,
11 for one, believe we should spend as much money as we're
12 legally allowed to do to solve the problems that we can,
13 because I don't think there are a lot of other --
14 there's not a huge stake in it out there and you can see
15 it's being -- you know, and again, it's not a political
16 statement. It's being eroded by politics and by other
17 means. We're not the only person out doing what we're
18 doing but we're an important factor in this community.

19 MR. SALVER: And let me tell you, the more I
20 think about it, there's been a lot of dialogue about,
21 this is the third year of a three-year funding cycle,
22 this is the third year of a three-year funding cycle.

23 Does that sound familiar to anybody here? I
24 think this is -- honestly, one thing is that I support
25 going to the rollback rate, A) for the reason that this

1 is the third year of a three-year funding cycle, and it
2 gives us a year to figure out how we can really spend
3 the actual money that we can spend at a different
4 millage rate or 5.0 millage rate.

5 You know, 5.0 is -- that's the maximum
6 millage rate that we're allowed by law. We really
7 should run this organization with the ability to tap
8 into more funds if we needed to tap into more funds.

9 The discussions here and that chart that
10 William created for us clearly shows that we don't
11 really need to tap into extra funds. And I think we
12 should take advantage of this third year of the
13 three-year funding cycle to take your foot off the
14 accelerator for a year and take a little bit of bite out
15 of the fund balance, which is projected to be 74
16 million. That's contraindicated to what this committee
17 wanted to do.

18 I mean, spend exactly what you want to spend
19 in this budget but let's back off the accelerator and
20 let's reduce our millage rate. I think it would be a
21 good idea.

22 MR. HOPE: I think that there's definitely a
23 need in the community for additional funding. I think
24 the challenge here is -- or the challenge to management
25 is to identify those areas that can benefit from the

1 additional funding.

2 Because as Nelson talked about, a lot of the
3 issues that are affecting youth and children in the
4 community coming from the not-for-profit sector, I see
5 on a daily basis.

6 And one of the challenges has always been
7 the lack of funding. So I think the question for me is
8 not necessarily too much money but how do we spend the
9 money, how do we maximize the social impact of those
10 dollars that we spend.

11 So I think the challenge to management is to
12 come up with a plan that demonstrates to taxpayers that
13 we are maximizing the social impact of the dollars that
14 you contribute as a taxpayer.

15 I think having the fund account grown over
16 the years may demonstrate that there is additional need
17 to look a little further in terms of, what are the areas
18 that we can expend this money to see positive results,
19 not only to have positive results, but I think we can
20 have a greater social impact if we look at how we spend
21 the money.

22 So I don't think it's too much money in the
23 system, but I think identifying areas where this money
24 can be allocated.

25 MR. KIRTLAND: I wanted to just clarify

1 also, I don't think I mentioned it earlier in the
2 presentation, that we built into our three-year
3 expectation and we've mentioned it at previous
4 committees, is the legislation that may reduce our -- or
5 over the homestead exemption that also reduces the
6 overall property tax value that we can recognize in
7 future years.

8 MR. HAJ: And that would be in '19. It
9 impacts between three and five million dollars in 2019.
10 And aside from -- I know the fund balance discussion. I
11 just found out yesterday, Broward is taking to the
12 voters to go to a full mill, their CSC, their Children's
13 Trust, and West Palm has it at a full mill.

14 MR. HOFFMAN: So in rough numbers, if we
15 were to go back to the rollback rate, on the budgeted
16 purposes, our budgeted ending fund balance would be
17 30-something million, ten million dollars less?

18 MR. KIRTLAND: Right. The challenged in
19 years past have been, I call it, catching up to the
20 revenue. Like, for the last year, when he had eight
21 million dollars in additional revenue, we issued -- we
22 put back eight million dollars as a form of solicitation
23 and took a certain amount of time to vet and choose the
24 programs and contracts that we would eventually contract
25 with seven months into our fiscal year.

1 Now those contracts, even though those
2 contracts are ripe, so that is the same type of
3 challenge we'll be faced with, with the additional
4 revenue from the upcoming year.

5 So my projection would be that our ending
6 fund balance or, I would say, the starting fund balance
7 for this draw-down plan would be up to 10 million
8 dollars less.

9 MR. SALVER: Can you instruct staff, as
10 we're still conducting this meeting, to bring us a
11 historic -- because I kind of disagree with James. I
12 think there were multiple years, not just two years,
13 that we were below five mill.

14 MR. KIRTLAND: So maybe if I can pull the
15 CAFR.

16 MR. SALVER: Pull the CAFR out and just tell
17 us what our historic millage rate was from 2004 to
18 current, okay?

19 MR. KIRTLAND: Let me see if I can find it
20 here.

21 MR. SALVER: Because I think that's
22 important if we're going to make a decision. If we're
23 going to pass a recommendation to the Board, it should
24 be a recommendation that we've fully studied.

25 And although we have the budget in front of

1 us, which I don't even suggest change, we should have
2 all the information in front of us and make a decision
3 that is logical and after the proper deliberation.

4 MR. HOFFMAN: It certainly -- and again,
5 without harming the plan, the plan for the six-year
6 draw-down, certainly is one way of accelerating partial
7 draw-down.

8 And again, although we would like to say
9 that we should put as much money effectively on the
10 street as we can, having that balance is an albatross we
11 ought to, you know, get rid of, bring down to a
12 reasonable level.

13 So I don't disagree with the philosophy that
14 we should necessarily bank more money. I do think that
15 whatever we decide at the committee meeting to
16 recommend, it's still a Board discussion, that even if
17 we have an agreement unanimous here, we ought to air the
18 discussion because it is something that certainly there
19 are people that are more politically sensitive --

20 MR. SALVER: But I can tell you,
21 historically speaking, I don't remember, since I've been
22 on the Trust, the Board at-large going against any
23 recommendation from the Finance and Budget Committee.
24 So that's why our opinion is heavily weighted.

25 MR. KIRTLAND: We have recognized a full

1 half-mill ever since September 30th, 2010, so that would
2 be October 1st, 2009 through September 30th, 2010. So
3 the 2009 year, we were right at, I believe, a rollback
4 rate but at a lesser than the full mill, .4212. And
5 then from 2010 on to the current date, we've been at a
6 full half-mill.

7 MR. SALVER: How about from 2004?

8 MR. KIRTLAND: I'm not sure about beyond
9 2008 because our CAFR reports on a 10-year window. But
10 I could go look into historical --

11 MR. HOFFMAN: What was the start date?

12 MR. KIRTLAND: '04.

13 MR. HOFFMAN: My guess is, for those first
14 three or four years, it was fully taxed?

15 MR. SALVER: No, it wasn't.

16 MR. HAJ: It wasn't.

17 MS. CARDENAS: It was a full half-mill.

18 MR. SALVER: It was a full half-mill?

19 MS. CARDENAS: Yes, sir.

20 MR. SALVER: I'd like that confirmed. But
21 either way, obviously, the Trust -- you know, there was
22 a period of time -- what were the years it was less than
23 the full half-mill?

24 MR. KIRTLAND: As of September 30th, 2009.
25 In 2008, we had less than a full half-mill. It may have

1 been lesser before that but I'm only looking at a
2 10-year window.

3 MR. SALVER: Okay, so a 10-year window.

4 MR. HOPE: So while you're looking, didn't
5 that -- the budget is a fluid document and revenue
6 projections can change. Do we have a plan in place --
7 like last year, we had eight million dollars and we had
8 to figure out how we're going to spend it.

9 Is there a proactive plan in place that
10 says, if this happens, this is how we're going to spend
11 the money? If revenue drops, these are the funds --
12 these are the programs that would not benefit but if
13 revenue increases, this is how we're going to spend the
14 money, or do we make that decision once we've determined
15 we have a surplus of revenue?

16 MR. HAJ: No, we're going through that
17 process now. One for the large solicitation which we'll
18 be coming to in September and now the additional ten
19 million that we've put in place looking at how to get
20 that ten million out the door as quickly as possible,
21 because we don't want -- last year, we had an additional
22 eight million but it just hit the streets two months ago
23 because we went through the whole competitive
24 solicitation process.

25 So we're looking at avenues of how can we

1 get that money to the street as quickly as possible and
2 all that is built into Bill's chart.

3 MR. KIRTLAND: In 2004, we recognized a full
4 half-mill and then from 2005 to 2009, we had less than a
5 full half-mill, various rates.

6 MR. SALVER: Can you say that again.

7 MR. KIRTLAND: As of September 30th, 2004,
8 we recognized a full half-mill. And from 2005 to 2009,
9 we --

10 MR. SALVER: Just give me the rates.

11 MR. KIRTLAND: In 2005, we had .4442. In
12 2006, we had .4288. In 2007, we had .4223. The same
13 rate in 2008. And .4212 in 2009. And then we were back
14 to a full half-mill in 2010.

15 MR. HOFFMAN: Property values were
16 increasing steeply in those years and causing us to
17 project --

18 MR. SALVER: You know, values are cyclical.
19 I mean, it's not as if we're -- you know, we put it in
20 fifth gear and, you know, took off the clutch, you know
21 what I'm saying?

22 This is a fluid -- you know, fluid thing. I
23 think it's a perfect opportunity to back off a little
24 bit. That's just my opinion. If everyone else is okay
25 to go to five mill, that's what we've been doing -- and

1 I'm not suggesting that we change anything in the
2 budget.

3 Even the extra ten million dollars, spend
4 the extra ten million dollars which we're prepared to
5 spend and draw down a little bit of the fund balance, at
6 least for one year. Because it's good. We can revisit
7 this every year. I mean, I don't think it would be bad
8 in the eyes of the public.

9 As a matter of fact, since we need to
10 approve this, I'm going to make a motion to forward to
11 the Board of Directors the rollback rate of .4673 as
12 part of the budget for 2017-2018.

13 MR. HOFFMAN: Can you confirm that amount.

14 MR. KIRTLAND: The rollback rate of the --
15 again, it would be -- the rollback rate would be the
16 same rollback rate of \$120,335,000.00.

17 MR. HOPE: What is that percent?

18 MR. SALVER: .4673.

19 MR. HINCAPIE: Is that a tax cut?

20 MR. SALVER: Yes. No, I take that back. It
21 is not a tax cut. It's a no-change. It won't be
22 published as a tax cut. But when our budget is
23 published, our millage rate is published, it will not
24 say "tax increase."

25 MS. JACOBO: Neutral?

1 MR. SALVER: It will be neutral, right.
2 It's not a cut. It stays the same. That's how the
3 County does it and the State requires it.

4 MS. JACOBO: So we have a motion. We
5 have -- did we have -- we had an original motion on
6 the --

7 MR. HOFFMAN: This would be an amendment.

8 MS. JACOBO: This would be an amendment,
9 okay. So we didn't pass --

10 MR. SALVER: Was there a motion?

11 MS. JACOBO: I don't think there was a
12 motion.

13 MR. SALVER: I don't think there was a
14 motion, no.

15 MS. JACOBO: I think it was an ore tenus
16 motion.

17 MR. HOFFMAN: So your motion is to approve
18 the budget with an amendment to increase the projected
19 revenue by utilizing the rollback rate?

20 MR. SALVER: That's correct. Or we can --
21 let's take it in two separate -- yeah, we'll do it
22 separately, yeah, because we started talking about
23 making a motion to approve the budget and then we talked
24 about, well, Jim wanted to go over it all together.

25 So I'm just making that motion that we go to

1 the Board or suggest to the Board that we use the
2 rollback rate of .4673 for fiscal year '17-'18.

3 MS. JACOBO: Okay. We still have to make a
4 motion -- the original motion; is that what you're
5 saying?

6 MR. SALVER: No, no, no. It's a brand-new
7 motion.

8 MR. HOFFMAN: Nobody made it. Do we have a
9 second?

10 MR. HINCAPIE: Second.

11 MR. HOFFMAN: Question, Isaac.

12 MR. SALVER: Yes, sir.

13 MR. HOFFMAN: And again, I'm not in the
14 business of predicting the economic scenarios in the
15 future, but I see the benefit of doing this, because one
16 of the things that I said when we started talking about
17 the fund balance is that having a six-year projection,
18 they should have been doing this in three years.

19 So finding out how much to spend in this
20 case and lopping off -- making it a five-year by taking
21 that ten million dollars is, I think, a good thing from
22 the fund balance perspective.

23 My concern would be, in order to sustain the
24 amount of spending, again, I'm not predicting, but I
25 don't see that we're going up in the economic cycle in

1 the country, in the city. And my question is, what's
2 going to happen next year when we genuinely see that we
3 need a tax increase or the year after that to maintain
4 our level of spending and the level of services that we
5 still will put out there because we were able to do so
6 with the existing fund balance and a program to reduce
7 it.

8 MR. SALVER: Well, Ken, first of all, I
9 don't know if anybody's in the real estate business or
10 the business of development -- real estate development.
11 I'm not.

12 But I can tell you one thing. I live in the
13 town of Bay Harbor Islands. Right now as we speak,
14 there are -- it's a town of 5,900 people. There are no
15 less than 15 new real estate development projects that
16 have not achieved a CO yet.

17 When those CO's get issued, all that real
18 estate will be on the books of the County, on the County
19 rolls, which will bolster the tax base, at least for my
20 town.

21 And I'm presuming that there are many, many,
22 many municipalities with these types of developments.
23 You see them. You go down Brickell Avenue. These
24 developments, they're coming out of the ground. And
25 they're not on the rolls yet.

1 So we don't really need values of the
2 existing properties to go up so much because there is
3 such a stock of brand-new properties that are going to
4 come on-line, that I don't think we're looking at a
5 decrease in this 275 billion valuation County-wise.

6 I think we're going to be seeing increases
7 for at least the next three years, and we can always
8 revisit the topic of millage rate next year.

9 MR. HOFFMAN: Steve?

10 MR. HOPE: You know, coming from the
11 non-profit sector, some of us believe that with the new
12 administration, that we will see a drop in public
13 service funding. I think there's going to be a greater
14 need in the coming months or maybe next year for
15 additional funding that we supplement some of those lost
16 funding. For that purpose, I would want to stay with
17 the current rate.

18 MR. HOFFMAN: And just to clarify what I
19 said earlier, looking at the current projection of the
20 fund draw-down, is the statement correct, though, that
21 by taking this 10 million dollars out of the current
22 fiscal year, we'll still be on the same trajectory and
23 maybe after three years, we'll wind up with 30 million
24 instead of 40, maybe?

25 MR. KIRTLAND: Right. It may not be as

1 linear as that but obviously, with a starting point much
2 lower, so we'd either keep the same plan to issue just
3 as many additional funds in the solicitation that would
4 draw down the rate faster or create a plan with a more
5 manageable draw-down still in the three to six-year
6 term.

7 MR. HOFFMAN: We would still have -- again,
8 four years from now, we would still have 15 million --
9 unless we did something else, we'd have 15 million
10 dollars more that we wanted to have for safety purposes
11 in our reserve?

12 MR. KIRTLAND: In that range. I believe
13 you're right.

14 MR. HINCAPIE: I have a question. Jim, when
15 you mention the ability now, for this year, for this to
16 be in real-time, the slots in all these summer camps, we
17 are looking at IT Solutions that you're bringing to be
18 able to see in real-time needs of children -- am I
19 making that up?

20 Is it going to be easier for us to measure
21 the impact in real-time that our dollars are having out
22 there?

23 MR. HAJ: Yeah. Once we finish the IT
24 Solutions, it's easier for us to evaluate programs.
25 It's easier for us to get data for the programs. It's

1 easier for us to get real-time data on who is in
2 attendance in these programs and participation in these
3 programs.

4 And that will -- I can't give you a date
5 specific. What do you think?

6 MS. SYLVESTRE: So the first, I should say,
7 Phase-2 is going to be completed around October of this
8 year and that creates a foundation. The real-time
9 information, data collection and ability to interact
10 with the participants in the program and allow them --
11 for us to capture, get their sign-off to say, yes, we
12 can get their data from the school system and from other
13 entities which has been a challenge in the past, that
14 solution is going to be rolled out in August of 2018.

15 And actually, one of the resos that we have
16 before us today is to talk about building out that
17 solution in the next fiscal year. So we are actively --
18 we're talking about having a session to plan out the
19 timeline for Phase-3 of our technology way forward and
20 look at what is in Phase-4 in the next few weeks.

21 So all of that is to go towards, how do we
22 better manage our portfolio and how can we be proactive.
23 And so Bill and I have conversations about what
24 changes -- additional technological changes we can put
25 it in place so that we can look at contracts that are

1 not spending down at an appropriate rate and not wait
2 until the end of the contract year but at other times
3 during the contract year, reach out to them and say, how
4 can you spend down and how can we be creative.

5 We've been doing that on a manual basis this
6 past year and it has borne good fruit. So we are
7 actively looking at how to bring down fund balance. And
8 as Ken said, the more that we can get 100 percent or
9 close to 100 percent of our contracts executed before
10 the start date, the more we can move that excuse off the
11 table and now it's about how to ensure that providers
12 have the best fiscal strategy to spend down the monies
13 that they are getting from us.

14 And then also, the understanding that we are
15 cost reimbursement, so how do we help them get
16 unrestricted dollars so that they can leverage their
17 money to the fullest extent.

18 So we are actively looking at strategies
19 that will allow us to bring down fund balance,
20 streamline our management of our portfolio and be able
21 to report on the true impact that we're having in the
22 community that you've been asking for.

23 So it's not a one-thing approach. We're
24 looking at technology. We're looking at how we engage
25 with the providers and we're looking at fiscal strategy.

1 We're looking at capacity-building.

2 So I think all those strategies are
3 important. And I'd like to be a little bit bold and
4 say, we need to be sensitive that when you put monies
5 out on the street and then you don't have enough money,
6 you have to pull back the money, it is very disruptive
7 to the programs we fund and it also is disruptive to the
8 parts expense of the program.

9 And it erodes the trust that we're building
10 with our providers in the community because now they
11 cannot really say, well, okay, I'm in this funding
12 cycle, I am doing my best and I know that at least for
13 the next three years, this is more or less the money I'm
14 going to get from the Children's Trust so I can do some
15 kind of forecasting and budget planning. So I think
16 it's a very complicated intertwined thing.

17 MR. HINCAPIE: Well, going to Isaac's
18 rollback millage of .4673 --

19 MR. SALVER: It's not Isaac's. It's ours.

20 MR. HINCAPIE: How will that affect programs
21 for '17-'18 in any way?

22 MR. HOFFMAN: I think, as we discussed
23 before, we already have the built-in flexibility because
24 we have this very large and large projected, although we
25 don't know if it will be 70 whatever million, I think

1 that's what Bill's projection right now is for it.

2 So that shouldn't affect -- it's certainly
3 not going to affect this year. It shouldn't affect our
4 ability to budget and spend and even maybe spend more to
5 continue to bring down that six-year plan to less than
6 six years.

7 I guess the question is, when we go to the
8 next year, we'll still have to look at the numbers again
9 and say, okay, we're going to be at 30 million dollars
10 pretty much in the three-year cycle, should we be
11 changing the 160 million contracted or not.

12 Again, there are a lot of variables
13 involved. It sounds to me, based on what I've discussed
14 with management before as well as this discussion, that
15 it shouldn't affect our three-year cycle.

16 And I appreciate, Isaac, the fact that we
17 can go back during that cycle and say, we're now
18 spending at this level, this is what we're contracting,
19 we're seeing -- and we're able to utilize it better so
20 we're going to go back to the old millage rate.

21 I guess, Jim, you know, any thoughts on it?
22 Because I know we have talked about ways of bringing it
23 down. This is certainly one that gives it a bump and it
24 doesn't seem like it will affect in any way our plans
25 over the next four fiscal years.

1 MR. HAJ: No, and I appreciate the
2 discussion. I want to continue keeping this in the
3 forefront. Do I foresee it impacting programs
4 immediately? No.

5 But the essence of a fund balance is what
6 happens in the case of an emergency, what happens if
7 there's a recession, what happens if a hurricane hits,
8 what happens if something else, you know, in drastic
9 times, we want it to be there so we can insert
10 ourselves, or do we have the flexibility for a year.

11 I think it's a healthy discussion. I think
12 it could go either way. I understand Isaac's point, and
13 it's hard to go out to the community to say you're
14 sitting on this much money and we're continuing to raise
15 funds.

16 However, they would love us in the case of
17 an emergency. I mean, that's what we need to be for
18 children and families.

19 MR. HOFFMAN: Again, as we look at the
20 projected fund balance, we seem to have more than enough
21 in that rainy day fund.

22 MR. HAJ: Yeah, and it helped us during the
23 recession when it went down, that we didn't -- in times
24 of need when families and children needed us, we were
25 able to be there during the recession.

1 MS. JACOBO: And we still had to cut.

2 MR. HAJ: And we still had to cut.

3 MR. HOFFMAN: See, this is why, again, this
4 is why we brought the discussion up, and I made sure
5 that it was a graphic discussion about the actual
6 numbers because I think it's an important thing for us
7 to know and then to make a recommendation to the Board.

8 MR. KIRTLAND: Just another clarifying
9 point. If the Board passes the motion to utilize the
10 rollback rate, the notices will go out and that's the
11 maximum rate that we can have passed at TRIM.

12 If the Board were to approve on Monday the
13 full mill, we can always come down from that millage at
14 the TRIM hearing to the rollback rate.

15 MR. HOFFMAN: But again, given the fact that
16 we're really spending money that we don't project
17 spending for the next three or four years anyway, is
18 there any reason why, in that proposed motion, that we
19 would want to say that money is still going to be in the
20 bank account three years from now?

21 MR. SALVER: Well, in reference to what Bill
22 just said, the result of our discussion here is a
23 recommendation to the Board. This is not -- whatever we
24 do does not have teeth, although it has an impact on the
25 Board because the Finance Committee suggested it.

1 But again, the Board sets the tentative
2 millage rate, not us. So we just make a recommendation.

3 MR. HOFFMAN: Okay. Let's bring it to a
4 vote, the motion being to recommend to the Board --

5 MR. SALVER: The rollback rate.

6 MR. HOFFMAN: -- the rollback rate. All
7 those in favor?

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

10 MR. HOFFMAN: Opposed?

11 MS. JACOBO: Aye.

12 MR. HOPE: Aye.

13 THE COURT REPORTER: The nays, for the
14 record?

15 MS. JACOBO: Esther Jacobo.

16 MR. HOPE: Steve Hope.

17 MS. JEANTY: So it didn't pass?

18 MR. HOFFMAN: I voted "yes."

19 MR. SALVER: You're going to present this
20 one, then.

21 MR. HAJ: So that is the millage. And then
22 with the budget?

23 MR. SALVER: Okay. I'll move that the
24 spending component of this budget be passed as presented
25 and the accounting department, any adjustments relating

1 to our suggested millage rate but do it on the income
2 end, not on the expense end, so it will affect --
3 whatever change we make for the millage will directly
4 affect our fund balance, so I further that as a motion.

5 MR. HINCAPIE: Second.

6 MR. HOFFMAN: Any further discussion?

7 (NO VERBAL RESPONSE.)

8 MR. HOFFMAN: 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: The motion carries. Okay,
14 back to the agenda. All of our resolutions in this
15 meeting are related to our communications. And we're
16 going to spend a brief minute --

17 MS. CARDENAS: A brief, brief minute. A
18 great segue from the budget discussion is to tell you
19 that the communications budget is stagnant. It has not
20 moved in the last couple of years. It remains the same.

21 What these resolutions reflect is basically
22 keeping business as usual, that we must continue to
23 market and promote our programs, services and
24 initiatives because we are a prevention-based business.

25 Our programs are not mandated in any way.

1 They are voluntary. And what these resolutions also
2 reflect is a greater shift in marketing through digital
3 means and through progressive media.

4 And so you see in here reductions in
5 resolutions that will cause a reduction in the use of
6 print, increases in digital and continuing to move our
7 infrastructure, our IT way forward with the development
8 of new tools to reach people in the digital age.

9 And so that's what you see here in sort of a
10 comprehensive way, and we will have a presentation, a
11 visual presentation for the Board on Monday. But we
12 thought we would spare you that presentation today.

13 And I'm kind of glad we did because most of
14 all of you in this room have been on this committee for
15 the last year and saw my presentation last year, and so
16 you understand why it is that we spend a small
17 percentage of the Children's Trust budget on marketing
18 and communications.

19 And so with that --

20 MR. HOFFMAN: And one of the things I asked
21 Emily when we talked about it specifically is where do
22 these all fit in the overall budget, and these represent
23 about two-thirds --

24 MS. CARDENAS: Roughly two-thirds of the
25 overall communications budget is represented right here

1 in these resolutions.

2 MR. HAJ: The only thing that's not included
3 in here are the Events Expo and the Champions and then
4 the backpack giveaways.

5 MS. CARDENAS: The back-to-school giveaways.

6 MR. SALVER: Before we go to the
7 resolutions, Mr. Chair, I have a couple of comments and
8 questions. Going forward, I noticed -- I don't know. I
9 guess I've been on fire since you became the treasurer.
10 I'm just noticing a lot more.

11 But I noticed that the way the resolutions
12 are written -- Emily, I would suggest you put your
13 antennas up -- you're not -- I'm not seeing the actual
14 name of the corporation that we're contracting with.

15 There are a few that are there that say,
16 "LLC" at the end, etc., etc. And I'm going to pick one
17 out in particular, which was -- you put "WOW Marketing."
18 WOW Marketing, that might be one of their trade names or
19 something like that, but WOW Marketing is not WOW
20 Marketing. I'm presuming that we're contracting with
21 WOW --

22 MS. CARDENAS: WOW Factor is the parent
23 company.

24 MR. SALVER: Right. WOW Factor something or
25 other. I want to know exactly the corporation that

1 we're contracting with because I like to go in there.
2 Sometimes I check Sunbiz. I want to see who the owners
3 are. That's kind of my own, like, auditing background
4 type of thing.

5 And the way they're presented in the
6 resolutions that are in our package, it doesn't say the
7 full name of the corporation. You know, that's one
8 thing.

9 Another thing is that in the background
10 information, when you talk about, like,
11 mini-solicitation and all that kind of stuff, typically,
12 in my city, when we have a City Council meeting, the
13 matrix or the results of the solicitation are presented
14 in graphic form, like, on an Excel spreadsheet showing,
15 these are the companies -- these are the five companies
16 that responded to the solicitation, this is what they
17 are offering, you know, analyzed kind of graphically.

18 I'd like to see that information because,
19 you know, I've noticed that there are some kind of
20 editorial comments that are made, like, these are --
21 this company is absolutely the best and best-fitted,
22 best-suited to provide these services.

23 And I'm sure you know that and I'm sure it's
24 true. But I'd like to see the way the solicitation
25 process worked because I think it would add an element

1 of transparency to the process.

2 So I certainly suggest for the Board meeting
3 that the corporate names that we're contracting with be
4 put into the resolution, and then possibly, at least for
5 the committee -- on the committee level, that we get to
6 see the work that staff did regarding the solicitations,
7 the results of the solicitations and how each one was
8 ranked and stuff like that.

9 MR. HOFFMAN: The summary of work?

10 MR. SALVER: In summarized form, not
11 lengthy, in summarized form.

12 MR. HOFFMAN: You're welcome to come sit
13 here.

14 MS. CARDENAS: I thought that in summarized
15 form, that it's in the body of the resolution and the
16 way it's written, Isaac. I'm not exactly clear on what
17 you're missing.

18 But if you would like to have a table of
19 what the names of the competing agencies within the
20 mini-solicitation, we can do that.

21 MR. SALVER: Yeah, that's exactly what I was
22 asking for and, I guess, the major components on which
23 they were ranked.

24 MS. CARDENAS: So the mini-solicitation,
25 just so you know, is really like a bid. It's not --

1 it's not, you know, because you have the vendor pool,
2 which was done last year with, like, all the scoring and
3 the ranking and so forth.

4 So the mini-solicitation is -- so, for
5 example, on Madison South, it was a dollar bid, you
6 know, and so they were the lowest bidder, which is what
7 we said. So we can show you --

8 MR. SALVER: Yeah, I just want to see --
9 yeah, I want to see -- you said five people responded,
10 we chose Madison South. You know, for the M Network,
11 you know, we did the bid, two people responded and we
12 chose the M Network, like that.

13 MR. HOFFMAN: I think in the instances
14 you're mentioning, Isaac, the chart would say, this one
15 would bid \$2.00 per piece, this one bid \$1.50, this one
16 bid zero.

17 MR. SALVER: Right, yes.

18 MS. CARDENAS: Okay. Do you want them in
19 the body of the resolution or would you like it in a
20 separate document? We could put them all in one
21 document.

22 MR. SALVER: No, I'd like it -- like here,
23 this one is for the Creole Translation Services, okay?
24 So I'd like to see who outbid for the Creole Translation
25 Services. You know, the other one is for Armstrong for

1 their consultancy service. I want to see who else bid
2 for that. I'd just like to see who else bid.

3 MS. CARDENAS: And if they didn't bid, we'll
4 put that they didn't bid. Because if you have, for
5 example, five entities in the vendor pool, let's say,
6 followed by selected in a particular area and five,
7 which I could say, two bid and the other three declined,
8 then we will know that.

9 MR. SALVER: Right, yes.

10 MR. HAJ: Isaac, if we may, because of the
11 time constraint on Monday's Board meeting, could we put
12 it on the chart instead of doing all the resos, changing
13 all the resos?

14 MR. SALVER: Yeah, but the resos should be
15 presented with my first suggestion, that we put the
16 actual corporate name.

17 MR. HAJ: Yes.

18 MS. CARDENAS: So regarding the corporate
19 name, I think the only one you're referencing is WOW
20 Factor. And Claudia, do you know when -- because WOW
21 Marketing is the name that is incorporated, and I
22 believe that the billing for the next contract is going
23 to go to WOW Marketing. Assuming that it is in place in
24 Sunbiz on October 1, if not, we can just do WOW Factor?

25 MR. HOFFMAN: That's not going to be the

1 only one. And as for Madison South, even the first one
2 we're talking about doesn't have a corporate name.

3 MS. CARDENAS: Is "M Network" not your
4 corporate name?

5 MR. HOFFMAN: So we'll be supplementing for
6 the Board resolutions.

7 MR. SALVER: And now that you mention that,
8 when I looked under WOW Marketing, WOW Marketing was
9 incorporated 03/12/17, which was, like, less than three
10 months ago.

11 So, I mean, personally, I have a question as
12 to why they had to launch a new corporation in March
13 that all of a sudden, we're contracting with. What
14 event took place in March that would preclude you from
15 having -- you know, using your old corporation?

16 MR. HOFFMAN: All right. Let's take that up
17 on that resolution.

18 MR. SALVER: You know, those are the types
19 of questions that I'd like answered.

20 MS. CARDENAS: They're re-branding.

21 MR. HOFFMAN: Okay. Let's take it up on
22 that specific resolution. So let's go to the first
23 resolution. Resolution 2017-A, authorization to
24 negotiate and execute a contract with ImaginArt Media
25 Productions, an agency selected from the 2016-2019

1 vendor pool for community outreach and media buying
2 targeting the Creole-speaking Haitian community in
3 Miami-Dade County, the administration and oversight of
4 the Children's Trust leased Yellow Box displays and
5 English/Creole translation services, for a term of 12
6 months commencing October 1, 2017 and ending September
7 30, 2018, in an amount not to exceed \$156,215.00.

8 And I will note this is one where we should
9 add the formal corporate name, whatever it is.

10 Do I hear a motion to that effect?

11 MR. SALVER: I'll move it.

12 MR. HOFFMAN: Second?

13 MR. HOPE: Second.

14 MR. HOFFMAN: Any discussion?

15 (NO VERBAL RESPONSE.)

16 MR. HOFFMAN: All those in favor?

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

19 MR. HOFFMAN: Opposed?

20 (NO VERBAL RESPONSE.)

21 MR. HOFFMAN: The motion carries.

22 Resolution 2017-B, authorization to negotiate and
23 execute a second-year contract with Armstrong Creative
24 Consulting, Inc., an agency selected from the 2016-2019
25 vendor pool for urban media buying and community

1 outreach targeting the African-American faith-based
2 community in Miami-Dade County, for a term of 12 months
3 commencing October 1, 2017 and ending September 30,
4 2018, in an amount not to exceed \$163,785.00.

5 Do I have a motion to that effect?

6 MR. SALVER: I'll move it.

7 MR. HOPE: Second.

8 MR. HOFFMAN: Second, Hope. Any questions
9 or discussion? Any recusals, by the way?

10 (NO VERBAL RESPONSE.)

11 MR. HOFFMAN: Any questions, discussion?

12 (NO VERBAL RESPONSE.)

13 MR. HOFFMAN: All those in favor?

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

16 MR. HOFFMAN: Opposed?

17 (NO VERBAL RESPONSE.)

18 MR. HOFFMAN: The motion carries.

19 Resolution 2017-C, authorization to negotiate and
20 execute a second-year contract with Madison South, an
21 agency selected from the 2016-2019 vendor pool for the
22 purpose of graphic design services, for a term of 12
23 months commencing October 1, 2017 and ending September
24 30, 2018, in an amount not to exceed \$50,000.00.

25 I need a motion.

1 MR. HOPE: Motion, Steve.

2 MR. HOFFMAN: And a second?

3 MS. JACOBO: Second, Jacobo.

4 MR. HOFFMAN: Recusals, no.

5 MS. KOBRINSKI: Any recusals?

6 MR. HOFFMAN: Recusals, no. Discussion?

7 (NO VERBAL RESPONSE.)

8 MR. HOFFMAN: All those in favor?

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

11 MR. SALVER: I think Ms. Armstrong is here,
12 right? Can I ask one question. Is your office in
13 Broward County?

14 MS. ARMSTRONG: No.

15 MR. SALVER: It's in Dade County?

16 MS. ARMSTRONG: I reside in Broward County.
17 My office is at 157th Street N.W. 7th Avenue.

18 MR. SALVER: Okay, wonderful. I mean, I
19 know I saw a Broward -- someone had a Broward address.
20 That's another thing. I'd like to see if there's any
21 way we can direct all our contracts to Dade County
22 businesses. That should have higher priority, I think,
23 in my opinion.

24 MR. HOFFMAN: Madison South in the
25 resolution we just adopted, we should chase down the

1 formal corporate name.

2 MS. CARDENAS: LLC.

3 MS. KOBRINSKI: Just for the record, are
4 there any opposed?

5 (NO VERBAL RESPONSE.)

6 MR. HOFFMAN: Resolution 2017-D,
7 authorization to negotiate and execute a second-year
8 contract with the M Network, an agency selected from the
9 2016-2019 vendor pool for creative advertising
10 production services, offsite Miami Heart Gallery
11 management and select public relations projects, for a
12 term of 12 months commencing October 1, 2017 and ending
13 September 30, 2018, in an amount not to exceed
14 \$276,000.00.

15 Do I have a motion to that effect?

16 MR. HINCAPIE: Move it.

17 MR. HOFFMAN: Second?

18 MR. HOPE: Second, Steve.

19 MR. HOFFMAN: Any recusals?

20 (NO VERBAL RESPONSE.)

21 MR. HOFFMAN: Discussion, comments?

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: The motion carries. I'm glad
4 everybody read these so we can get this done
5 efficiently. And I know you read them, Isaac.

6 Next resolution is 2017-E, authorization to
7 negotiate and execute a second-year contract with WOW
8 Marketing, an agency selected from the 2016-2019 vendor
9 pool for media buying services and market research, for
10 a term of 12 months commencing October 1, 2017 and
11 ending September 30, 2018, in an amount not to exceed
12 \$1,031,000.00, inclusive of \$842,350.00 to purchase
13 media and \$188,650.00 in agency fees and market
14 research.

15 Is there a motion to that effect?

16 MR. SALVER: I'll move it for discussion and
17 then I have a question.

18 MR. HOFFMAN: Second?

19 MS. JACOBO: Second, Jacobo.

20 MR. HOFFMAN: Okay. Any recusals?

21 (NO VERBAL RESPONSE.)

22 MR. HOFFMAN: Isaac.

23 MR. SALVER: So can you give us a little --
24 give me a little bit of background as to why you started
25 a new company in March of 2017.

1 MS. SARABIA: It's really just a
2 re-branding. We've been around for 12 years as WOW
3 Factor Marketing. We're just re-branding a section of
4 our building and re-branding -- the opportunity to
5 re-brand the company as WOW Marketing.

6 But it's the same. It's the same essence of
7 the company. We're not changing what we do or in any
8 way changing the company.

9 MS. CARDENAS: So as it was explained to me
10 by the founder, Jose Gant, who is not here, is that when
11 they started the company 12 years ago, most people
12 thought it was an event planning company.

13 And they have grown so much more into
14 marketing and media buying over the course of these last
15 12 years, that they felt that their name, WOW Factor,
16 did not take into consideration the expansion in media
17 buying and advertising.

18 And so by re-naming themselves, WOW
19 Marketing, that it was going to reflect what they really
20 are today. And so it's really all about -- it's all in
21 a name.

22 But the company remains the same. The staff
23 is the same. I mean, the staff has ballooned but that's
24 really the reason. It's no different than when some of
25 our providers in the social services field that have

1 changed their name because they feel that it more
2 reflects what they're doing.

3 MR. HOPE: Is it a change of name or a new
4 corporation?

5 MR. SALVER: Well, I'll answer that. It's a
6 brand-new corporation. The ownership, I think, remained
7 the same. It was Jose and Heidi.

8 MR. HOFFMAN: Well, hold on. We ask that
9 question, though, because ownership is not reflected in
10 Secretary of State's records. It's just who the
11 president is, who the directors are.

12 Is this owned by the agency -- by the
13 company that's in the -- through the approved vendor
14 pool?

15 MS. SARABIA: WOW Factor Marketing went
16 through the process of the pool because the re-branding
17 hadn't happened yet.

18 MR. HOFFMAN: I know, but is this owned by
19 WOW Factor Marketing?

20 MS. SARABIA: Yes, it is.

21 MR. HOFFMAN: Okay. That same -- by that
22 corporation or by the same owners?

23 MS. SARABIA: I'm not sure how to answer
24 that question.

25 MR. HOFFMAN: Is this entity in our approved

1 vendor pool?

2 MR. HOPE: Exactly, because if it's a new
3 corporation and the vendor pool was approved in 2016,
4 then if they're not -- if it's a new corporation, how
5 would it be part of the approved vendor pool?

6 MS. CARDENAS: So you know what, we can
7 easily just make this WOW Factor if it's going to be a
8 problem. I am quite sure that Jose Gant is not going to
9 care which of his entities this contract is with.

10 So since WOW Factor went through the vendor
11 pool, let's just leave it like that.

12 MR. HOFFMAN: My question is, if it is a
13 wholly-owned subsidiary, I don't think it would be the
14 same issue as a separate company owned by even the same
15 owners, doesn't necessarily qualify for legal purposes
16 if somebody is in the vendor pool. I think that's
17 something we ought to clarify.

18 MS. SARABIA: I can come back to the group
19 with the answer. But we really just changed the name.

20 MR. HINCAPIE: Nothing has changed. It's
21 the same people doing the same work. It's just that
22 they changed their name, whatever method they used, but
23 it's the same people.

24 MR. HOPE: Separate entity. You have two
25 different federal I.D. numbers. So if the vendor pool

1 approves one particular corporation, legally, it's not
2 the same organization.

3 MR. HOFFMAN: I don't think -- and again, I
4 would defer to the judgment of management who was
5 solicited within the pool and who was approved. So the
6 people in the organization were approved. It sounds
7 like if the corporate entity hasn't necessarily
8 qualified is something we can say being part of the
9 vendor pool.

10 MR. SALVER: That is correct.

11 MS. KOBRINSKI: You can just convert it back
12 to WOW Factor. It's really not in any way an
13 inconvenience.

14 MS. CARDENAS: WOW Factor is in existence
15 and my understanding is that it's not being eliminated.

16 MS. JACOBO: It sounds like we need to table
17 this until we resolve any issues.

18 MR. SALVER: Right, exactly, complex
19 questions, yeah.

20 MR. HINCAPIE: What if you change the name
21 to WOW Factor?

22 MS. CARDENAS: That's what I was just
23 saying, let's just change the name on the resolution to
24 WOW Factor.

25 MS. JACOBO: But, I mean, we're kind of

1 doing this on faith because --

2 MR. SALVER: Well, I think we need to
3 request feedback from the attorney, like, what do we do
4 in this case. I mean, the representative from WOW
5 Marketing is saying, well, she's got to get back to us
6 on certain issues regarding the corporate structure,
7 etc., etc.

8 MS. KOBRINSKI: Yeah, I mean, I think if WOW
9 Factor is still in existence and that's the company that
10 went through the vendor pool and was approved, and now
11 it's WOW Marketing, and we're suggesting to contract
12 with WOW Marketing and they're two different companies,
13 then I think we need to revisit that.

14 MR. HOFFMAN: I think the -- I believe the
15 exception, again, it may be something that you could
16 weigh in on, but the exception would be that it's a
17 wholly-owned subsidiary operating under WOW Factor.

18 MR. SALVER: I mean, I looked at Sunbiz.

19 MS. KOBRINSKI: I can look into it. But, I
20 mean, I would recommend that we research it and get more
21 clarification.

22 MS. CARDENAS: In advance of the Board
23 meeting on Monday, would it please the committee if we
24 clarify this today if it is a wholly-owned subsidiary.

25 I would wait. From a technical standpoint,

1 if WOW Factor went through the vendor pool, and if we
2 change this resolution to WOW Factor for Monday's
3 meeting, would that satisfy everyone?

4 MR. HINCAPIE: Did we award the contract to
5 WOW Factor?

6 MS. CARDENAS: Last year, yes, we did. And
7 this year, we were simply going to move it to WOW
8 Marketing --

9 MR. HINCAPIE: Because they changed their
10 name?

11 MS. CARDENAS: Because -- no, it doesn't --
12 it's not going to change the work in any way. So we can
13 just as easily do it with WOW Factor. It's not going to
14 change the work and it satisfies all of your technical
15 issues.

16 MS. KOBRINSKI: Is that correct?

17 MS. SARABIA: It's the same organization.
18 Just the name changed.

19 MS. KOBRINSKI: MS. CARDENAS: WOW Factor is
20 not going away?

21 MS. SARABIA: Right.

22 MS. KOBRINSKI: So you can move to amend the
23 resolution to WOW Factor.

24 MR. HINCAPIE: I move to amend the
25 resolution to WOW Factor.

1 MR. SALVER: I think who made the motion
2 originally, so I guess --

3 MS. JEANTY: It was you.

4 MR. SALVER: Okay. So I withdraw my
5 motion -- original motion so I can open up the floor to
6 a new motion.

7 MR. HINCAPIE: So I move to change WOW
8 Marketing to WOW Factor.

9 MR. HOFFMAN: Approving the resolution with
10 the exception of the contracting name would be WOW
11 Factor.

12 MS. JACOBO: So I'll second for discussion.
13 You know, if we want to wait until Monday, I don't
14 necessarily think we have to vote on it today. I would
15 rather not change the resolution because I understand
16 there are two different tax I.D. numbers.

17 I'd like somebody to research that and make
18 sure that before we put a resolution before the full
19 Board with an amendment and we don't, you know, quite
20 have it exactly right, you know, that might be the right
21 thing to do.

22 MR. SALVER: Right. We might be
23 overreaching.

24 MS. JACOBO: We can do it for Monday. My
25 suggestion would be, let's do it for Monday. Let's not

1 vote on it today and we can bring it -- can we do that?
2 Can we just bring it to the full Board without having --
3 we cannot do that?

4 MS. KOBRINSKI: We could do an Executive
5 Committee.

6 MR. HOPE: This contract starts October 1.
7 So is there any reason to rush it if we don't have all
8 the information? Can it be presented at the next
9 Finance Committee meeting?

10 MS. KOBRINSKI: You're not meeting in
11 August, though, right?

12 MR. HOPE: Would that create a new challenge
13 for the communication department?

14 MS. CARDENAS: We traditionally do not put
15 resolutions at the September Board meeting because it's
16 the same Board meeting with TRIM. And so traditionally,
17 we try not to mix these things.

18 So that would mean pushing it all the way to
19 October, which would delay -- we're not going to have a
20 media buy in October until we have the ability to start
21 our research. So it would create a little bit of a
22 delay. I don't think it would be too traumatic.

23 MR. HOFFMAN: We usually don't bring them,
24 Emily, but we have had one resolution at times.

25 MR. SALVER: We've done that before. We've

1 done that before. We've convened the meeting before the
2 budget meeting since everybody's there. You'll have the
3 biggest attendance that you'll have all year there. So,
4 I mean, a one-item meeting is five minutes maximum. So
5 I think we could do it during September.

6 MS. JACOBO: Yes, I would prefer that.

7 MR. SALVER: And this way, the staff and
8 legal department can hash out the contract and we'll get
9 it approved like that.

10 MS. KOBRINSKI: So does someone want to move
11 to defer the item until the next committee meeting?

12 MR. HOFFMAN: The motion was never seconded.

13 MS. JACOBO: I seconded it. All right. So
14 I'll move to defer it to our next committee meeting.

15 MR. SALVER: Well, our next Board meeting,
16 actually, I think.

17 MS. JACOBO: Well, no, because we have to
18 approve it -- we have to approve it at the next Finance
19 Committee, right?

20 MR. SALVER: So when is our next Finance
21 Committee meeting?

22 MR. HAJ: October.

23 MS. JACOBO: August 31st?

24 MR. HAJ: Well, we may be cancelling that
25 and it will be a minor Board retreat. We'll have a

1 quick Programs and Finance Committee meeting, so we
2 could table it to August.

3 MR. HOFFMAN: Isn't there a Board meeting in
4 August?

5 MR. HAJ: No.

6 MS. KOBRINSKI: Is there a second?

7 MR. HOPE: Second, Steve Hope.

8 MR. HOFFMAN: 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: Okay. Motion carries.

14 Resolution 2017-F, authorization to expend monies to
15 advertise the Children's Trust funding announcements,
16 activities, initiatives, events and programs with the
17 Miami Herald Publishing Co., for a term of 12 months
18 commencing on October 1, 2017 and ending on September
19 30, 2018, in an amount not to exceed \$90,000.00.

20 Do I hear a motion to that effect?

21 MR. HOPE: Motion, Steve.

22 MR. SALVER: I'll second it for discussion.

23 MR. HOFFMAN: Second, Salver. Recusals?

24 (NO VERBAL RESPONSE.)

25 MR. HOFFMAN: Okay. Isaac?

1 MR. SALVER: Where are we spending this
2 \$90,000.00 or what time of the year or for what purpose
3 is this \$90,000.00 being spent on Miami Herald?

4 MS. CARDENAS: So just so you know, this is
5 about a \$40,000.00 reduction over last year's
6 expenditures. We spend it to, for example, advertise
7 our fund solicitations, so, of course, we would want to
8 have several of them in this next fiscal year when we
9 start advertising for the next three-year cycle.

10 So we advertise on fund solicitations. We
11 advertise -- we usually do a package of advertising
12 around the Family Expo with multiple advertisements and
13 a special insert on weekend sections.

14 We also publish our annual report at the end
15 of the calendar year. And the last few years, we've
16 done an insert in the Herald regarding the annual
17 report.

18 As we have -- as the world becomes more
19 digital, a lot of this Miami Herald budget is in the
20 digital edition as well as in their website. So don't
21 think this is all print. Much of it is, in fact,
22 digital.

23 And the annual report, for example, when we
24 published it in January, it was also -- there was a
25 full-page ad in the digital edition guiding people to

1 download the annual report.

2 And for the Family Expo this year, the
3 four-page insert that's going into the print edition
4 will also be in the digital edition at no extra charge,
5 because that's something that I insisted upon since
6 their readership is shifting over to their digital
7 edition in large numbers. So much of this is digital
8 and not print.

9 MR. HOFFMAN: Any other questions?

10 (NO VERBAL RESPONSE.)

11 MR. HOFFMAN: All those in favor?

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

14 MR. HOFFMAN: Opposed?

15 (NO VERBAL RESPONSE.)

16 MR. HOFFMAN: The motion carries.

17 Resolution 2017-G, authorization to issue monthly
18 payments pursuant to service order agreement with Rex 3
19 to print and prepare for distribution the Children's
20 Trust tri-lingual monthly parenting newsletter, for a
21 term of 12 months commencing on October 1, 2017 and
22 ending September 30, 2018, in an amount not to exceed
23 \$56,000.00. Do I hear a motion to that effect?

24 MR. HOPE: Motion for discussion.

25 MR. HINCAPIE: Second.

1 MR. HOFFMAN: Any recusals?

2 (NO VERBAL RESPONSE.)

3 MR. HOPE: Just a quick question. This one
4 is described as a service order agreement versus the
5 others are contracts. What is the difference?

6 MS. CARDENAS: So for certain items, we
7 don't really need a full four-page contract to do a job,
8 so it's basically a purchase order and then they invoice
9 after the job is done.

10 And we open a purchase order for the year
11 and then they invoice for that month's work and then we
12 pay. When the job is complete, they send us an invoice
13 and we pay it.

14 MR. HOFFMAN: Is it like an open order to
15 buy?

16 MS. CARDENAS: It's a purchase order.

17 MR. HOPE: Because I know -- I think, about
18 a year ago, there was a question when there was a
19 transition about using purchase orders. I don't know if
20 anyone remembers that, when I first came on-board.

21 I think it was two contracts that had
22 purchase orders and there was a question as to why they
23 were -- Isaac, do you remember that by chance?

24 MR. SALVER: I'm sorry?

25 MR. HOPE: There was a question about

1 purchase orders that were in place versus contracts.

2 And I think there was a change to move some of the items
3 from PO's into formal contracts.

4 MR. SALVER: I remember the discussion.

5 MR. HOPE: So I was just -- the question
6 was, why a service order versus a contract? But I don't
7 have a problem, just for my understanding, if that was
8 the case as far as the previous discussion about two
9 years ago.

10 MS. CARDENAS: Yeah, this is a very basic
11 fee for service thing. It's like if we were buying
12 \$50,000.00 worth of pens, would we do a contract.

13 MR. HOFFMAN: So you don't order a purchase
14 order for \$56,000.00. You just have the authority here
15 to apply for \$56,000.00?

16 MS. CARDENAS: Correct.

17 MR. HOFFMAN: And you can do it on a job by
18 job basis?

19 MS. CARDENAS: Every month, correct.

20 MR. SALVER: Emily, this is another one --
21 is there someone here from Rex 3?

22 MS. CARDENAS: No.

23 MR. SALVER: Okay. This was another vendor
24 that I looked up on Sunbiz and they didn't appear on
25 Sunbiz.

1 MS. CARDENAS: Let me get their corporate
2 name for you. Rex 3 has been doing business --

3 MR. SALVER: I know. It sounds familiar.

4 MS. CARDENAS: -- as long as I can remember
5 in this town.

6 MR. SALVER: Right. Well, I mean, how long
7 have we been contracting with them?

8 MS. CARDENAS: So we don't contract with Rex
9 3. We do business with Rex 3. As a printer, we've been
10 printing work with them and another dozen printers, by
11 the way. They're not the only printer we use.

12 But, I mean, ever since the Children's Trust
13 has been in existence, we have used Rex 3 for one thing
14 or another.

15 MR. SALVER: Right.

16 MR. HOFFMAN: Just to clarify, Rex 3 is the
17 name currently in our system as an approved vendor,
18 correct?

19 MS. CARDENAS: Correct.

20 MR. SALVER: Right. Yeah, I couldn't -- for
21 informational purposes only, I couldn't find them on
22 Sunbiz.

23 MS. CARDENAS: They happen to be located in
24 Broward, by the way.

25 MR. SALVER: But Sunbiz is statewide.

1 MS. CARDENAS: No, no, no, exactly. No,
2 they've been around and they are registered and we have
3 a W-9 in the system for them, and they have been -- I
4 mean, they're real.

5 MR. SALVER: I'd just like to see more, I
6 mean, I couldn't find them in Sunbiz. I looked for
7 their corporate name and it didn't come out.

8 MS. CARDENAS: We'll call them. No, the Rex
9 3, I'm sorry, is not in the vendor pool. We don't -- we
10 did not solicit printers in the vendor pool, which is
11 why they're not referenced -- in the resolution, it's
12 not referenced as a vendor pool member.

13 There are so many printers in this County
14 that we do not -- and we rebid printing work so, so, so
15 frequently, that we do not -- we do not ask printers to
16 qualify for the vendor pool. There are so many. I am
17 rebidding print work every month.

18 MR. SALVER: So now I'm a little bit
19 confused. So how did we arrive -- how did we determine
20 that these guys were the best guys for the job?

21 MS. CARDENAS: We did bids. We did bids.
22 And I'm happy -- and I'm happy -- and we actually
23 mentioned, I think, the other companies in here.

24 MR. HINCAPIE: Print Dynamics and Print
25 Farm.

1 MS. CARDENAS: Correct. We got -- we got
2 bids. We got bids, just like we bid if you print a
3 brochure, just like we bid if we print Champions for
4 Children invitations, just like we bid for every print
5 job, we bid it. I mean, print companies are a dime a
6 dozen.

7 MR. SALVER: I hear you. Just for my
8 information, Print Dynamics and Print Farm, are they in
9 Dade County?

10 MS. CARDENAS: I'm not 100 percent sure. I
11 couldn't tell you that.

12 MR. SALVER: How much of a difference -- how
13 much of a price difference was there?

14 MS. CARDENAS: In this case, they were
15 very -- they were competitive. But in this case, the
16 reason -- they were all very competitive, very close.
17 In this case, the reason why Rex 3 was chosen is
18 because -- and by the way, I've probably been through
19 about four or five print companies on this. This is the
20 product right here.

21 And the complexity with this job is not the
22 printing in and of itself. It's the packaging,
23 fulfillment and distribution because most print jobs
24 are -- whether you print 10 or you print a million, they
25 usually get delivered to one location.

1 This does not. We have a distribution list
2 of, like, 200 locations in Miami-Dade County that get
3 this. And they get some of them, a certain amount in
4 Spanish and English, a certain amount in English and
5 Creole, and so it takes organization to package the
6 language that you want in boxes to the right companies,
7 the 200, and labeling them and so forth.

8 And before I learned my lesson, when I was
9 only bidding price, what happened was, people were not
10 getting the right quantities that they requested, and I
11 would get complaints and so forth and so on.

12 So it's really in the fulfillment and
13 distribution that makes this a little more than a
14 typical job. And so when we bid out, we asked for
15 references. We asked for, you know, what other
16 companies do you do similar work with, with multiple
17 distribution locations and so forth and so on.

18 And the other companies -- the other two
19 companies, they just -- they were lazy, to be frank.
20 They just sent us the price, did not send me the
21 references that I requested, did not send me -- tell me
22 how they did similar work for others, and so I
23 discounted them because if the prices are very, very
24 close and one is able to prove to me that they, A) that
25 they've been doing this work, that they do this work for

1 others, this work for other organizations as well, and
2 the other two didn't even bother to give me the
3 information I needed to make the choice, I'm going to
4 give it to the company that responded correctly.

5 MR. SALVER: Are you the only one that makes
6 the decisions, like, are you a committee of one?

7 MS. CARDENAS: Erica, who is my
8 communications assistant, also is very involved in
9 receiving the bids and makes them with me, so it's a
10 committee of two.

11 MR. SALVER: All right. It's been moved and
12 seconded?

13 MR. HOFFMAN: Yes.

14 MR. SALVER: The only thing I can add is,
15 let's make sure, once we determine the corporate entity
16 that we're dealing with, you know, what the full name
17 is, etc., let's make sure that they're --

18 MS. JACOBO: We can have that --

19 MR. HOFFMAN: Yeah, but I hate to load up
20 the future docket. I think that probably once -- since
21 we can't verify -- this is a "doing business" name, but
22 even "doing business" names typically show up as a
23 Secretary of State search?

24 MR. SALVER: Right. I don't know if I
25 looked at the d/b/a.

1 MR. HOFFMAN: So I think we ought to have
2 the formal entity that we're contracting with, and
3 particularly since it's not --

4 MR. KIRTLAND: "3" is spelled out.

5 MR. HINCAPIE: But I would agree with Isaac,
6 that we should be contracting with Miami-Dade vendors.

7 MR. SALVER: Yeah, obviously, going forward.

8 MS. CARDENAS: So according to -- staff has
9 brought something to me. The corporate name is called
10 "Rex 37, Inc.", apparently. But what's interesting
11 about that is if you do business with them, all the
12 e-mail addresses from the company is "so-and-so at Rex
13 3." I mean, that's how I know them, and this is how
14 we've been doing business with them for many, many
15 years.

16 MR. HOFFMAN: What is the entity to whom
17 we're writing checks?

18 MR. SALVER: All right. So what now? Is it
19 Rex 37? Is it Rex 3?

20 MS. KOBRINSKI: Was it a solicitation?

21 MS. CARDENAS: It's a bid. It was a bid.
22 In this case, it was a bid. Yeah, it was a bid. It was
23 a material bid and we asked for stuff, your references,
24 the narrative on all the businesses, yeah, it was Rex 3.

25 MR. HOFFMAN: So Rex 37, then, is an

1 existing vendor in our system?

2 MR. KIRTLAND: I'd have to look at this. I
3 thought I found a Rex 3 exactly stated on Sunbiz.

4 MS. CARDENAS: Maybe this was another
5 company called "Rex 37."

6 MR. HOFFMAN: I think, again, for next
7 year's solicitations, I hate to load up the resolutions
8 for that meeting, but I think we need to clear this up.

9 MS. KOBRINSKI: Do you want to withdraw your
10 motion?

11 MR. HOPE: Yeah, I'll withdraw the motion.

12 MR. SALVER: And we'll just defer it to our
13 next --

14 MS. KOBRINSKI: You have to make a motion to
15 do it.

16 MR. SALVER: I'll make a motion that we
17 defer the item until our next budget meeting.

18 MS. JACOBO: I'll second it.

19 MR. HOFFMAN: All those in favor?

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

22 MR. HOFFMAN: Okay. It passes. Resolution
23 2017-H, authorization to issue payment pursuant to a
24 service order agreement with Actors Playhouse at the
25 Miracle Theater, Inc., for co-production and presenting

1 sponsorships of the Young Talent Big Dreams talent
2 search, for a term of 12 months commencing October 1,
3 2017 and ending on September 30, 2018, in an amount not
4 to exceed \$50,000.00.

5 MR. HINCAPIE: I'll move it.

6 MR. SALVER: Second.

7 MS. JEANTY: Who seconded?

8 MR. HINCAPIE: Hincapie.

9 MR. HOFFMAN: Recusals?

10 (NO VERBAL RESPONSE.)

11 MR. HOFFMAN: Comments, questions?

12 (NO VERBAL RESPONSE.)

13 MR. HOFFMAN: All those in favor?

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

16 MR. HOFFMAN: Opposed?

17 (NO VERBAL RESPONSE.)

18 MR. HOFFMAN: The motion carries.

19 Resolution 2017-I, authorization to negotiate and
20 execute a contract with Branger Briz, for Phase-3 of the
21 Children's Trust digital footprint re-design, as well as
22 hosting and maintaining services, for a term of 12
23 months commencing October 1, 2017 and ending September
24 30, 2018, in a total amount not to exceed \$162,200.00.

25 Do I have a motion to that effect?

1 MR. HINCAPIE: Move it.

2 MR. HOPE: Second, Steve.

3 MR. HOFFMAN: Recusals?

4 (NO VERBAL RESPONSE.)

5 MR. HOFFMAN: I know we have somebody from
6 Branger Briz here. Your formal corporate name?

7 MR. BRANGER: Yes, well, it's actually
8 Branger + Briz, Inc. Branger_Briz is our --

9 MR. SALVER: What is your home address, the
10 address of your company?

11 MR. BRANGER: 261 N.E. 1st Street, downtown
12 Miami.

13 MR. HOFFMAN: Any other questions or
14 comments?

15 MR. SALVER: If I could, Ken. Again, this
16 is Stephanie's department.

17 MS. SYLVESTRE: It's a collaboration between
18 myself and Emily.

19 MS. CARDENAS: We have three departments
20 coming in on this one.

21 MR. SALVER: So is this part of the -- is it
22 part of the IT or is this communications or is it a
23 hybrid?

24 MS. SYLVESTRE: So our technology way
25 forward is an umbrella. And we are doing a number of

1 technology solutions that impact a number of different
2 departments.

3 In fact, our new technology way forward
4 de-emphasizes the IT department and emphasizes the
5 business unit that would most benefit from the
6 technology solutions.

7 So the digital footprint is a collaboration
8 between Emily and I, in terms of bringing on-board a new
9 website, making sure that it's integrated with our Trust
10 Central solution, and focused on ease of use for users
11 and streamlining and enhancing the user experience.

12 This Phase-3 is augmented with an app,
13 actually, that allows us to interact with our community
14 and with our provider base. And depending on the log-on
15 that you use will determine what functionality you have
16 access to within the app, so that where the research
17 component in, because now we will be able to push
18 surveys directly to the participants in the programs,
19 something that we don't have the ability to do today in
20 any meaningful and streamlined way.

21 We will be able to have participants search
22 our searchable program directly and register for all of
23 our programs on-line. So now that people, real-time,
24 will know whether or not there is a space in the program
25 before they sign up for it, will allow us to communicate

1 directly with our providers, a large number of our
2 providers have millennials, that are much more into apps
3 and SmartPhones, so now we can push out communications
4 to them.

5 And we'll be able to allow our providers to
6 do reporting of participant attendance in a more
7 simplified and streamlined way so that we can get data
8 real-time as opposed to today where it's 15 days after
9 the month ends.

10 MR. SALVER: Got you. So I guess the simple
11 question -- my question simplified would be, whose
12 budget does this affect, IT or communications?

13 MS. CARDENAS: Three ways.

14 MS. SYLVESTRE: IT, research and
15 communications, all three of us.

16 MR. SALVER: So do we know what -- what's
17 your percentage? What's the IT portion?

18 MS. SYLVESTRE: IT is, I believe, forty two
19 thousand. Eighty thousand is coming from research and
20 the rest is coming from communications.

21 MS. CARDENAS: And forty thousand is coming
22 from communications.

23 MR. HOFFMAN: Any other questions?

24 (NO VERBAL RESPONSE.)

25 MR. HOFFMAN: All those in favor?

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

3 MR. HOFFMAN: Opposed?

4 (NO VERBAL RESPONSE.)

5 MR. HOFFMAN: The motion carries.

6 MR. SALVER: And when it's presented to the
7 Board, the corporate name should be correct.

8 MR. HOFFMAN: Resolution 2017-J,
9 authorization to renew the Children's Trust Data Center
10 Services with Quality Investment Properties Miami, LLC
11 (QTS), for a term of seven months, in a total amount not
12 to exceed \$62,500.00, commencing August 1, 2017 and
13 ending February 28, 2018.

14 Do I have a motion to that effect?

15 MR. SALVER: I'll move it.

16 MR. HINCAPIE: Second.

17 MR. HOFFMAN: Recusals?

18 (NO VERBAL RESPONSE.)

19 MR. HOFFMAN: Discussion, questions?

20 (NO VERBAL RESPONSE.)

21 MR. HOFFMAN: All those in favor?

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

24 MR. HOFFMAN: Opposed?

25 (NO VERBAL RESPONSE.)

1 MR. HOFFMAN: The motion carries. Jim, be
2 brief.

3 MR. HAJ: Mr. Chair, we have the CO
4 authorization PowerPoint that we want to review, that we
5 have to review it with you and then we have to talk to
6 Isaac and maybe some other members that will go
7 individually.

8 I'm not sure if you still want to -- I want
9 to be respectful of people's time. We're half an hour
10 over. Do you want to review it now or do you want to
11 table it? Do you want us to call everybody individually
12 and go through it?

13 MR. HOFFMAN: I will leave it to the
14 committee members. I mean, certainly, we've taken more
15 than our budgeted time today, but I'm happy to do
16 another few minutes.

17 MR. SALVER: I know after our conversation,
18 did you want to put maybe a little bit more into this?

19 MR. HAJ: We did.

20 MR. SALVER: You did already?

21 MR. HAJ: Yes.

22 MR. SALVER: Okay. I mean, fortunately, I
23 mean, I could stay longer. I don't have a time crunch,
24 me, personally. I don't know about anyone else.

25 MS. JACOBO: I have a little bit of a time

1 constraint but that's okay. Go ahead. I can stay as
2 long as I can.

3 MR. HAJ: Okay. We'll try to make this
4 brief.

5 (Off the record.)

6 MR. KIRTLAND: I brought a few notes with
7 me. I don't typically like to read off notes but we had
8 a lot of talking points today so hopefully, I'll stay
9 on-track.

10 Also another wish of the committee, as of a
11 few weeks ago, we wanted to briefly go over a product of
12 this meeting and I know a report that is commonly
13 included on a quarterly basis is the CEO spending
14 approval listing of spending activity up to \$25,000.00.

15 So we wanted to spend a little bit of time
16 providing the committee members with some direction as
17 to the guidance that we follow as the Trust and the
18 items that we include in that report, as well as some of
19 the internal processes that produce the report.

20 (Off the record.)

21 MR. KIRTLAND: So the Board Resolution
22 2007-60, obviously passed and approved in the year 2007,
23 authorized the CEO's spending authority to spend up to
24 but less than \$25,000.00.

25 So one of the things that exist within this

1 spending approval limitation is that it's limited to
2 \$100,000.00 per month on an annual basis of 1.2 million
3 dollars of approved CEO spending authority.

4 That resolution provided us with some
5 guidance as to the types of spending that would be
6 included in this report. We are going to briefly
7 discuss some of the types of spending a little bit later
8 in this presentation, but I wanted to also include the
9 bullets there to reference later.

10 If you look down here, we've produced this
11 flow chart maybe to create a visual. I know a lot of us
12 now are visual people in this day and age. So let me
13 try to reconcile the two end points here.

14 On the left side of this flow chart is
15 showing the resolution from 2007, which establishes,
16 again, our authoritative guidance. And what I've tried
17 to represent through the diagram here in the process is
18 that exists all the way to producing the final output
19 which is the quarterly spending report that's included
20 here at the Finance Committee.

21 So really, we have two concurrent processes.
22 I have defined it as an internal process and external
23 process. Essentially, any unsolicited fund requests
24 that come to the Trust, whether it be orientation or
25 programmatic support, is now vetted through an external,

1 on-line funding application process.

2 So before internally routed and requested of
3 the Children's Trust, we funnel these requests through
4 the application process to be reviewed or approved --

5 MR. SALVER: Bill, since you are pausing, if
6 I can interrupt you, what would be, like, the genesis of
7 those on-line funding requests? It's not any type of
8 solicitation or anything like that?

9 MR. KIRTLAND: No, it would be -- right.
10 Essentially, the type of spending we're describing here
11 in this presentation is outside of our regular
12 operational administration type of spending.

13 So it would really be the request of the
14 community. And maybe when we get to that type of
15 spending, maybe you want to chime in on it.

16 But we do have requests from the
17 organizations in the community made to the Trust
18 directly and then this vetting process allows us to
19 learn a little bit more about the organization, what the
20 goals or that the requests that are being made are, and
21 essentially properly vetting them to make sure it's a
22 legitimate organization making the request and that the
23 request that they're making falls in line with our
24 guidelines internally.

25 So that's what this process, our on-line

1 application process and our internal routing process is
2 establishing. Once an application has been approved
3 internally, it's used as an attachment to an internally
4 routed document such as a services and funding memo
5 request.

6 We use this document before procuring the
7 funds to issue to really all types of spending. But
8 this type of spending is also routed through this memo.
9 So this is the supporting documentation used when
10 routing an internal memo to be approved by the various
11 departments, the finance department and the CEO, before
12 an expense is actually -- before it is actually
13 expended, allocated to this new vendor.

14 So essentially, once it's attached to the
15 memo, it's reviewed, and then upon final approval is
16 when you would see the spending authority or the
17 spending amount show up in your quarterly report.

18 So does anybody have any questions about the
19 flow of activities?

20 MR. HOPE: In terms of authorization, what
21 is the protocol to prepare -- let's assume I authorized
22 \$25,000.00 to Company "C" now and three months later, I
23 authorize \$25,000.00 to Company "C". So it's within the
24 twenty five thousand --

25 MR. KIRTLAND: Individual transactions.

1 Right, now we are -- right. Internally within our
2 systems, we track our spending with those thresholds,
3 the \$25,000.00 threshold on a vendor basis.

4 So often, right, we're procuring different
5 services and our departments are managing their budget
6 based on services. However, they also have to take into
7 consideration whether or not they've dealt with a
8 particular vendor within that \$25,000.00 threshold. And
9 if it's exceeded, then it would have to return to the
10 committee or Board approval for spending over that
11 threshold.

12 MR. ALI: Steve, after it's routed, I keep
13 track of it on a spreadsheet and I double-check to make
14 sure nothing was received before.

15 MR. HAJ: And if it's somebody in our
16 portfolio already, they do not receive funding because
17 they already received the twenty five thousand.

18 MR. KIRTLAND: But essentially, I wanted to
19 point something or bring your attention to the
20 application process because this is now a function that
21 we're utilizing.

22 We've also had an internal routing memo with
23 documentation that supports the type of spending. But
24 now within all of our CEO spending authority type of
25 thing, we utilize the application process. So we'll go

1 to the next slide.

2 The next slide really just reiterates some
3 of the details that are provided in the flow chart, what
4 the on-line application process is establishing for the
5 Trust and what the services and request memos are
6 establishing.

7 And I'm reiterating the thresholds that
8 exists that are provided by the resolution and how it's
9 routed through the organization through the internal
10 routing process.

11 A part of what you were asking about, Steve,
12 is that we're looking at whether or not certain things
13 have taken place before approving any type of spending,
14 such as the proper managerial sign-offs, what type of
15 procurement method was used to prepare this item, the
16 vendor selection process and whether or not there's the
17 availability within the budget.

18 But we're vetting the expense through the
19 internal routine process and our on-line application
20 helps support any unsolicited fund requests.

21 And again, the last note is that in any of
22 those requests, the guidelines -- the budget guidelines
23 that we apply to all of our provider services are
24 applied to any of these type of spending as well.

25 So this is what we've defined and believe

1 that the resolution is requiring of us to report on in
2 the quarterly CEO spending report. Primarily, our
3 unsolicited requests come from three buckets types of
4 spending.

5 We see it vetted and pass through our
6 communications department, and I would also lump in both
7 maybe programmatic requests that are managed by our
8 community engagement team.

9 And within the community engagement team, we
10 see two types of requests of unsolicited funds. They're
11 either collaboration activities, community action plans
12 or sometimes there are requests for direct service
13 supports. Maybe, Sam, there's a few more things to
14 speak to on these types of matters.

15 MR. MCKINNON: Sure. Sam McKinnon,
16 community engagement department. This is something that
17 the Children's Trust has done for a few years in terms
18 of the programmatic side.

19 Historically, it was done through web grants
20 and we're now moving to the new format of Webauthor.
21 Primarily, these are services for populations that
22 traditionally do not qualify for standard Trust
23 services, that are either migrant population or homeless
24 population, which means they're not eligible to be there
25 for a year, so these are kids who are transitioning from

1 one community to another, going to another, or there's
2 an area that we realize we don't have a broad footprint
3 in certain communities based on qualified vendors or
4 providers to apply for services in those areas.

5 So we look to see if, based on services for
6 the age group, if there's services even within a
7 two-mile or five-mile radius, or we look at two miles
8 for elementary children and the realistic ability for
9 them to get to those services or not, or for older
10 children, a five-mile radius.

11 So we look at those certain things. These
12 are areas that have been brought to our attention by the
13 community and our relationship that there's a need and
14 we try to invest on a temporary basis.

15 MR. SALVER: So is that considered in the
16 programmatic bucket?

17 MR. MCKINNON: Yes, programmatic.

18 MR. KIRTLAND: Another significant source --
19 not a significant but another source of this type of
20 spending activity also lives within our communication
21 budget, any requests for sponsorship activities. Emily,
22 I don't know if you want to say anything about that.

23 MS. CARDENAS: Yeah, public awareness,
24 community outreach events, sponsorships. So, you know,
25 we do not entertain when somebody sends us a letter and

1 says, Will you sponsor my event, give me \$5,000.00, we
2 don't.

3 A lot of other people process sponsorships
4 that way. We do not. We make them go through a grant
5 application -- a sponsorship grant application. It
6 could be for a one-day event, like a festival or a fair,
7 a health fair or whatever it might be, something that
8 might be in three parts or whatever it is.

9 But they have to go through an application
10 process and answer questions and submit a budget that is
11 then reviewed, and we put a cap on it of \$10,000.00.
12 And anything that we want to entertain that is above
13 \$10,000.00, it comes to this committee for review. And
14 we've only done that twice in my memory in the last six
15 years.

16 MR. KIRTLAND: And that's another point that
17 I also wanted to bring up, is that even though we do
18 live within the guidelines provided by Resolution
19 2007-60, internal policy, we've developed a few more
20 standards to properly vet these types of requests that
21 you can see listed, such as how many times an award
22 might be offered or an additional threshold for those
23 types of considerations.

24 And again, all these types of spending
25 activities are subject to a rolling application process

1 that's reviewed by staff and scored.

2 Again, just to reiterate, our spending
3 authority report does not include within it typical day
4 to day operational-type expenditures that we've included
5 as a part of our budgeting process. It's primarily
6 comprised of all unsolicited requests made to the Trust.

7 Are there any questions?

8 (NO VERBAL RESPONSE.)

9 MR. KIRTLAND: All right. Thank you all
10 very much.

11 MR. SALVER: All right. So move to adjourn.

12 MR. HOFFMAN: Motion to adjourn.

13 (Whereupon, at 11:48 a.m., the meeting was
14 adjourned.)

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REPORTER'S CERTIFICATE

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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 104, 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 9th day of August, 2017.

Fernando Subirats
Court Reporter

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33:15

75 14:20

7th 64:17

8

8 3:9

8.42 5:8

842,350.00

66:12

8th 1:6

9

9:35 1:6 3:2,4

90,000.00 76:19

77:2,3

9th 104:13