THE CHILDREN’S TRUST

FINANCE & OPERATIONS COMMITTEE MEETING

(IN PERSON QUORUM WITH SOME VIRTUAL ATTENDANTS)

MEETING MINUTES

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

AUDIO TRANSCRIPTION

CERTIFIED ORIGINAL

BOARD MEMBER APPEARANCES:

MARK TROWBRIDGE, Chair
MATTHEW ARSENAULT, Vice Chair
JUDGE NORMAN GERSTEIN
NELSON HINCAPIE
ANNIE NEASMAN
JAVIER REYES
ISAAC SALVER
LEIGH KOBRTINSKI
STAFF MEMBER APPEARANCES:

- CAROL BROGAN
- IMRAN ALI
- JACQUES BENTOLILA
- JAMES R. HAJ
- JUANA LEON
- LISANNE GAGE
- LORI HANSON
- NATALIA ZEA
- RACHEL SPECTOR
- WENDY DUNCOMBE
- WILLIAM KIRTLAND
- XIMENA NUNEZ
- YULIET ALFONSO

ALOS PRESENT:

- BRYTTANY STRINGER
PROCEEDINGS

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

CHAIRMAN TROWBRIDGE: Good morning, everybody.

(Chorus of Good morning)

MR. HAJ: Good morning.

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

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

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

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

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

MR. SALVER: I'll start here.

CHAIRMAN TROWBRIDGE: Thank you. All right
-- Your Honor. Any discussion? All right.

See, how many in favor say aye.

COMMITTEE MEMBERS: Aye.

CHAIRMAN TROWBRIDGE: Any opposed nay.

Carries the minutes. Minutes are approved.

Well, first of all, I want to say it was so
great to see almost all of you at the champions
-- this past week. A wonderful celebration for
our community. And Annie, I want to say
congratulations on your award.

It's just wonderful, just see you up there.

I'm the only one who accepted her award and
song. Quiet, you know, such joy as you might
imagine. It's everyone in the room,
unbelievable crowd and just so much enthusiasm
and energy and so the tally, and the whole team,
it's really a great job.

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

And not only just our honorees, but
families and children that we served. And
really, just wonderful -- wonderful opportunity
and the folks that come and participate and support that event. I know Nelson was there with President Diego, so many other wonderful folks.

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

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

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

And I'll also point out, to talk again a little bit about fund balance and the good work that we've done over the last year -- year-and-
a-half, really at the direction of this
committee and with the support of the Board.
So, Jim, take it way.

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

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

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

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

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

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

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

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

We also don't know what the community needs
are and if you know, we have -- we're hoping to continue the fund balance. But we were there in COVID when this community needs us the most. So, we want to have that discussion too of how to -- how are we there?

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

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

So, the schedules that we would be bringing in June and July are going to follow, you know, the mandated formats of what the budget is that we have to provide over to the stain and ultimately vote on. So, in this meeting, and we will continue to have this information available as we have the future budget discussions.
Is -- we'd like to present the outcomes or what we forecast to occur in the long-term. We always like to have a five-year projection discussion just so that we can keep, you know, our basis and what our courses, and I wanted to start with just showing how we project to be completing our prior five-year cycle.

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

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

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

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

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

That's something we would like to replicate going into even this upcoming five-year cycle, looking for opportunities to make sure that we have enough funding in place for our programs. But then maybe in the interim years of the -- or in the middle years of our five-year cycle, look for opportunities just to adopt a rollback rate where we can.
So essentially, you can see transitioning from the first five-year cycle to what we are projecting is we think we are going to conclude this year the one that we're currently in, anywhere around $47 million. That's our forecast right now with several months left of our current fiscal year.

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

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

Another one with what we're also presenting is the half millage rate. Half millage rate, of
course, does yield a tax increase of notification to the public, whereas the rollback rate does not is sustained level of funding if the equivalent to the revenue that we brought in last year.

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

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

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

That's why they're mirror images of each
other. So, there are options about what millage rates and may be later years to adopt. But as you can see in the 23, 24 year, that's where we can sit -- where we create the split and for now, deciding what would be the best course of action as far as fund balance management and considering and our total investments coming for next year. So, I think at this point I'll just allow the committee members now to start discussion.

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

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

CHAIRMAN TROWBRIDGE: Right.

MR. SALVER: So, what is that number?
CHAIRMAN TROWBRIDGE: So, you would like to know the actual number, is --

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

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

MR. KIRTLAND: It's the dotted line on the chart.

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

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

MR. BILL: Yes.

MR. SALVER: That's 30 million bucks, $28 million. And, you know, I just want to say since, you know, I deal a lot with, you know, the property appraiser's office and looking at
real estate values, they're not going down, that
I can guarantee you. There's going to be a
significant increase in the Dade County tax.

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

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

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

And not only does that and, you know, allow
us to say, hey, we didn't raise taxes while
doing the same or more programs, but it will
also give us back that margin that we could tap
into, like Jim said, in case we need to react to
some type of catastrophic event or just, you
know, change the game on some level with, you
know, an opportunity that arises.

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

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

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

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

And I think, depending on the kind of
numbers that we see, right, I believe, right,
that the smart thing to do is not get below that
projection for next year. So, you know, as part
of that process, I just think it's a good process, good way to look at it, and we'll see where we are with regard to the numbers. I think, you know, that can always relate to that.

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

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

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

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

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

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

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

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

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

MR. ARSENAULT: How much?

MR. SALVER: 8.6.

MR. KIRTLAND: 8.6 percent --

MR. SALVER: Under utilized.

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

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

MR. SALVER: So given that, you know, we've been on a five-year cycle, I guess this is
almost -- this is probably the second time we've done a five-year cycle, right?

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

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

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

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

We positioned ourself last cycle at mid-cycle. If we do see a big need, or requests
that we can be able to pivot, we really didn't see it. This cycle when we released, I think 95 percent of the organization that applied that could receive and that scored well, received funding.

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

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

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

Isaac, as you said something earlier, I think that may be in previous meetings I needed to say before is despite what the property values are estimated to be when we received the
June assessment and the July finalization, that has an effect on the fixed rates that we discussed, like a half millage rate.

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

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

MR. SALVER: That moves up to where --

right -- where --

MR. KIRTLAND: It's equivalent to revenue.

MR. SALVER: It freezes us in time.

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

MR. ARSENAULT: This may be a dumb question. Is there absolutely any rationale between some rate in-between or is that just
potentially confusing to the taxpayer with that?
Right? Is it half mill a rollback and nothing
in between?

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

MR. ARSENAULT: -- in there.

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

MR. ARSENAULT: Right.

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

MR. ARSENAULT: But if --

MR. SALVER: -- up to the maximum.

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

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

MR. ARSENAULT: It's a tax.

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

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

MR. ARSENAULT: : Right.

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

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

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

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

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

MR. KIRTLAND: And just considering that our expenditure commitments going into the new
cycle are completely new and different compared to the revenue that we adopted last year.

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

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

MR. KIRTLAND: We did.

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

MR. KIRTLAND: Thank you, Isaac. Nelson?

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

CHAIRMAN TROWBRIDGE: The question for me is how much have we done to move the needle?
Are, you know, are reading levels improving?
Are kids graduating? Are -- and -- so that's --
we've been around for 20 years and I know that
you guys -- but it took us forever to get a
memorandum of understanding with the school
district to be able to look at data.

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

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

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

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

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

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

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

    MR. SALVER: Well, you're an elder statesman in this -- on this committee. You know --
CHAIRMAN TROWBRIDGE: I don't know what he means by that.

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

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

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

You know, I'm hoping and praying that they're guiding us, you know, in the right direction where, you know, we can make the proper investments, you know, to keep on moving the needle because we definitely haven't moved the needle. Even if it means, you know, a
couple of city buses going by with The
Children's Trust load on.

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

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

And, you know, yes, you know, let's, you
know, keep on, you know, taking the temperature
of the community. Let's keep on getting
statistics. You know, help us, you know, the county is going to help us help you. And -- but, you know, I think overall I think we are -- you know, we are moving in a --. Your Honor?

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

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

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

MS. HANSON: If I could just make a

shameless plug to our annual report this year
which has a special 20-year insert section for
those data -- community data that were available
over a 20-year trend, which, you know, sometimes
data points go away or change measures, so we
don't have everything that we -- that I would
like to have. But we had a number of indicators
that we were able to look at the 20-year trend
since the trust has been in place.

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

Again, to Ms. Neasman's point, as fast as
we would like, you know? Are there still
disparities? Yes, there are still disparities.
Things maybe aren't moving as fast as we would
might, but for sure, trends have been going in
the right direction for pre-teen pregnancies,
for graduation rates, for insurance coverage,
for, you know, all -- a lot of different
indicators of things that -- and then the other
point of the less shameless plug that I would
say about that is that even though it sounds
like a lot of money, $197 million is a drop in
the bucket in the community our size.

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

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

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

CHAIRMAN TROWBRIDGE: Please.

MR. HINCAPIE: I know that Nelson had
mentioned the -- no, I'm not going to s -- use
the word reluctance, but the -- you know, the
difficulty that we had with the MOU with the
school board. That's all been passed now,
right? -- how does this kid -- or his -- are
there are still, you know, roadblocks,
impediments set up, you know, with the flow of
information between the school board and the
trust?

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

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

But we have a partnership in place. We
have the willingness, and it's just making sure
that we mine up those agreements. Separately, the trust and the district work together under the purview of the district's research review process.

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

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

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

MR. HINCAPIE: Would it be -- I mean, I
would think it would be more practical to have
some type of rolling, you know, information
exchange --

   MS. HANSON: Yes.

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

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

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

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

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

   MR. HINCAPIE: Right. Right. Right.
   MS. HANSON: Yes.
   MR. HINCAPIE: But regarding education,
like scores --
   MS. HANSON: Yeah.
   MR. HINCAPIE: -- math, and reading, and
that kind of stuff --
   MS. HANSON: Yeah.
   MR. HINCAPIE: That --
   MS. HANSON: That's more on the -- like, we
do it kind of on a yearly basis.
   MR. HINCAPIE: All right. That's a goal
that we have to work on, you know, because
there's a lot of, you know, political power, I
think, that the folks on the trust -- we can --
if there's something that is, you know,
untapped, information that we can get without
violating FERPA, all those types of things,
maybe we can work on that because that's really important. That'll help us really understand what the direction of the county's supposed to go.

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

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

MR. SALVER: I'll move it.

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

MR. HINCAPIE: Hincapie. I work for Miami-Dade, County.
CHAIRMAN TROWBRIDGE: Thank you, Nelson.

Any others?

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

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

MEMBERS OF THE COMMITTEE: Aye.

CHAIRMAN TROWBRIDGE: Any opposed, nay.

Resolution is approved. We'll bring it to the Board. Now we have the CEOs Report. I'll turn it back over to Jim Haj, the CEO. Jim?

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

We received two applicants. We would like to have more, but we had two applicants. We
just wanted to make sure that we checked with the State, and we checked with our attorneys, and we are on path to bring a recommendation with the two applicants that'll come to you in June.

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

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

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

And these are a lot of the migrant students down south who will be graduating from high school the first time in their family -- first
child in the family to graduate from high
school. And it's an amazing event. I've
attended several times in the past. And if you
can make it, we're -- we will send out an e-mail
tomorrow if you're going to RSVP. It's a really
moving event.

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

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

So, I'm very proud of the work that we are
-- that the trust has done to get to this point.
And yesterday's meeting was phenomenal with the providers on board. A lot of comments from the providers, it's the best on-boarding session they've ever had with the trust. It was a really great event.

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

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

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

All right. And just make note again, that the next committee meeting is Monday, June 5th. As you heard from earlier conversation, we have it a few days later because of the publishing
data -- no-- to put that into their formula.

So, just make note of that. I think it's at our normal times, correct? At 09:30 on Monday morning, so set the week together. Okay. Wonderful. All right. Without objection, we'll stand adjourned. Thank you all very much.

Great job.

(Thereupon, the proceedings concluded at 10:16 a.m.)
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Cecil Clark
Cecil Clark, Transcriber
February 15, 2023