



Finance & Operations Committee Meeting Transcript

February 6, 2020

1 THE CHILDREN'S TRUST FINANCE AND OPERATIONS

2 COMMITTEE MEETING

3
4 The Children's Trust Finance and Operations
5 Committee Meeting was held on February 6, 2020,
6 commencing at 9:30 a.m., at 3150 Southwest 3rd
7 Avenue, 8th Floor, Conference Room A, Miami, Florida
8 33129. The meeting was called to order by Steve
9 Hope, Committee Chair.

10
11 COMMITTEE MEMBERS:

12 Steve Hope, Chair

13 Mark A. Trowbridge, Vice-Chair

14 Matthew Arsenault

15 Constance Collins

16 Gilda Ferradaz

17 Nelson Hincapie

18 Javier Reyes

19
20 STAFF:

21 Leigh Kobrinski

22 Felix Becerra

23 Imran Ali

24 James Haj

25 Juana Leon

- 1 STAFF (continued):
- 2 Lisanne Gage
- 3 Lori Hanson
- 4 Maria-Paula Garcia
- 5 Muriel Jeanty
- 6 Vivianne Bohorques
- 7 Wendy Duncombe
- 8 William Kirtland
- 9 Ximena Nunez
- 10
- 11 GUESTS:
- 12 Davenya Armstrong
- 13 Fernando Saldalliaga
- 14 Harvey Rodriguez
- 15 Blanca Camacho
- 16 Jose Dans
- 17
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1 PROCEEDINGS

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

3 MR. HOPE: First, I want to take the opportunity
4 to welcome everyone to our February Finance Committee
5 meeting. I see we all have survived the Superbowl. I
6 see Constance first time at the Finance Committee
7 meeting, so I want to welcome you to the Finance
8 Committee.

9 MS. COLLINS: Thank you.

10 MR. HOPE: Public comments?

11 MS. JEANTY: No, no public comments.

12 MR. HOPE: With no public comments, if we can
13 move into getting an approval for the meeting, if I
14 can have a motion?

15 MR. ARSENAULT: So moved, Arsenault.

16 MR. HOPE: Second?

17 MR. REYES: Second, Reyes.

18 MR. HOPE: All in favor?

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

21 MR. HOPE: Next, moving onto an update of the
22 investment. For those of you who were on the Finance
23 Committee last year, if you recall, when we reviewed
24 the Finance Committee policy, one of the requirements
25 is that the CFO would periodically provide an update

1 on the investments so that the Finance Committee and
2 Board can have an understanding as to where the funds
3 are allocated and the interest rate derived from these
4 investments. So we'll have the CFO -- I'm sorry, Jim,
5 we have the handouts?

6 MR. HAJ: Yeah, it's on the third tab of the
7 iPad.

8 MR. HOPE: Okay. So within the iPad there's an
9 investment report which provides a quick overview, and
10 there's a graphic representation as to where the funds
11 are allocated and interest rate that are generated by
12 the different financial institutions. So I'll turn it
13 over to Jim so that he can provide a quick update on
14 the investments.

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

16 Last year, around the same time last year, this
17 Committee asked us to go back and look at the rates
18 that we currently have, see what the market rate is
19 with other banks, and come back to make
20 recommendations. So we have great partnerships with
21 our two primary banks, which is TD Bank and City
22 National. So we did go back and renegotiate much
23 higher rates. We had a great year last year. We also
24 had talked about not just necessarily the rates, but
25 their partnership in the community, as well as we took

1 the time also to leverage them for their sponsorship
2 for Champion for Children, which we had some increased
3 sponsorship for Champion.

4 So I'd like Bill to go over this chart, again,
5 that's on the third tab of your iPad, and give the
6 overview of our investments.

7 MR. KIRTLAND: Good morning, everybody. As Jim
8 said, my attempt here will be to give you a little
9 more insight as to what our account holdings
10 investment strategy looks like for the past year and
11 maybe what you will continue to implement as we go
12 forward. As Jim mentioned, we primarily have
13 relationships with TD Bank and City National Bank.
14 Discussion last year primarily centered around how
15 would we handle our funds amongst an investment fund
16 versus the amounts that we would hold within our
17 primary operating account. TD Bank is primarily the
18 institution that we work with to handle all of our
19 funds and make distributions to our service providers
20 and all the vendors that we work with. So most of our
21 funds are held within TD Banks, in CDs and our
22 operating account.

23 In City National's account, we decided upon last
24 year, after a review of informal quotes and discussion
25 with several banks, as to who would be offering the

1 best long-term rate. And we essentially signed a 12-
2 month note with City National bank that yielded a 2.69
3 percent interest rate, which was very competitive at
4 the time, and we have a long standing history with
5 City National. That note is set to mature on, I
6 believe at the end of April, beginning of May, and at
7 that point we will have to again reevaluate the market
8 and see what rates are available.

9 Rates this past year were, when we discussed them
10 last year at this point in time, were very competitive
11 and very high. Essentially, the CDs that we were, the
12 rates that we were receiving at 30, 60, 90 days were
13 ranging from about 2.2 percent to 2.3 percent. And
14 now those same terms have fallen to about 1.6 percent
15 to 1.7 percent. And some discussion that we've had
16 with both City National and TD Bank, the 12-month note
17 rates would be significantly lower as well. And in
18 some cases, lower than the 30, 60, 90 day rates that
19 we've been quoted at this point in time.

20 So essentially, it looks like the fed has cut
21 rates throughout the past year, and I think the market
22 is stabilizing as far as what rates will be going
23 forward. But I think we can expect that rates will
24 not be as competitive and our interest income will not
25 be as healthy as it was last year. And if you want to

1 look at the interest earnings, down at the bottom
2 left-hand corner of the sheet, we have a year-to-date
3 number on fiscal year 2020, which is \$331,000 in
4 interest revenue. Last year we had about \$2.4 million
5 dollars in interest revenue compared to the \$1.3
6 million dollars revenue the year prior. So it was
7 very substantial and very healthy, but I don't -- the
8 outlook of what interest revenue might look like,
9 again, this year it could more likely reflect what
10 took place in the fiscal year 2018.

11 So with that, I think I'll open it back up for
12 discussion and questions.

13 MR. HOPE: Just a quick question. So based on
14 the projection, this \$311,000 is projected out to
15 September 2020?

16 MR. KIRTLAND: No, it's not the projection, it's
17 just the actual earnings at 12/31/2019. That number
18 in real-time, we probably have some more interest that
19 we could reconcile and have added to that number. But
20 this whole sheet is as of 12/31/2019.

21 MR. TROWBRIDGE: So that's first quarter?

22 MR. KIRTLAND: Right, first quarter.

23 MR. HOPE: So if interest rate remains constant,
24 I think it's about 1.75 right now, then we can assume
25 about a 1.2?

1 MR. KIRTLAND: I think what would have to be
2 taken under consideration is we still have the note at
3 a very good rate for City National Bank at 2.6, not 8
4 percent. So that interest rate is yielding some
5 higher earnings that we won't be receiving as of about
6 May 1 --

7 MR. HOFFMAN: Also, the balance in this picture
8 isn't plagued by the early collections from taxes, so
9 all the money in there is going to be spent down
10 during the year.

11 MR. ARSENAULT: How much is the note?

12 MR. KIRTLAND: The note with City National?

13 MR. ARSENAULT: Yes.

14 MR. KIRTLAND: Its \$26 million dollars. And that
15 balance was meant to reflect, this was a discussion we
16 had last year, the amount that we wanted to set aside
17 that was in alignment with where we were going with
18 our fund balance. We were estimating to try to keep
19 that around \$26 to \$30 million dollars, so we just
20 felt comfortable locking that amount away in a long-
21 term note. I have had some discussion with City
22 National Bank, if they would be happy to break this
23 note right now and lock in with us at 1.85 percent for
24 another 12-month note. Because the rate that they
25 provided to us is so competitive compared to what the

1 market was currently at, but we're continuing to
2 realize, you know, the rate that we're receiving as
3 long as we possibly can. But that gave me some
4 insight as to what we will be receiving today.
5 Potentially, or hopefully that rate in a few months
6 from now, but it could potentially also drop.

7 MR. HOPE: Yes, ma'am?

8 MS. COLLINS: Sorry, because I'm new. I'm just
9 curious because there are only two banks with a lot of
10 resources in two banks, what kind of thought process
11 you've given to risk diversification. And whether
12 you've looked at other kinds of investment
13 opportunities, socially responsible investment
14 opportunities to enhance the returns that you're
15 getting for the portion that you don't anticipate
16 spending in current fiscal year.

17 MR. KIRTLAND: Well, essentially that's the plan
18 that we devised with this structure that are in City
19 National right now. A CD is our primary investment
20 strategy, so that falls in line with our investment
21 policy. There are numerous types of investments that
22 we had the flexibility of investing in, but we feel
23 that its best aligned with our priority of making sure
24 that our funds are both safe, liquid, and that there
25 is a high yield on the investment return. And then

1 within TD Bank we've had discussions with our
2 representative of TD Bank about it may be a lot of
3 funds within one financial institution, but we do have
4 diversifications, sort of a multi-account based
5 structure where we have master accounts and other
6 accounts to sort of make sure that they are safe.

7 So we do have requirements, I think both Florida
8 Statute and our investment policy make sure that we're
9 banking with qualified public depositories. We do
10 have requirements there. We did look last year at who
11 are qualified public depositories and there was a good
12 number in the South Florida area that we could bank
13 with. And we wanted to make that part of our
14 criteria, who we worked with, going forward.

15 MR. HOPE: When the notes matured in May, it is
16 possible that we could come back as a Committee to
17 take a look at how we would be investing those funds
18 and perhaps if the Committee has some suggestions in
19 terms of looking at the current allocation as it
20 relates to financial institutions, and if you have
21 alternative recommendations that you'd like the
22 Committee to consider, we can definitely open that up
23 for discussion at the next presentation.

24 MR. HAJ: And just for historical, if you recall
25 last year, you also asked us to look at Community

1 Bank. And so we did look at six banks, five or six
2 banks, but then we went with the ones with the highest
3 rates.

4 MR. HOPE: That is correct.

5 MR. ARSENAULT: So if I'm understanding
6 correctly, this note with City National, what you do
7 is when you go in, you say what is the, sort of the
8 fund balance that we want to carry that, for instance,
9 you're not going to spend, and that's what's the
10 longer term, but everything else -- so the balance is
11 about \$149 million at the end of the year, so that's
12 going to get higher with more -- I guess, what is kind
13 of the typical, excluding that fund balance amount,
14 how high does our cash balance usually get, and then
15 how low does it get during a year?

16 MR. KIRTLAND: We still have revenues to collect
17 from tax collectors, obviously, but as of December, I
18 know that we collect a pretty significant portion in
19 October, November, December. We will receive more
20 revenue from the tax collectors, but we then have our
21 expenses to offset that. I would say within December,
22 January probably the peak of our cash balances.
23 December is a peak of our cash balances. So this is
24 probably the healthiest our account balances will be
25 all year, is in this summary.

1 MR. HOPE: Any further discussion?

2 (NO VERBAL RESPONSE)

3 MR. HOPE: Moving onto resolution. Resolution
4 2020-A: Authorization to enter into an agreement with
5 the agencies selected from the advertising creative
6 RFP #2020-01 and media buying RFP #2020-02 for
7 creative advertising production, media buying
8 services, English-Spanish-Haitian Creole translation
9 services, market research and community outreach in a
10 total amount not to exceed \$2,020,000.00, for a term
11 of seven months, commencing March 1, 2020, and ending
12 on September 30, 2020, with four remaining 12-month
13 renewals subject to annual funding appropriations.

14 So I had the opportunity to speak with the staff
15 as it relates to this particular resolution, and one
16 of the presentations you will be seeing is an outline
17 of the agency's communication strategy and goals that
18 relates to the projected expenditures outlined in this
19 resolution. And some of the key questions as part of
20 the discussion yesterday was trying to get a clear
21 understanding as to what those strategic goals were in
22 alignment with the proposed expenditures, looking at
23 also what is some of the demographic areas that will
24 be touched by this expenditure. So I'll turn it over
25 to staff so that they can provide a quick overview

1 prior to us putting forward the resolution.

2 MR. HAJ: Mr. Chair, if I may tee it up before
3 Ximena gives the presentation.

4 I think many of you are aware, if you knew, you
5 may not be aware, we've had a change in the leadership
6 of communications the last year and we have a new
7 strategy. This is kind of exciting because now
8 they've been waiting to have vendors in place to start
9 moving our strategy along. I think Ximena has done an
10 amazing job this year. One thing that we've always
11 talked about is building our brand and letting people
12 know what we do and what we do in the community. A
13 lot of people know about the Trust, know about the
14 logo, they don't necessarily know what we do. I think
15 when we were even interviewing the last like two or
16 three times for the at-large board member seats, when
17 we asked each person interviewing what is an area for
18 improvement, and it really was kind of we don't know
19 about the Trust, and how do you get the message out.
20 So we do have a plan of action moving forward, so I'd
21 like Ximena to take you through it and just show you
22 what her strategy is for the years to come.

23 MR. HOPE: If I can just add one thing,
24 communication expenditures have not increased when
25 compared to last year, so it's pretty much the same

1 budget?

2 MR. HAJ: It's the same overall budget. Ximena
3 has found some savings, moved some money around, but
4 the overall budget is the same.

5 MR. HOPE: Okay, thank you.

6 MS. NUNEZ: Good morning, everybody. Thank you
7 very much for being here. I want to welcome our
8 partners, Wow Marketing, Agency Central, and Armstrong
9 Creative.

10 So, I would like to start, Steve mentioned that,
11 the way I would like to start is mentioning that 2019
12 is a year full of great accomplishments for us. And
13 as Steve mentioned, how do we measure overcomes and
14 success. So there's different ways in media or in
15 advertising that we can measure. If we think about
16 traditional media, the way that we measure outcomes is
17 by impressions, how many. So an impression is
18 basically the number of times that a person sees an
19 ad. So how many times they heard our [inaudible],
20 they saw TV, they saw our billboards, so those are
21 impressions, that's how we measure. Also, we can
22 measure it by reach, how many people are we reaching
23 with this message.

24 When we talk about digital media, the way that we
25 measure success is with click through rates, for

1 example, or app downloads, or page visits. So click
2 through rates, just to give you an example, is if we
3 google, so services, childcare services near me. So
4 google provides a list. When you click, that comes as
5 a click through and that's how we measure our
6 advertising effect. In terms of social media, the way
7 that we measure our outcomes is by increasing the
8 number of followers, as well as engagement. So
9 engagement in social media basically means how many
10 people like our posts and how they're engaging and
11 sharing those posts with their friends. So that's
12 basically how we measure success.

13 I'm going to walk you through the accomplishments
14 that we had in 2019 and that way we can pinpoint some
15 of the successes we had. So, first, we had the Family
16 Expo. We had over 15,000 people that attended the
17 event. We also had around more than 200 exhibitors
18 that attended the event. We also were able to bring
19 all the initiatives that are under The Children's
20 Trust to the same place. We had our Champions For
21 Children where we had basically over ten hundred
22 people attended our annual award ceremony. For the
23 first time we had The Children's Trust night at
24 Marlin's Park, t was a partnership with the Marlins.
25 We were able to distribute 2,000 tickets in the

1 community. We also had Spooky Symphony. It was a
2 sponsorship with Miami Youth Symphony. And we had
3 over 1,600 families and children that attended this
4 event. We also supported Young Talent, Big Dreams,
5 that is a talent competition county-wide. And we had
6 over 350 participants. This is actually, this is
7 something that is currently happening right now, the
8 Young Talent, Big Dreams, for this year. And we also
9 reached out to our community at the Miami Bookfair.
10 We partnered with them. The bookfair drove around
11 100,000 people. It was a 3-day event. We were able
12 to engage families and talk to them about our newest
13 initiatives that is with the parent club, the book
14 club, promoting the enrollment that they did in these
15 programs.

16 We also refresh our brand communication efforts.
17 I'm sure some of you saw our busses last year. This
18 is a good point. The busses, anything that is busses,
19 or billboards, or bus stops, that is what is called
20 out of home. Out of home we had a decrease, we had a
21 budget reduction of 38 percent versus the previous
22 year and still like that we were able to reach \$4
23 million additional impressions. So even with the 38
24 budget reduction, we were able to increase two percent
25 versus what we had. We established the parent club,

1 the new identity, which we launch around September.
2 It was a soft launch. We're waiting to turn the
3 lights on fully, engaging marketing efforts to support
4 the parent club. Additionally, we produced over 70
5 original trail pieces. This is our newsletters. And
6 we also, something that we've been working is how not
7 only putting this original content into our
8 newsletters, but how we can turn that into social
9 media articles. How we can just engage and spread out
10 the word. That's another way that we can build brand
11 awareness.

12 We have Miami Heart Gallery. Last year we were
13 able to add 39 children to the Miami Heart Gallery.
14 And we had over 300,000 page use in visits to the
15 Miami Heart Gallery in one year. In traditional
16 media, traditional media is basically TV, radio,
17 print, billboard. Traditional media we had a budget
18 of \$776,000. And thanks to the relationship, the
19 great relationship that we have partners that they
20 have with the media outlets, they were able to get us
21 an additional \$430,000 in added value. So on top of
22 the investment that we had, \$776,000, they were able
23 to get us this additional money investment. And that
24 presented over 235 million impressions overall during
25 our year.

1 And lastly, we also have over 200 million
2 mentions and appearances, regular interviews, TV
3 interviews, mentions in newspapers, in the community
4 newspapers as well. So yes. Additionally, we started
5 our social media presence. We push the main social
6 media platforms. Where we've been having very active
7 is Facebook, Twitter, Instagram, and LinkedIn. And if
8 we compare versus the prior year, we had an increase
9 of 144 percent in the number of posts that we posted,
10 30 percent the number of followers that we have. And
11 also the most impressive now is our engagement with
12 the content. And that relationship that we'll be able
13 to build with our followers and our community, it has
14 increased 337 percent versus the prior year.

15 So what is currently happening right now? As
16 Steve mentioned, some people, they still haven't heard
17 about us. There's some people that they have seen our
18 logo, but really there's still some people that have
19 heard about us, but they don't really understand
20 exactly what we do and what services we fund. So
21 these are the issues that we want to target through
22 for the next year.

23 So how are we going to do this? The first thing
24 is we need to elevate The Children's Trust brand. How
25 do we do this? So we need to tell families -- we have

1 three targets. First target is family and caregivers.
2 Our second target is service providers. And the third
3 target is the tax payers. So we need to tell them
4 what we do, how we do it, and why do we do it. So
5 what do we do? We invest, we improve the lives of the
6 children in Miami-Dade County. How do we do it? By
7 making strategic investments. And why do we do it?
8 Because we truly believe that every child has the
9 potential or deserves the chance to reach their
10 highest potential.

11 When we talk about families and caregivers, in
12 particular, we have targets and audiences as well
13 there. So we have English speakers, Spanish speakers,
14 we have the African American community, and we have
15 the Haitian Creole community. So all this media, as
16 we start drilling down, it starts getting narrower and
17 narrower the way we target these particular
18 communities. What is most important about this
19 target, the families and the caregivers, is we need
20 them to know how or what services we fund or what
21 services they can access in the neighborhoods and in
22 their areas.

23 So what is our plan? We're going to build an
24 intergraded ecosystem across all of our initiatives.
25 As you can see here in the graphic, the core of

1 everything is our brand, is The Children's Trust. And
2 around that we have the messages. So what are the
3 messages is the investment areas that we have. We
4 have the content that we produce. So content, it can
5 be the parenting articles that we create. It can be
6 the stories that is happening out there. We need to
7 communicate those stories. And also new instances.
8 The way we can find new instances is through research
9 or through social listening.

10 So social listening is basically, you know,
11 everybody interacts in social media and parents are
12 like, who can recommend me a childcare in Kendall. So
13 all this conversations are happening in social media.
14 So social listening is basically doing a research
15 really to see what is their concerns, what are they
16 looking for. And when you analyze that, it's amazing
17 because we can find even investment opportunities that
18 maybe we didn't even think about. And all these
19 messages are going to supported first by all our
20 digital and technological platforms. So we have our
21 website, we have our app, and we have our six social
22 media networks. And then all these, what is going to
23 be completely surrounded, is by our paid media. So
24 the media is basically our paid media, that is radio,
25 TV, out of home, magazines, newspapers, digital bind,

1 that is search engine marketing, google ads,
2 everything that is related to digital. And our
3 marketing strategies, that is going to be very narrow
4 and very targeting specific areas in different areas.
5 Content marketing, as I mentioned in the previous
6 board meeting with Univision, is how can we can create
7 content to give more information in a different, in an
8 non-expected way to the consumers. We also have our
9 PR efforts, community outreach. Its key for us. So
10 paid media is the big umbrella, the big media, but
11 community outreach is how we just go into efforts to
12 be able to target all the zip codes that we want to
13 target. And we also have our signature events.

14 From the resolution you see, so the total
15 investment in media itself is \$1.6 million. Out of
16 that \$1.6, \$1.2 is for the general English speaking
17 market and Spanish speaking market. In addition to
18 that, we have \$150,000 that is completely targeted to
19 the African American community and another \$150,000
20 that is going to target the Haitian Creole community.

21 So another thing that we need to do is we need to
22 -- we are going to align all the marketing efforts
23 under the same strategy. We need to make sure that
24 when you look at Miami Heart Gallery, or the book
25 club, or the parenting club, everybody knows, people

1 know everything is under one communication umbrella
2 and that's The Children's Trust, the brand. Messages,
3 we need to make sure that they're clear and
4 consistent. So every single initiative that you see
5 here, every initiative is going to have their own
6 unique goals. So when we talk about a [inaudible],
7 the way we're going to measure outcome is with brand
8 awards. In 2018, we conducted a brand award, a study
9 that is giving us a baseline. So at the end of the
10 year we can do another research and see how the brand
11 award has increased.

12 Book club, for example, the way we measure
13 success is with enrollment, how many children are
14 enrolled into a book club. And we can measure
15 previous versus the previous month or same year last
16 year. Parent club is by attendance, how many parents
17 are enrolling into workshops. Young Talent, Big
18 Dreams is basically by participation. Last year, as I
19 mentioned, we had 350 participants, so we want to
20 increase that goal. Family Expo, it's also by
21 attendance. So as you can see, every single one is
22 going to have completely unique goals and we're going
23 to make sure that -- we have to set, the agencies, and
24 we also commit. We need to set those goals because
25 based on those goals and who do we target, and what

1 period of time, is that we have our -- our investment
2 is going to be measured. And then at the end of the -
3 - at the end of the initiatives, what we do is we
4 recap and we see what worked and what didn't work.

5 Another thing that we are going to do is we are
6 marketing with a media agency. So the good thing is
7 we're constantly evaluating what is working, what is
8 not working. For example, with digital, it can happen
9 more rapidly, even within a week or two weeks we can
10 see if we're investing in, let's say Google, just an
11 example we're not investing, Orbitz, Hotels.com, just
12 to use as an example. But we can analyze which
13 websites we're investing and if it's one that's not
14 benefiting us, then we can quickly just divert and
15 just start investing the one that is really giving us
16 the return and the engagement that we're looking for.

17 In the system that I just explained to you, you
18 can see that all of our initiatives, messages with
19 investment areas, everything is going to be in the
20 system. Not all of them, doesn't mean that paid media
21 is going to be for all of them. It's a matter of --
22 for each initiative we're going to identify who is our
23 target audience, where can we find them. So if it's
24 at the outreach level, that's the portion we're going
25 to do, so we're going to be using. But this is going

1 to be changing depending on the efforts and the target
2 audiences that we have. So we're very excited to
3 start working with our partners, they're here. And to
4 be able to work toward goals. I know that together
5 we're off to even a greater year.

6 MR. HOPE: I just have two quick questions. Is
7 there a particular growth rate that we're targeting
8 for this campaign over what we previously had? For
9 example, let's say if it was a not-for-profit, the
10 goal would be to increase donations by 20 percent. So
11 based on this expenditure, is there a particular
12 growth rate that you have in mind that this investment
13 would generate?

14 MS. NUNEZ: Well, it would be very specific to
15 every single initiative. So if we want, for example,
16 the awareness, we'll sit with the team and we can set
17 the goal that the expectation is to increase awareness
18 by eight percent. If we have the book club, it's how
19 many enrollment. So we want to reach 2,000 children
20 enrolled every single month. So depending on the
21 initiative, there's going to be one specific rate for
22 growth.

23 MR. HOPE: So there are specific rates already
24 outlined in that strategy?

25 MS. NUNEZ: Well, it really, it is online, but

1 now we have to sit with the partners and create
2 something that is a business break, a marketing brief.
3 And it's basically just to determine our objectives
4 and how we're going to reach those objectives.

5 MR. HOPE: And the second question, for the
6 allocation, let's say to wow factor 1.250, what
7 portion consists of media buying versus service fees?

8 MS. NUNEZ: So media, the agency fee is 15
9 percent of the investment.

10 MR. HOPE: Okay.

11 MS. NUNEZ: That's the standard rate.

12 MR. HAJ: Yeah, that's market rate.

13 MS. NUNEZ: It's market rate, correct.

14 MR. HAJ: But on the flip side, that there's a 15
15 percent charge, but we do drive down and make sure
16 450,000 additional media buy with the benefit of
17 leveraging their buying.

18 MR. HOPE: I'll open the floor to the Committee.

19 MR. HINCAPIE: May I?

20 MR. HOPE: Yes, sir.

21 MR. HINCAPIE: I would go as far to say that,
22 yes, there is Hispanic, but within Hispanic there's
23 subsectors. Columbia is not the same as Venezuelan
24 and we speak different. It's the same as black,
25 African American, and Haitian American. And so its --

1 I'm so glad that you're pointing out and that you are
2 -- for the first time in Miami-Dade County, the non-
3 Cuban Hispanics are more than the Cuban Hispanics, so
4 that needs to come into play when you start
5 advertising. One percentage of our budget is this,
6 it's not even one percent?

7 MR. HAJ: Overall it's like 1.5.

8 MR. KIRTLAND: This is just 1.5 what we're
9 presenting today.

10 MR. KIRTLAND: The \$2 million -- the entirety of
11 the marketing budget, essentially, the communications
12 budget is [inaudible] million dollars. That's less
13 than two percent, that's like 1.7 percent.

14 MR. HINCAPIE: If we were Fortune 500, if we were
15 Nike, and we're not, but we are Nike for the children
16 whose lives we transform. We'd be spending anywhere
17 from seven to 15 percent in marketing. And so I just,
18 I think what you're doing with the little amount is
19 phenomenal. I think we just need to continue making
20 sure that the results and outcomes are the children
21 are better, and the children are having more
22 opportunities. And they shine, as you said, you know,
23 they have every opportunity to be everything they need
24 to be or they want to be.

25 MR. HOPE: Any further discussion?

1 Yes, sir?

2 MR. ARSENAULT: So how do we deal with any sort
3 of partnership with the county public schools and
4 things like that? Because it's all about you're
5 trying to reach, get eyeballs, and get interest, so
6 what kind of partnerships with public school systems
7 do we do and is that really related to this in any
8 way?

9 MS. NUNEZ: With the public school, in
10 particular, right now one of the partnerships we have
11 is Young Talent, Big Dreams. To be able to target
12 this and all the music teachers so they can help us to
13 drive children to increase the number of participants
14 that we have. So depending on the initiative that we
15 want, we see how we can leverage efforts and we just
16 reach out.

17 MR. HAJ: We don't work directly with schools,
18 but we do work with schools in the communities to find
19 out what the needs are. Like right before school
20 starts, immunizations becomes an issue. So we put out
21 a big market campaign about immunizations. And
22 actually, when we do that, our marketing campaign,
23 last year, they called us and told us stop, they're
24 getting overwhelmed. So it depends on what the needs
25 of the community are that we can use our assets and

1 media by. By law we are not allowed to fund the
2 public schools, but we just work in partnerships with
3 the community, what the needs are.

4 MR. ARSENAULT: I'm just curious, if the idea of
5 building a brand, if we're looking at parents and this
6 and that, I was just curious as to what kind of
7 partnerships and things like that.

8 MS. FERRADEZ: Not necessarily paying them to do
9 anything, but maybe putting a link on Miami-Dade
10 County public schools website saying, more information
11 for services for your children, you know, something
12 like that to help the awareness.

13 MS. NUNEZ: With all of our providers we do have,
14 so they do specify that it's an organization and its
15 funded by The Children's Trust. And part of the
16 agreement that we have with them that they display our
17 logo, they follow on social media, they share -- they
18 can send us the flyers of the press releases, so we
19 most of, all the providers.

20 MS. HANSON: Just to tag on to that, the school
21 system offers its own aftercare, for example. On
22 their aftercare community page, they have The
23 Children's Trust link to our programs. The book club
24 is another example, they're actually actively engaged
25 with us, is with our content marketing, content

1 development partner. They're helping to develop the
2 reading guides for the parents from the early
3 childhood division of the school system. The early
4 learning standards, so they're helping to make sure
5 that the guides incorporate this. And then they're
6 making sure that all their kids under five are getting
7 invited to join the book club. So each initiative we
8 definitely name specific partnerships because the
9 district is very big, so you need to talk to the right
10 office to get to the right set of people. But we
11 definitely --

12 MS. COLLINS: I know there's like the early
13 learning coalition.

14 MS. HANSON: Absolutely.

15 MR. DANS: My name is Jose Dans with Wow
16 Marketing. And so one of the things on the digital
17 side, one of the things that we do is try to focus on
18 students and parents. We will geofence certain areas
19 where we know there's a higher propensity of parents
20 to be at. For example, the Youth Fair, right.
21 There's 40,000 children that submit a project to the
22 Youth Fair. So we will geofence that area. When we
23 geofence that area, it's like a virtual fence, and so
24 we capture the IP addresses of those parents. And
25 then we can start serving them ads about The

1 Children's Trust and all of our services without
2 actually going out and geofencing every school. So
3 we'll do that in many events where we know that
4 there's going to be parents and students.

5 MR. HOPE: Any further discussion?

6 Can I get a motion, please?

7 MR. HINCAPIE: So moved.

8 MR. TROWBRIDGE: I'll second it.

9 MR. HOPE: Okay. Recusals?

10 MR. REYES: Recusal, Javier Reyes. Related by
11 content annuity to Jose Dans.

12 MR. HOPE: All in favor?

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

15 MR. HOPE: All opposed?

16 (NO VERBAL RESPONSE)

17 MR. HOPE: Resolution passes.

18 Now I'll turn it over to Jim for the CEO's
19 report.

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

21 As you are aware, the Board retreat will be
22 coming up on March 18th from 9:00 to 12:30. I know at
23 the last Committee meeting you had asked for a reso to
24 be brought back. I was assuming it was going to be
25 this Committee meeting regarding the land. We need

1 more time. We finally met with the county last week.
2 There are things that we still need to work out prior
3 to bringing back the reso that you had requested. So
4 we're asking for another month and we'll give you a
5 date at that time.

6 State Attorney's Office, there was an email sent
7 out, we have five or six Board members who are coming,
8 but in case you're interested, it is Thursday,
9 February 13 from 2:00 to 3:00 p.m. Take a look at
10 human trafficking center that they had set up. If you
11 do want to go and you have not RSVP'd, please do
12 because we're trying to work with the State Attorney's
13 Office to coordinate. Social Justice Day is at
14 University of Miami, Friday, February 14, 2020. If
15 anybody would like to join us. And Young Talent, Big
16 Dreams, again, communications has been working all
17 year to make this -- this is a huge event, but we're
18 really thinking we have an opportunity to continue to
19 grow this. So it's going to be a big event. This is
20 our talent show across the community. These are the
21 finals. It will be at the Miracle Theatre on Sunday,
22 April 26th. We'll be sending you, the Board, those of
23 you that want to attend, VIP invites.

24 Thank you, Mr. Chair.

25 MR. HOPE: Thank you.

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All right, if there is no other business, meeting
adjourned.

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

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CERTIFICATE OF REPORTER

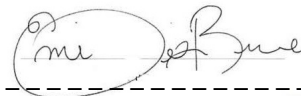
STATE OF FLORIDA
COUNTY OF MIAMI-DADE

I, EMILIE BRAVE, court reporter and Notary Public do hereby certify that the foregoing proceedings were taken before me at the time and place therein designated, and that the foregoing pages numbered 1 through 33 are a true and correct record of the aforesaid proceedings.

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

Under penalties of perjury, I declare that I have read the foregoing certificate and that the facts stated herein are true.

Dated this 28th day of February 2020.



Emilie Brave, Court Reporter

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