



Because All Children Are Our Children

# **Board of Directors Meeting**

**Monday, January 9, 2012**

**4:00 p.m.**

**Location:**

**United Way – Ansin Building**

**3250 SW 3<sup>rd</sup> Avenue**

**Miami, Florida 33129**

**Ryder Room**





## Board of Directors Meeting

Monday, January 9, 2012

4:00 p.m. – 6:00 p.m.

3250 S.W. 3<sup>rd</sup> Avenue (Coral Way)

Miami, Florida 33129

Ryder Conference Room

### Officers/Executive Committee

Maria A. Alonso  
Chair  
Chet Zerlin  
Vice Chair  
Dr. Josee Gregoire  
Secretary  
Hon. Isaac Salver  
Treasurer

Dr. Rosa Martin, Chair  
Childhood Health and  
Development  
Dr. Gina Cortes-Suarez, Chair  
Human Resources  
Dr. Miguel Balsera, At-Large

### The Board of Directors

Donald I. Bierman  
Alberto M. Carvalho  
Lileana de Moya  
Bill Diggs  
Carolyn Donaldson  
Com. Audrey M. Edmonson  
Terria Flakes  
Dr. Thesia B. Gambon  
Benjamin F. Gilbert, Jr.  
Dr. Nora Hernandez-Hendrix  
Nelson Hincapie  
Alina T. Hudak  
Fedrick Ingram  
Esther Jacobo  
Rep. John Patrick Julien  
Dr. Martin Karp  
Pamela Lillard  
Roymi Membiela  
Carolyn Y. Nelson-Goedert  
Dr. William E. Pelham  
Hon. Orlando A. Prescott  
Dr. Isaac Prilleltensky  
Leah Sigillo  
Evelio Torres

David Lawrence Jr.  
Founding Chair

Modesto E. Abety-Gutierrez  
President & CEO

County Attorney's Office  
Legal Counsel

### AGENDA (Revised)

4:00 p.m. **Welcome and opening remarks**

Maria A. Alonso  
*Chair*

4:05 p.m. **Approval of Minutes Transcript for November 14, 2011 Meeting (Additional Items Packet) (Pgs. 4-8)**

Dr. Josee Gregoire  
*Secretary*

4:10 p.m. **Introduction of new staff (Peter A. Gorski & Jacqui Colyer)**

Modesto E. Abety-Gutierrez  
*President & CEO*

4:15 p.m. **Conflict of Interest and Code of Ethics Policy (Pgs. 9-17)**

Joseph Centorino  
*Commission on Ethics and Public Trust of Miami-Dade*

4:40 p.m. **Public Policy and Communications Report**

Diana Ragbeer  
*Director of Public Policy & Communications*

- *State Legislative Report*
- *Communications Report*

4:50 p.m. **Oral Health Presentation: PEARLS**

Jocelyn Lawrence, MD  
*Medical Director*  
*Dr. John T. Macdonald Foundation School Health Initiative*

5:00 p.m. **Childhood Health & Development Committee Report**

Dr. Rosa Martin  
*Chair*

**Resolution 2012-12:** Authorization for the President/CEO to utilize funds in a total amount not to exceed \$750,000, as follows: to negotiate and execute a sixth and final single source contract with **The Children's Forum, Inc.**, for a twelve month period beginning January 1, 2012 through December 31, 2012, in an amount not to exceed \$112,500.00 for direct services and administration of incentive awards to child care teachers to reward education and stability; and to encumber in a purchase order an amount not to exceed \$637,500.00 for The Children's Trust to issue incentive awards to qualified child care teachers, for a combined total amount not to exceed \$750,000.00, with no reduction in funding level from last year, subject to approval for legal sufficiency and form. *(Pgs. 18-27)*

5:10 p.m. **Program Services Committee Report**

Pamela Lillard  
Vice Chair

**Resolution 2012-13:** Authorization for the President/CEO to negotiate and execute a six month contract with **Concerned African Women, Inc.**, from February 1, 2012 through June 30, 2012 for **Youth Violence Prevention Services** in **Miami Gardens, Opa Locka** and **Carol City** in an amount not to exceed \$150,500.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. *(Pgs. 28-33)*

**Resolution 2012-14:** Authorization for the President/CEO to negotiate and execute a six month contract with **City of Homestead** from February 1, 2012 through June 30, 2012 for **Youth Violence Prevention Services** in an amount not to exceed \$145,565.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. *(Pgs. 34-38)*

**Resolution 2012-15:** Authorization for the President/CEO to negotiate and execute a six month contract with **Institute of Children and Family Health Inc.** from February 1, 2012 through June 30, 2012 for **Youth Violence Prevention Services** in **Overtown** an amount not to exceed \$145,168.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. *(Pgs. 39-44)*

**Resolution 2012-16:** Authorization for the President/CEO to negotiate and execute a six month contract with **Institute of Children and Family Health Inc.** from February 1, 2012 through June 30, 2012 for **Youth Violence Prevention Services** in **Richmond Heights** for an amount not to exceed \$145,168.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. *(Pgs. 45-49)*

Modesto E. Abety-Gutierrez  
President/CEO

**Resolution 2012-17:** Authorization for the President/CEO to issue a **Request for Proposals (RFP)** for professional services to publish and distribute The Children's Trust **Summer and After-School Program Guides**, with two subsequent renewals based on satisfactory performance as solely determined by The Children's Trust, in an annual amount not to exceed \$111,000.00, subject to approval as to form and legal sufficiency. *(Pgs. 50-52)*

5:35 p.m. **CEO Report**

Modesto E. Abety-Gutierrez  
President/CEO

- *Update "Read to Learn"*
- *Recommendations post Board Workshop*

5:50 p.m. **Public Comment**

6:00 p.m. **Adjourn**

**Reminder:**  
**Next Board Meeting: Monday, February 6, 2012**



Board of Directors Meeting Summary  
November 14, 2011  
4:10 p.m.

**These actions were taken by The Children's Trust on November 14, 2011**

**Motion to approve the September 12, 2011 Board of Directors/TRIM meeting minutes was made by Don I. Bierman and seconded by Evelio Torres. Motion passed unanimously, 21-0.**

**Motion to approve the September 19, 2011 TRIM hearing minutes was made by Bill Diggs and seconded by Dr. Miguel Balsera. Motion passed unanimously, 21-0.**

**Resolution 2012-11: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Dr. Isaac Prilleltensky.** Authorization for the President/CEO to expend an amount not to exceed \$120,472.00 for fiscal year 2011-2012 for administrative costs associated with the continued operation of **The Florida Children's Services Council, Inc. (FCSC)**, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

**Childhood Health & Development Committee Report**

**Resolution 2012-01: Motion to approve the resolution was made by Dr. Nora Hernandez-Hendrix and seconded by Roymi Membiela.** Authorization for the President/CEO to negotiate and execute contract renewals with **four providers for HealthConnect: Maximizing Early Childhood Development Primary Care-Based Developmental Services (Healthy Steps)**, as follows:

For primary care-based developmental services:

Community Health of South Florida, Inc.	\$300,000.00
Institute for Child and Family Health, Inc.	\$250,000.00
Miami Beach Community Health Center, Inc.	\$550,000.00
University of Miami, Miller School of Medicine	\$471,546.00

Each contract renewal is for a twelve-month term from November 1, 2011 through October 31, 2012 providing for one subsequent renewal based upon satisfactory performance as solely determined by The Children's Trust, for a combined annual total amount not to exceed \$1,571,546.00, subject to approval for legal sufficiency and form. **Motion passed, 20-1. Recusal by Dr. Isaac Prilleltensky.**

**Resolution 2012-02: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Pamela Lillard.** Authorization for the President/CEO to negotiate and execute contract renewals with **three providers for HealthConnect: Maximizing Early Childhood Development Child Care-Based Health & Developmental Consultation Services**, as follows:

Citrus Health Network, Inc.	\$400,000.00
Family Central, Inc.	\$400,000.00
University of Miami	\$300,000.00

Each contract renewal is for a twelve-month term from November 1, 2011 through October 31, 2012 providing for one subsequent renewal based upon satisfactory performance as solely determined by The Children's Trust, for a combined annual total amount not to exceed \$1,100,000.00, subject to approval for legal sufficiency and form. **Motion passed, 17-4. Recusals by Dr. Gina Cortes-Suarez, Dr. Thresia Gambon, Maria A. Alonso and Dr. Isaac Prilleltensky.**

**Resolution 2012-03: Motion to approve the resolution was made by Dr. Miguel Balsera and seconded by Dr. Gina Cortes-Suarez.** Authorization for the President/CEO to negotiate and execute a contract with **Miami Lighthouse For The Blind And Visually Impaired Inc.** to provide 3,213 comprehensive eye exams to children attending Miami-Dade County public schools, for an amount not to exceed \$225,000.00 commencing February 1, 2012 through January 31, 2013, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

**Resolution 2012-04: Motion to approve the resolution was made by Dr. Thresia Gambon and seconded by Dr. Isaac Prilleltensky.** Authorization for the President/CEO to execute a contract with **Our Kids Of Miami Dade/Monroe, Inc.** for continued funding of a Medicaid liaison position to provide Medicaid and relative caregiver subsidy enrollment assistance to dependent children in Miami-Dade County, for an amount not to exceed \$50,000.00, for a twelve-month period commencing February 1, 2012 through January 31, 2013, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

**Program Services Committee Report**

**Resolution 2012-05: Motion to approve the resolution was made by Dr. Isaac Prilleltensky and seconded by Dr. Josee Gregoire.** Authorization for the President/CEO to negotiate and execute the renewal of **three Service Partnership Contracts** with current providers of special population services as follows:

The Alliance for GLBTQ Youth, Inc. (GLBTQ Youth)	\$493,500.00
American’s for Immigrant Justice, Inc. (formerly FIAC) (Immigrant Children)	\$441,113.00
Justice & Security Strategies, Inc. (Children of Incarcerated Parents)	\$493,500.00

Each for a pro-rated amount for a nine-month term not to exceed a total of \$1,428,113.00, a 7.27% reduction in funding from last year, from November 1, 2011 to July 31, 2012, and providing for the option of one remaining contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children’s Trust, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

**Resolution 2012-06: Motion to approve the resolution was made by Don I. Bierman and seconded by Dr. Josee Gregoire.** Authorization for the President/CEO to negotiate and execute the renewal of **four Service Partnership** contracts with current providers for **truancy prevention services**:

Belafonte Tacolcy Center, Inc.	\$387,000.00
City of Miami, Office of the Mayor	\$634,007.00
City of Miami Beach	\$211,500.00
Fresh Start Family Services, Inc.	\$258,000.00

Each for a pro-rated amount for a nine-month term not to exceed \$1,490,507.00, a 9.64% reduction in funding from last year, from November 1, 2011 to July 31, 2012, and providing for the option of one remaining contract renewal for a twelve-month term based upon satisfactory performance, as determined at the sole discretion of The Children’s Trust, subject to approval for legal sufficiency and form. **Motion passed, 20-1. Recusal by Bill Diggs.**

**Resolution 2012-07: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Dr. Isaac Prilleltensky.** Authorization for the President/CEO to negotiate and execute the renewal of **six Service Partnership Contracts** with current providers of **Prevention Programs for Maltreatment and Domestic Violence** as follows:

Advocate Program, Inc. (Countywide) (Domestic Violence)	\$451,500.00
City of Homestead (Homestead) (Domestic Violence)	\$211,500.00
The Miami Foundation (Little Havana/Flagami) (Maltreatment)	\$317,250.00
New Horizons CMHC (Brownsville) (Maltreatment)	\$202,500.00
New Horizons CMHC (Liberty City) (Maltreatment)	\$211,500.00
New Horizons CMHC (Overtown) (Maltreatment)	\$202,500.00

Each for a pro-rated amount for a nine-month term not to exceed \$1,596,750.00, a 8.34% reduction in funding based on performance and revenue reduction, from November 1, 2011 to July 31, 2012, with the option of one remaining contract renewal for a twelve-month term, based upon satisfactory performance as determined at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

**Resolution 2012-08: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Dr. Isaac Prilleltensky.** Authorization for the President/CEO to negotiate and execute the renewal of **seven Youth Violence Prevention Contracts** with current providers as follows:

Concerned African Women, Inc.	\$225,750.00
Communities in School of Miami, Inc.	\$247,878.00
New Horizons, Inc.	\$236,250.00
Institute for Child And Family Health, Inc.	\$217,752.00
Theodore Roosevelt Gibson Memorial Fund	\$236,250.00
Institute for Child and Family Health, Inc.	\$217,752.00
City of Homestead (Homestead Police Department	\$222,848.00

Each for a prorated nine-month term not to exceed \$1,604,480.00, a 11.68% overall annual reduction, from November 1, 2011 to July 31, 2012, with the option of one contract renewal remaining for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. **Motion passed and was withdrawn.**

**And the board proceeded to a hand vote from the floor.**

**Motion to recommend Theodore Roosevelt Gibson Memorial for funding was made by Donald Bierman and seconded by Bill Diggs. Motion passed.**

**Motion to recommend Communities in Schools for Miami for funding was made by Dr. Isaac Prilleltensky and seconded by Roymi Membiela. Motion passed.**

**Motion to recommend New Horizons, Inc. for funding was made by Bill Diggs and seconded by Dr. Gina Cortes-Suarez. Motion passed.**

**Motion to recommend Concerned African Women for funding was made by Bill Diggs and seconded by Fedrick Ingram. Motion failed.**

**Motion was made to recommend for funding both contracts with Institute for Child and Family Health, Inc. (Overtown, Richmond Heights, South Miami Heights, Perrine and Goulds). Motion failed.**

**Motion to recommend City of Homestead for funding was made by Dr. Thresia Gambon and seconded by Donald I. Bierman. Motion failed.**

**Consequently, Amended Resolution 2012-08 was moved by Donald Bierman and seconded by Roymi Membiela. Motion passed unanimously, 21-0. Resolution 2012-08 was amended as such:**

Three providers were recommended for approval:

Communities In Schools Of Miami, Inc.  
New Horizons, Inc,  
Theodore Roosevelt Gibson Memorial

But the other four providers were only recommended for extended funding through January 2012 and Trust staff is directed to bring additional information on the listed programs to the Board at its January 2012 meeting:

Concerned African Women, Inc.  
Institute For Child And Family Health, Inc. (Overtown)  
Institute For Child And Family Health, Inc. (Richmond Heights, South Miami Heights, Perrine and  
Goulds)  
City Of Homestead (Homestead Police Department)

**Resolution 2012-09: Motion to approve the resolution was made by Dr. William E. Pelham and seconded by Dr. Isaac Prilleltensky.** Authorization for the President/CEO to negotiate and execute a contract amendment to extend a single source contract for a term of seven (7) months commencing December 1, 2011 through June 30, 2012, with **Nova Southeastern University For Project Rise (research, inspiration, support, and evaluation), the quality improvement and support services system for The Trust-funded out-of-school programs in the amount** not to exceed \$300,000.00, a 17% reduction to the current annual contract amount, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

#### **Finance & Operations Committee Report**

**Resolution 2012-10: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Bill Diggs.** Authorization for the President/CEO to negotiate to negotiate and execute a five-year lease with **3250 Real Estate Holding, LLC** for administrative offices for The Children's Trust at the **United Way Office Complex** located at 3150 and 3250 SW 3<sup>rd</sup> Avenue, Miami, Fl 33129, commencing March 1, 2012 through February 29, 2017 at a space cost not to exceed \$19.50 per square foot per year for a total cost not to exceed \$466,752.00 per year for two years with the rent increased annually based on a fixed rate of 2% of the base rent per year, which shall commence on year three (3) of the lease agreement, subject to approval for legal sufficiency and form. **Motion passed unanimously, 21-0.**

**Meeting adjourned at 6:00 p.m.**



**Board Workshop Meeting Summary  
November 14, 2011  
3:00 p.m.**

**As per the Board previous request, the staff submitted a detailed report on how The Children's Trust have been funding programs, their distributions and their allocations.**

**Staff also presented an analysis on provider allocations \$1 million or more per fiscal year. Staff added a very detailed analysis on provider survey of "Community Involvement". Feedback was positive and the information very helpful to the board.**

**15 members were present.**

**Meeting adjourned at 5:03 p.m.**

**THE CHILDREN'S TRUST**  
**BOARD CONFLICT OF INTEREST**  
**AND**  
**CODE OF ETHICS POLICY**  
**(Revised 1/14/08)**

**I. PURPOSE**

The Children's Trust desires to maintain the highest level of integrity and transparency in all its endeavors and therefore adopts this Conflict of Interest and Code of Ethics Policy. This policy supplements and enhances the ethics mandates provided for in the State of Florida Code of Ethics for Public Officers and Employees (Chapter 112, Part III of Florida Statutes).

**II. APPLICABLE & RELATED LAWS**

1. The Children's Trust Ordinance, Ordinance #02-247, §9 (codified as §2-1529 of Miami-Dade County Code).
2. State of Florida Code of Ethics for Public Officers and Employees (Chapter 112, Part III of Florida Statutes)

**III. POLICY**

**A. VOTING**

1. **The Children's Trust Voting Policy.** A Trust Board member shall not vote on any matter presented to The Children's Trust Board (hereinafter "the Board") if the Trust Board member will receive a direct financial benefit from the action of the Board.
2. **State of Florida Statute on Voting Conflicts (s. 112.3143, F.S.).**
  - a) **Voting.** According to the State of Florida Statute on Voting Conflicts, a Trust Board member shall not vote in an official capacity upon any measure which:
    - I. would inure to his or her special private gain or loss; OR
    - II. he or she knows would inure to the special private gain or loss of any principal by whom he or she is retained, or to the parent organization or subsidiary of a corporate principal by which he or she is retained; except this section shall not apply if the Trust Board member is retained by any state, regional, county, local or municipal government entity, whether executive, legislative or judicial, any department, division, bureau, commission, authority, or political subdivision, or any public school, community college or state university; OR
    - III. he or she knows would inure to the special private gain or loss of a relative or business associate of the Trust Board member. "Relative" is defined as a parent, child, spouse, sibling, parent-in-law, son-in-law or daughter-in-law. "Business Associate" is defined as a partner, joint venturer, corporate shareholder where the shares of such corporation are not listed on any national or regional stock exchange, or co-owner of property.

- b) If a Trust Board member has any of the conflicts listed above in Paragraph III(A)(2)(a), he or she shall, prior to a vote being taken, publicly state that he or she is abstaining from the vote and explain the nature of the conflict.
- c) In addition, within fifteen (15) days of the vote, the Trust Board member shall complete and submit a written disclosure (Form 8B) to the Clerk of the Board of the Trust, who will in turn incorporate the disclosure into the minutes of the appropriate meeting.
- d) Participation. Furthermore, if the Trust Board member decides to participate in any matter which he or she has a conflict as described above in Paragraph III (A)(2)(a), he or she must first disclose the nature of the conflict. To "participate" means an attempt to influence a decision by oral or written communication made by the Trust Board member himself or herself or made at the direction of the Trust Board member.
- e) Such disclosure shall be made prior to the meeting by submitting a written disclosure (Form 8B) to the Clerk of the Board of the Trust. The Clerk shall incorporate such disclosure into the minutes of the meeting as well as provide a copy to the other members of the Board. The disclosure shall be read publicly at the next meeting following the meeting in which the disclosure was submitted.
- f) If the disclosure is not made prior to the meeting or the conflict is unknown prior to the meeting, the disclosure shall be made orally at the meeting when it becomes known that a conflict exists. A written disclosure (Form 8B) shall be submitted within fifteen (15) days of the meeting with the Clerk of the Board of the Trust. The Clerk shall incorporate such disclosure into the minutes of the meeting as well as provide a copy to the other members of the Board. The disclosure shall be read publicly at the next meeting following the meeting in which the disclosure was submitted.

## **B. CONE OF SILENCE**

The Cone of Silence is a prohibition on certain communications between certain persons during a competitive solicitation process.

1. Applicability. The Cone of Silence shall apply to all Requests for Proposals (RFP), Requests for Qualifications (RFQ), Invitations to Negotiate (ITN), Requests for Information (RFI), bids or any other competitive solicitation process (hereafter collectively referred to as "competitive solicitation") that are issued by The Children's Trust.
2. Commencement/Termination. The Cone of Silence shall begin at the time of advertisement of the competitive solicitation and shall end when the Chief Executive Officer makes his or her written recommendation to the Board. However, if the Trust board refers the recommendation back to the Chief Executive Officer for further review, the Cone of Silence is reimposed until such time as the Chief Executive Officer makes a subsequent written recommendation.

**3. Notification.**

- a) Public Notice. At the time the Cone of Silence is imposed, the Chief Executive Officer shall provide for public notice of the Cone of Silence by placing such notice in any advertisements for the particular competitive solicitation and by posting such notification on The Trust webpage.
- b) Public Solicitations. The Chief Executive Officer shall include a statement in any public solicitation, informing potential bidders or applicants of the requirements of the Cone of Silence.
- c) Board members and staff members. At least five (5) working days prior to the imposition of the Cone of Silence, the Chief Executive Officer shall inform all board members and staff in writing or by electronic notice that the Cone of Silence is about to be imposed for a particular solicitation process. In addition, the Chief Executive Officer shall advise all Board members and staff when the Cone of Silence has been lifted.

**4. Restricted Communications.** Once the Cone of Silence is imposed, the following persons may not communicate with one another with regard to a particular competitive solicitation.

- a) Potential bidders, vendors, service providers, lobbyists and consultants cannot communicate with: a) The Trust's professional staff, the Chief Executive Officer and his/her staff; b) Trust board members; and c) review committee members.
- b) The Trust board members cannot communicate with: a) potential bidders, vendors, service providers, lobbyists and consultants; b) professional staff, the Chief Executive Officer and his/her staff; and c) review committee members.
- c) Professional staff, the Chief Executive Officer and his/her staff cannot communicate with: a) potential bidders, vendors, service providers, lobbyists and consultants; b) Trust board members; and c) review committee members.
- d) Review committee members cannot communicate with: a) potential bidders, vendors, service providers, lobbyists and consultants; b) professional staff, the Chief Executive Officer and his/her staff; and c) Trust board members.
- e) Exception. If a Board member declares in writing that he or she shall not participate in the review of the applications submitted in response to the competitive solicitation and shall abstain from voting on the applications when they come before the Board for approval, then the Board member shall be able to communicate with the following persons/entities, and these persons/entities shall be able to communicate with the Board member: potential bidders, vendors, service providers, lobbyists and consultants. The Board member must submit his/her written declaration to the Clerk of the Board of the Trust prior to the imposition of the Cone of Silence.
- f) If a person begins to communicate about a competitive solicitation with another person with whom communication is prohibited, that second person is not in violation of the Cone of Silence if he/she advises that the Cone of Silence is in effect and terminates the conversation.

5. **Allowable Communications.**

- a) Communications in writing at any time with any Trust employee, official or member of the Trust unless specifically prohibited by the applicable solicitation process. The author of the written communication must file a copy of the written communication with the Clerk of the Board of The Trust.
- b) Communications between any person and the procurement agent or contracting officer (or their designated secretarial/clerical staff) responsible for administering the procurement process for such competitive solicitation, provided such communication is limited to matters of process or procedure already contained in the corresponding solicitation document.
- c) Communications between procurement agent or contracting officer (or their designated secretarial/clerical staff) and a member of the review committee provided such communication is limited to matters of process and procedure already contained in the corresponding solicitation document.
- d) Duly noticed site visits.
- e) Oral communications at pre-bid conference.
- f) Oral communications requested by review committees.
- g) Contract negotiations during any duly noticed public meetings.
- h) Public presentations made to The Trust board
- i) Chief Executive Officer and the Chairperson of a review committee may communicate after the review committee has submitted its recommendations to the Chief Executive Officer. However, any change that occurs as a result of such conversation must be reduced to writing and submitted to the Clerk of the Board of The Trust.
- j) Communications with the County Attorney and his/her staff.
- k) Communications with the management and technical assistance unit of The Children's Trust.
- l) Emergency procurement of good or services.
- m) Staff can obtain industry comment or perform market research provided all communications related thereto are made in writing or at a duly noticed public meeting.

6. **Consequences.** Violation of the Cone of Silence could result in one or more of the following:
  - a. Investigation by Commission on Ethics. Anyone who violates the Cone of Silence could be investigated by the Commission on Ethics and Public Trust and be subject to: an admonition or public reprimand and a fine of \$250 for one violation and \$500 for each subsequent violation.
  - b. Disciplinary Action for Staff. Staff can be disciplined up to and including dismissal.
  - c. Prohibition from serving on future review committees.
  - d. Prohibition on lobbying by lobbyist.
  - e. Voiding of award or contract to bidder or proposer.
  - f. Debarring the bidder or proposer from entering into future contracts with The Children's Trust.
7. **Duty to report.** Any person who has personal knowledge of a violation of the Cone of Silence must file a complaint with the Commission on Ethics.

### C. LOBBYING

1. Lobbyist. "Lobbyist" shall mean all persons, firms, or corporations employed or retained by a principal who seeks to encourage the passage, defeat, or modifications of (a) any resolution, action or decision of The Trust Board; (b) any action, decision, recommendation of the Chief Executive Officer or any committee; or (c) any action, decision or recommendation of Trust personnel during the time period of the entire decision-making process on such action, decision or recommendation which foreseeably will be heard or reviewed by The Trust Board, or a committee. "Lobbyist" specifically includes the principal, as well as any employee whose normal scope of employment includes lobbying activities.

The term "Lobbyist" shall specifically exclude the following persons:

- a) Attorneys or other representatives retained or employed solely for the purpose of representing individuals, corporations or other entities during publicly noticed appeals proceedings or any other quasi-judicial proceedings;
- b) Expert witnesses who provide only scientific, technical or other specialized information or testimony in public meetings;
- c) Any person who only appears as a representative of a neighborhood association without salary or other compensation or reimbursement for the

appearance, whether direct, indirect or contingent, to express support of or opposition to any item;

- d) Employees of a principal whose normal scope of employment does not include lobbying activities;
- e) Any public officer, employee or appointee who only appears in his or her official capacity;
- f) Any person who only appears in his or her individual capacity for the purpose of self-representation without compensation or reimbursement, whether direct, indirect or contingent, to express support of or opposition to any item.

2. Registration.

- a) All lobbyists shall register with the Clerk of the Board of The Trust within three (3) business days of being retained as a lobbyist or before engaging in any lobbying activities, whichever shall come first. The lobbyist shall register on forms prepared or designated by the Trust and shall pay the required registration fee.
- b) Any person who only appears as a representative of a not-for-profit corporation or entity without special compensation or reimbursement for the appearance, whether direct, indirect or contingent, to express support or opposition to any item, shall register with the Clerk, but, upon request, shall not be required to pay any registration fees.
- c) Prior to any lobbying being conducted on the principal's behalf, the principal must file a form with the Clerk of the Board of the Trust, signed by the principal or the principal's representative, stating that the lobbyist is authorized to represent the principal. Failure of the principal to file this form may be considered in the evaluation of a bid or proposal as evidence that a proposer or bidder is not a responsive and/or responsible bidder. The principal or the principal's agent shall inform the Clerk of the Board in writing when a lobbyist is no longer authorized to represent the principal.

3. Oral Presentation. Any person who appears as a representative for an individual or firm for an oral presentation before The Trust evaluation, selection, technical review or similar committee, shall list on an affidavit provided by the Trust, all individuals who may make a presentation. The affidavit shall be filed by staff with the Clerk of the Board of the Trust at the time the proposal is submitted. The listed members of the presentation team shall not be required to pay any registration fees. No person shall appear before any committee on behalf of an individual or firm unless he or she has been listed as part of the firm's presentation team or unless he or she is registered as a lobbyist with the Clerk of the Board and has paid all applicable fees.

4. Contingency Fees Prohibited. No person may, in whole or in part, pay, give or agree to pay or give a contingency fee to another person. No person may, in whole or in part, receive or agree to receive a contingency fee. As used herein, "contingency fee" means a fee, bonus, commission, or non-monetary benefit as compensation which is dependent on or in any way contingent on the passage, defeat, or modification of: (a) resolution, action or decision of the Trust Board; (b) any action, decision or recommendation of the Chief Executive Officer or any Trust committee; or (c) any action, decision or recommendation of Trust personnel during the time period of the entire decision-making process regarding such action, decision or recommendation which foreseeably will be heard or reviewed by the Trust or a committee.
5. Log. The Clerk shall maintain a log reflecting the lobbyist registrations which have been filed with the Trust.
6. Restrictions on Lobbying. The Commission on Ethics and Public Trust shall investigate any person engaged in lobbying activities who may be in violation of this section. In the event that a violation is found to have been committed, the Commission on Ethics may, in addition to any other penalties allowed by law, prohibit such person from lobbying before the Trust or any committee, board or personnel of the Trust as provided herein. Every lobbyist who is found to be in violation of this section shall be prohibited from registering as a lobbyist or lobbying in accordance with the following schedule:
  - a) 1<sup>st</sup> violation for a period of ninety (90) days from the date of determination of violation;
  - b) 2<sup>nd</sup> violation for a period of one (1) year from the date of determination of violation;
  - c) 3<sup>rd</sup> violation for a period of five (5) years from the date of determination of violation;
7. Debarment. A bidder or proposer may be subject to debarment if the bidder or proposer were a contractor where the bidder or proposer has violated this section, either directly or indirectly or any combination thereof, on three (3) or more occasions. As used herein, a "direct violation" shall mean a violation committed by the bidder or proposer and an "indirect violation" shall mean a violation committed by a lobbyist representing said bidder or proposer. A contract entered into in violation of this section may also render the contract voidable. The Chief Executive Officer shall include the provisions of this section in all bid documents, RFP, RFQ, ITN and RFI applications and any other solicitation process; provided, however, the failure to do so shall not render any contract entered into as the result of such failure illegal per se.

8. All members of The Trust, and all Trust personnel, shall be diligent to ascertain whether persons required to register have complied. Board members or Trust personnel may not knowingly permit a person who is not registered to lobby the Trust member or the relevant committee, board or Trust personnel.
9. Except as otherwise provided in this section, the validity of any action or determination of the Trust Board or Trust personnel, board or committee shall not be affected by the failure of any person to comply with this section.

#### **D. APPEARANCE OF IMPROPRIETY**

At all times, board members and staff will act in such a manner so as to avoid the appearance of impropriety.

#### **E. MIAMI-DADE COMMISSION ON ETHICS AND THE PUBLIC TRUST**

1. The Miami-Dade Commission on Ethics and the Public Trust (hereinafter "the Commission on Ethics") has jurisdiction and therefore is empowered to review, interpret, render advisory opinions and letters of instruction and enforce The Children's Trust Conflict Policy. This jurisdiction extends to The Trust board members, employees, review committees, lobbyists, contractors, vendors, grantees, other persons doing business with The Trust and other persons acting on behalf of The Trust.
2. The Commission on Ethics shall accept requests for opinion from The Trust board members, employees, review committees, lobbyists, contractors, vendors, grantees other persons doing business with and other persons acting on behalf of The Trust, whenever such person is uncertain as the applicability of the Conflict Policy to him or herself. Such person shall submit a full written statement of the facts and questions he or she would like answered. The Commission on Ethics shall render an opinion to that person and shall publish the opinion without use of the person's name unless the person requests that his or her name be used. Requests for an opinion shall be made to:

Miami-Dade County Commission on Ethics and Public Trust  
19 West Flagler Street #207  
Miami, FL 33130  
(305) 579-2594 (T)  
(305) 579-9093 (Hotline)  
(305) 579-0273 (F),  
ethics@miamidade.gov  
www.miamidade.gov/ethics.

3. The Commission on Ethics shall be empowered to accept complaints of alleged violations of the Conflict Policy from the Advocate (as that person is defined in s. 2-1074(d) of Miami-Dade County Code) or from a concerned individual. The Commission on Ethics shall follow the procedures established in s. 2-1074 and s. 2-1075 of the Miami-Dade County Code when investigating and/or prosecuting a complaint
4. The Commission on Ethics shall be able to levy the following penalties upon a person if it finds that the Conflict Policy has been violated: admonition, public reprimand and/or a fine of two hundred and fifty dollars (\$250) for the first such violation and five hundred dollars (\$500) for each subsequent violation.

#### **F. STATE OF FLORIDA CODE OF ETHICS**

The provisions of the State of Florida Code of Ethics (Chapter 112, Part III of Florida Statutes) apply to and shall be complied with by the Trust Board members, staff and personnel.

If a board member, staff or any other person is in doubt as to the applicability of the State Code of Ethics to his or her own situation, he/she shall seek an opinion from:

State of Florida Commission on Ethics  
2822 Remington Green Circle, Suite 101  
P.O. Drawer 15709  
Tallahassee, FL 32317-5709  
(850) 488-7864(T)  
(850) 488-3077 (F)  
[www.ethics.state.fl.us](http://www.ethics.state.fl.us).

## The Children's Trust Board Meeting

Date: January 9, 2012

Resolution: 2012-12

---

**Action Requested:** Authorization for funding in a total amount not to exceed \$750,000 for a sixth and final single source contract with The Children's Forum, Inc., including the amount of \$112,500.00 to provide direct services and to administer incentive awards for education and employment stability of child care teachers based upon set criteria; and, to authorize The Children's Trust to encumber \$637,500.00 for issuing approved incentive awards.

**Budget Impact:** Sufficient funding in the combined total amount not to exceed \$750,000 as follows: \$112,500.00 for services and administration, and \$637,500.00 for incentive awards, is available in The Children's Trust's approved operating budget for Quality Counts child care quality improvement activities.

---

### RESOLUTION NO. 2012-12

**AUTHORIZATION FOR THE PRESIDENT/CEO TO UTILIZE FUNDS IN A TOTAL AMOUNT NOT TO EXCEED \$750,000, AS FOLLOWS: TO NEGOTIATE AND EXECUTE A SIXTH AND FINAL SINGLE SOURCE CONTRACT WITH THE CHILDREN'S FORUM, INC., FOR A TWELVE MONTH PERIOD BEGINNING JANUARY 1, 2012 THROUGH DECEMBER 31, 2012, IN AN AMOUNT NOT TO EXCEED \$112,500.00 FOR DIRECT SERVICES AND ADMINISTRATION OF INCENTIVE AWARDS TO CHILD CARE TEACHERS TO REWARD EDUCATION AND STABILITY; AND TO ENCUMBER IN A PURCHASE ORDER AN AMOUNT NOT TO EXCEED \$637,500.00 FOR THE CHILDREN'S TRUST TO ISSUE INCENTIVE AWARDS TO QUALIFIED CHILD CARE TEACHERS, FOR A COMBINED TOTAL AMOUNT NOT TO EXCEED \$750,000.00, WITH NO REDUCTION IN FUNDING LEVEL FROM LAST YEAR, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.**

WHEREAS, The Children's Trust has determined it is in the best interests of young children to identify child care staff based on set criteria and to administer incentive awards that reward education and stability among child care teachers working in Miami-Dade County who have attained professional development milestones and remained stable in their work positions, according to specified eligibility criteria approved by The Children's Trust Board as reflected in Attachment A; and

WHEREAS, WAGES incentives are targeted to programs that participate in Quality Counts, the Miami-Dade Quality Rating Improvement System (QRIS); and

WHEREAS, as a collaborating partner, the Early Learning Coalition of Miami-Dade/ Monroe is also contributing funds to the WAGES initiative for Quality Counts participants; and

WHEREAS, through this contract The Children's Forum will identify eligible child care staff based on pre-approved set criteria by the Board of The Children's Trust and will present detailed check requests to The Children's Trust for payment of approved incentive awards; and

WHEREAS, The Children's Trust has determined The Children's Forum, a non-profit Florida agency, continues to be uniquely positioned to administer these incentive awards because The Children's Forum presently remains the sole Florida licensee of the Child Care WAGE\$® program and administers similar programs for several Florida counties; and

WHEREAS, The Children's Forum has a proven record of successful WAGE\$® program administration within Miami-Dade County and other Florida counties with entities seeking to improve the quality of child care, by providing incentive awards to reward education and stability in child care staff while following strict criteria; and

WHEREAS, the Chief Financial Officer (CFO) of The Children's Trust has reviewed this action and is satisfied that there is only one source of supply for this service in the County and that the elements for a non-competitive award are present; and

WHEREAS The Children's Trust Board approves the use of such awards based on criteria previously established by The Children's Trust and there is no carry-over of unexpended funds from the previous one-year contract; and

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA, that this Board authorizes the President/CEO to negotiate and execute a sixth and final single source contract with The Children's Forum in an amount not to exceed \$112,500.00, to identify eligible child care staff based on previously established set criteria and to administer incentive awards to reward education and stability of child care teachers; and this Board further authorizes the President/CEO to encumber a purchase order for an amount not to exceed \$637,500.00 for The Children's Trust to issue incentive awards

based upon pre-approved set criteria to qualified child care teachers, for a combined total amount not to exceed \$750,000.00, subject to legal sufficiency and form.

The foregoing resolution and attachment was offered by \_\_\_ who moved its adoption. The motion was seconded by \_\_\_ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **9<sup>th</sup> day of January, 2012.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney as to form and legal sufficiency \_\_\_\_\_

## **Introduction**

The WAGES incentive program improves child care quality by reducing teacher turnover and encouraging their continued education by providing incremental education-based financial awards.

WAGES is an integral part of *Quality Counts*, Miami-Dade's multi-pronged systemic strategy for improving young children's readiness for school through programs and services that improve child care quality. The WAGES program is complemented by the Quality Counts Career Center and scholarship program, funded through a separate resolution, which provides financial assistance for qualified teachers to pursue additional education and Career Advisors to assist teachers in setting and achieving their educational goals.

**Attachment B** shows the multiple elements of the *Quality Counts* initiative. This Resolution addresses only the WAGES incentive program.

## **Results-Based Accountability**

The work to be performed through this contract encompasses strategies that serve the following Result and Indicators:

Result: Children are Ready to Succeed when Entering School

Headline Indicators:

1. Number of children at or above grade level on the Kindergarten readiness assessment;
2. Number of high quality early care and education programs for children 0-5 (3 or higher in the 5 Star Quality Counts rating program);
3. Number of early childhood teachers with Bachelor or Associate degrees or other professional credentials.

## **Background**

Establishment of the WAGES program for Miami-Dade County was authorized by the Board of The Children's Trust via Resolution #2006-161 on November 13, 2006, funded at \$750,000.00 via a sole source contract with the Children's Forum, the only Florida licensee for the Child Care WAGES® FLORIDA program. The program was renewed each year at the same funding amount, by Resolution #2008-45 on January 14, 2008, Resolution #2009-15 on November 17, 2008, Resolution #2010-24 on January 11, 2010, and Resolution #2011-17 on January 10, 2011.

The Children's Forum was established in 1990 in Tallahassee, Florida and has provided significant leadership to the Florida early care and education field. The Children's Forum has an annual budget of \$8 million and is currently under contract with The Children's Trust for \$925,000 annually to operate the Quality Counts Career Center providing Career Advising services to help child care teachers engage in formal education, construct and operate the Early Care and Education (ECE) Professional Development Registry—a comprehensive database of the workforce, and administer The Children's Trust's ECE educational scholarship fund. Statewide, The Children's Forum administers the state T.E.A.C.H. program providing scholarships for specific educational activities and serves as the sole Florida licensee of the Child Care WAGES project with subcontracts with five counties/coalitions including Miami-Dade. The Forum has contracts with the Department of Children and Families to operate the Child Care Training and Accreditation Provider Evaluation Services (CCTAPES) and the Central Directory providing information about specialized services such as those for children with disabilities, and it also operates numerous smaller grant-funded or contracted services throughout the state.

Uniquely in Florida, as previously noted, The Children’s Forum is the licensee for the WAGE\$® FLORIDA program. Its licensor mandates program fidelity by The Children’s Forum in administration and measurement of the WAGES project. This program exists in four states with fidelity to particular administration and implementation. Fidelity is assured for reporting consistency; the WAGE\$ database is subject to regular compliance oversight with set criteria. The Trust secures an established model by contracting with The Children’s Forum; its uniquely licensed capacity requires adherence to this model and to third-party evaluation.

The Children’s Forum pays a bi-annual license fee to the WAGE\$ licensor. The Forum is monitored, has access to training and technical assistance and ongoing updates to its database. Every two years, The Forum also conducts a self-study process to ensure program compliance; responses are then validated by the WAGE\$ licensor. The Forum recently received its renewal license for the program.

The direct services performed by The Forum and paid through this contract are those of the WAGE\$ counselors. They meet with participants and center directors to review eligibility for payments, verify credentials and discuss with teachers ways they can ascend the salary scale. The counselor work is detailed and paper intensive. Counselors must collect data on teacher progress towards education, verify ongoing employment with their centers, request stipends when practitioners meet established criteria and track those results via the WAGE\$ database.

The WAGES program is a critical support for child care programs participating in Quality Counts, the 5 Star Quality Rating Improvement System (QRIS). The QRIS standards for Staff Qualifications are designed to increase the education level of child care teachers.

See below the excerpt showing “Lead Teacher” standards for Star levels 3, 4, and 5:

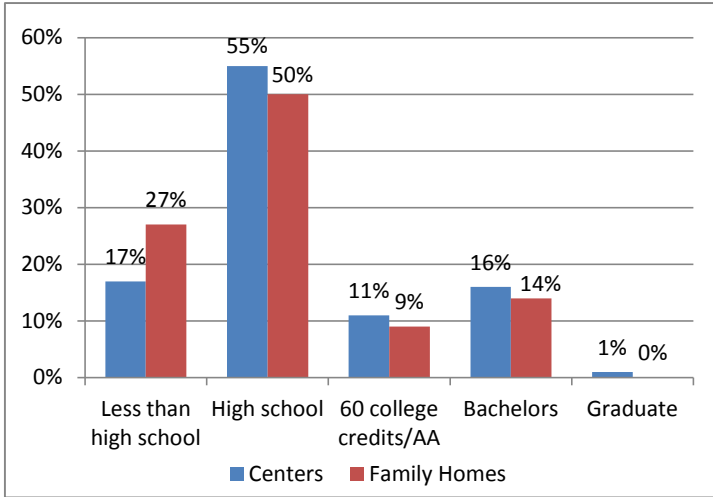
Criteria	Star 3	Star 4	Star 5
Lead Teachers	100% have the FCCPC* 120-hour training	25% have an Associate degree (or 60 credits) with 18 credits in ECE	50% have an Associate degree (or 60 credits) with 18 credits in ECE

*\*FCCPC: Florida Child Care Professional Credential (formerly CDA-Equivalent), 120-contact hour training*

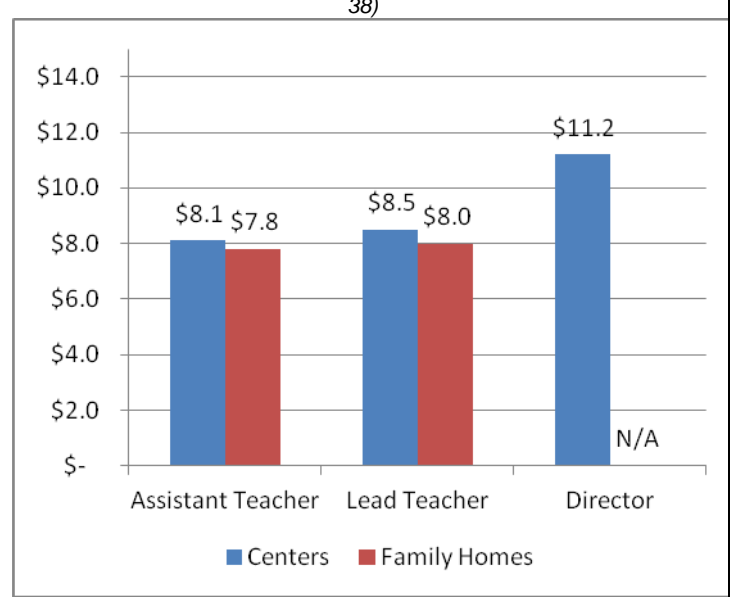
Florida Licensing standards require only 45-contact hours of mandated training for all, and for one person per 20 enrolled children to have a FCCPC or higher.

The median pay for Quality Counts teaching staff across all early care and learning program types is a mere \$8.50/hour in Miami-Dade County. According to wage data on 2,248 teaching staff within Miami-Dade’s Professional Development Registry database as of 10/1/11, the **most frequent hourly rate of Miami-Dade’s child care teaching staff is \$8.00, earned by 15% of teachers.** Another **11% of the child care teaching staff report earning \$7.25 per hour**, the current state and federal minimum wage. In contrast, ECE teachers at Miami-Dade public schools start at \$25/hour with a full benefits package. These low wages contribute to high teacher turnover, which is associated with low child care quality.

**Highest Education Level of Quality Counts Teachers in Centers**  
(Centers: n=2,642; Family Homes: n=97)



**Median Wage of Quality Counts Participants**  
(Centers: n= 2,197; Family Homes: n= 38)



Data Source: Professional Development Registry for Miami-Dade County operated by The Children’s Forum. Data represent all active Quality Counts participants as of October 1, 2011.

Participation in WAGES is intended to help programs in Quality Counts attract and retain more educated teachers. Teachers with specialized education are the key element shown by research to make a significant difference in child outcomes. Staff stability allows programs to successfully carry out quality improvements over time. Children have the benefit of caregivers they know and with whom they can form trusting relationships, an element critical to optimal learning and development.

On the WAGES model being used, incentive payments are incremental, based on a scale that increases upwards in eight levels, shown in **Attachment A**. Awards at the lowest level are limited to two years to add motivation to continue one’s education. The levels recognize all education above the minimum Florida-required 45-hour introductory child care training, up to the Bachelor’s level. Award payments are made semi-annually, dependent on stable employment in the Quality Counts child care program, verified educational level achieved, and pay stubs and certification from the center director (employer). The incentive payments are made directly to eligible workers. These awards are designed to not increase the cost of care to parents.

**Leveraged funds:**

The funds of The Trust leverage an additional \$225,000 contributed by the Early Learning Coalition for WAGES incentive payments and additional support services.

**Performance Summary:**

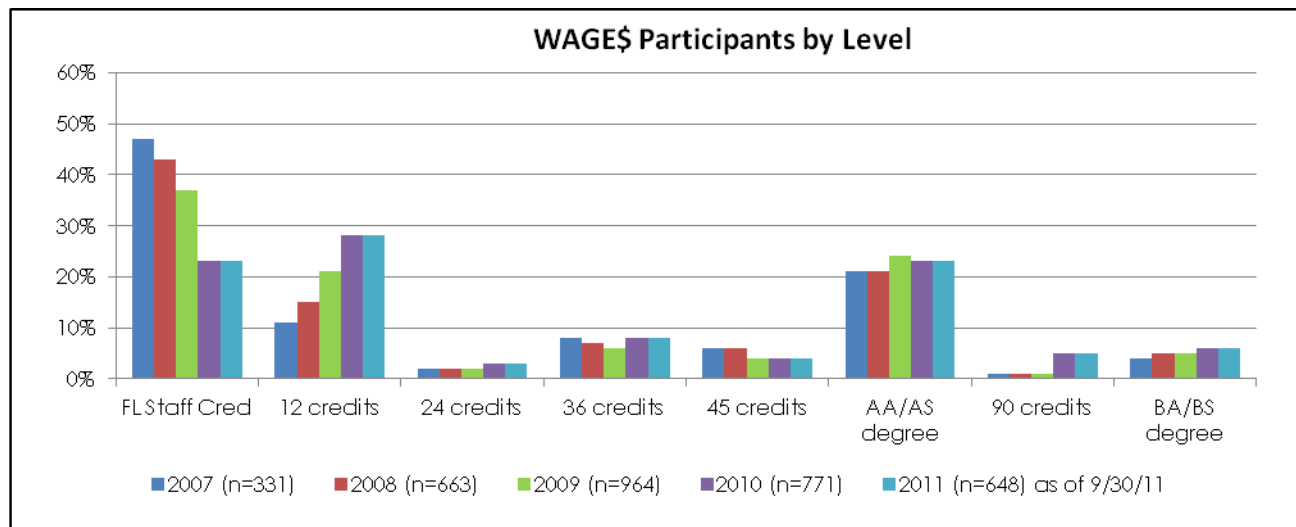
The provider is meeting all contract requirements.

**Participation:** For the period January 2011 through September 2011, a total of 842 teachers have participated in WAGES, employed by 205 programs. This represents 58% of the 356 private child care programs currently participating in Quality Counts (not including Head Start

or public school pre-K that are in Quality Counts but ineligible for WAGES). Participation grew slowly in the first two years, but the program is now reaching capacity. Programs that began WAGES in the first year are being reviewed to allow access for new programs and those serving large numbers of low-income children.

**Retention:** The turnover rate of current participants is only **8%**, contrasted with the state-reported turnover rate of 35-40%. Turnover is a moving target, and annual percentages are affected by multiple variables. In the current distressed economic times, there is much down-sizing taking place in child care programs, as child care can be a very large expense for low and middle income families – this is inflating turnover in the field. It is encouraging that turnover among our WAGES participants remains low.

**Distribution:** Percentage of participants at each WAGES Level since inception



*FCCPC: Florida Child Care Professional Credential (formerly CDA-Equivalent), 120-contact hour training Credits: Must be college coursework in Early Childhood topics or part of a degree in Early Childhood Education. Refer to WAGES scale in Attachment A for more detail.*

WAGES is intended to attract and retain educated teachers, and indeed 23% of participants are at the Associate degree level, compared with only 6% in the entire ECE workforce in Miami-Dade as reported by Department of Children and Families in October 2010.

**Increase in education:** WAGES aims to incentivize teachers to continue their education. The educational level of WAGES participants is slowly increasing. In the past nine months a total of 71 teachers or **11%** of active participants submitted documentation of increased educational achievement resulting in raising one or more Levels, and an additional 49 submitted documentation indicating increased education though it was not yet enough to achieve a higher Level. Since inception of the WAGES program in mid-2007, a total of 303 teachers have raised their WAGES Level through increased education. The biggest increase in WAGES level is from Level 1 to Level 2: the percentage at Level 1 has decreased (from 47% in 2007 to 23% now) and the number at Level 2 has increased (from 11% to 28%). Significantly, the increases in education correlate to the educational scholarships available in Quality Counts. Many other participants are pursuing additional education and will eventually move up the scale.

**RESOLUTION 2012-12 ATTACHMENT  
The Children's Forum**

**Quality Counts WAGES Program**

A professional development activity of the Quality Counts initiative of The Children's Trust

Goals: To operate the WAGES incentive program providing eligible teachers working in child care programs participating in Quality Counts financial rewards for achievement of education and stability in employment.  
Contract Year January 1, 2011 – December 31, 2011

ACTIVITIES	PERFORMANCE SUMMARY	STATUS
<b>Project Activities</b>		
Determine participant eligibility and re-verify every payment period; prepare detailed check requests for The Children's Trust	Verification of eligibility documented for all participants and complete check requests provided monthly	Acceptable
Prepare and update promotional materials describing WAGES, for use by Quality Counts personnel	Accessible website posts comprehensive information	Acceptable
Coordinate activities with co-funder, the Early Learning Coalition of Miami-Dade/Monroe, and with the Quality Counts Career Center (funded by The Trust)	The Provider's WAGES staff participate in regular data sharing conference calls with partners; reports are provided to both funders	Acceptable
<b>Project Outcomes</b>		
Teacher turnover of participants will be no more than 10%	Through 9/30/11, turnover among the participants is 8% this year	Exceeds
Increased educational attainments will result in raising of the WAGES Level for 5% of participants	Through 9/30/11, 11% of participants have documented increases in education sufficient to raise them 1 or more levels on the WAGES scale	Exceeds
<b>Finance Information</b>		
Total Contract Amount	\$112,500.00 Service contract \$637,500.00 WAGES fund Purchase Order	
Total Contract Expenditures	Service contract: \$76,323.64 WAGES fund: \$437,233.15	Acceptable
% of Total Award Spent	Service contract: 68% WAGES fund: 69% Data are as of 9/30/11, 75% of contract period; full utilization is expected	
Overall Program Performance	In compliance with contract requirements	
PERFORMANCE IMPROVEMENT CONCERNS: None		

**Attachment A**

**Evaluation criteria for WAGES incentives for qualified child care teachers**

Approved by the Board of Directors of The Children’s Trust

**Child Care WAGES® FLORIDA Project Incentive Scale**

<b>Level</b>	<b>Educational Achievement</b> ECE=Early Childhood Education; CD=Child Development 2 credits = 2 semester hours = 3 quarter hours Credits must be from a regionally or internationally accredited college or university	<b>Annual Incentive</b>
8	<ul style="list-style-type: none"><li>▪ Bachelors in ECE or CD</li><li>▪ Bachelors in related field plus 24 credits in field</li></ul>	\$3,000
7	<ul style="list-style-type: none"><li>▪ Bachelors in related field plus 18 credits in ECE or CD</li><li>▪ 90 credits towards Bachelors in ECE or CD</li></ul>	\$2,250
6	<ul style="list-style-type: none"><li>▪ Associate in ECE or CD</li><li>▪ Associate in any field plus 30 credits ECE or CD</li><li>▪ Bachelors with non-ECE or non-CD major</li></ul>	\$1,500
5	<ul style="list-style-type: none"><li>▪ 45 credits towards an Associate in ECE or CD</li><li>▪ 45 credits in a related field plus 18 credits in ECE or CD</li></ul>	\$1,125
4	<ul style="list-style-type: none"><li>▪ Associate with non-ECE or non-CD major</li><li>▪ At least 70 credits of well-rounded coursework</li><li>▪ 36 credits towards an Associate in ECE or CD</li><li>▪ 36 credits in related field plus 12 credits in ECE or CD, or national CDA</li><li>▪ Early Childhood Certificate</li></ul>	\$750
3	<ul style="list-style-type: none"><li>▪ 24 credits towards an Associate in ECE or CD</li></ul>	\$600
2	<ul style="list-style-type: none"><li>▪ 12 credits in ECE or CD</li><li>▪ National CDA-Child Development Associate</li></ul>	\$450
1	<ul style="list-style-type: none"><li>▪ FL CDA-Equivalent or FL Child Care Professional Credential (FCCPC)</li><li>▪ 6 credits in ECE or CD</li></ul>	*\$200

\*Incentive awards at Level 1 are limited to 2 years; participants must increase their educational level to remain eligible.

## **Attachment B: Quality Counts initiative overview**

Note: Highlighted element represents program component requested in this resolution

Element	Funded by					
	Trust	ELC	ECIF/ RSM	Head Start	MDCPS	RCMA
<b>Quality Rating Improvement System (QRIS)</b>						
Voluntary higher standards at 5 Star levels for 6 components: Learning environment, Staff qualifications, Ratios-group sizes, Family engagement, Program administration, Curriculum						
Project Management	X					
Technical assistance to achieve standards	X	X		X	X	X
Financial grants/awards for materials, equipment*	X	X				
Assessment of program quality	X					
Targeted QRIS training		X				
WELS data management	X		X			
<b>Professional Development</b>						
Career Center-Advising*	X	X				
Educational Scholarships*	X	X		X		
WAGES incentives*	X	X				
Professional Registry data management	X					
Capacity-building of degree programs	X					
<b>Evaluation</b>						
Formative & short-term outcome evaluation of Quality Counts initiative	X					
<b>Special Projects**</b>						
Inclusion specialists		X				
Curriculum Learning Community		X	X			
Consultation for health, social-emotional dev	X					
Institute for Child Care Directors	X		X			
*available only to private sector centers and family child care programs in QRIS						
**selection criteria apply						
<b>ELC</b> -Early Learning Coalition. <b>ECIF/RSM</b> -Early Childhood Initiative Foundation/Ready Schools Miami. <b>MDCPS</b> -Miami Dade County Public Schools. <b>RCMA</b> -Redlands Christian Migrant Association						
<b>Quality Counts contracted service providers</b> United Way of Miami-Dade, Florida International University, Miami Dade College, Family Central Inc, Children's Forum, Devereux Florida, National Institute for Innovative Leadership, WELS Foundation/Bluejean Software, Frank Porter Graham Child Development Institute at The University of North Carolina at Chapel Hill						

### **Funding**

2011-12	Trust	ELC	ECIF/RSM
	\$7 m	\$2.9 m	\$.65 m

**The Children's Trust Board Meeting**

**Date: January 9, 2012**

**Resolution: 2012-13**

---

**Action Requested:** Negotiate and execute a six month contract with Concerned African Women, Inc., for an amount not to exceed \$150,500.00, with authority for one twelve-month renewal for a third contract term.

**Budget Impact:** Sufficient funding is available for this action in The Children's Trust's approved operating budget for FY 2011-12 in the budget line "Sustain and Expand Direct Service, Youth Violence Prevention."

---

**RESOLUTION 2012-13**

**AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A SIX MONTH CONTRACT WITH CONCERNED AFRICAN WOMEN, INC., FROM FEBRUARY 1, 2012 THROUGH JUNE 30, 2012 FOR YOUTH VIOLENCE PREVENTION SERVICES IN MIAMI GARDENS, OPA LOCKA AND CAROL CITY IN AN AMOUNT NOT TO EXCEED \$150,500.00, WITH THE OPTION OF ONE CONTRACT RENEWAL FOR A TWELVE-MONTH TERM BASED UPON SATISFACTORY PERFORMANCE AT THE SOLE DISCRETION OF THE CHILDREN'S TRUST, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.**

WHEREAS, The Children's Trust Youth Violence Prevention programs promote solutions to reduce violence, and curtail child and youth murder, in specific geographic areas that correlate to identified schools that have the greatest incidence of youth-involved violence and other negative societal indicators throughout the past year and during historical periods of violence; and

WHEREAS, this contract expired on October 31, 2011 and was recommended to be funded at the Board meeting on October 17, 2011, however, due to lack of quorum there was no action taken on the resolution; and

WHEREAS, on November 14, 2011, the Board approved Amended Resolution #2011-08 authorizing funding for this program from November 1, 2011 through January 30, 2012, and directing The Trust's staff to supply explanatory information on program performance to the Board on January 9, 2012 for the board to consider continued funding of this program; and

WHEREAS, the Board has been apprised of updated information presented by staff demonstrating that obstacles to better performance have been evaluated and a program

improvement plan has been developed, in an effort to achieve activity standards and outcome goals; and

WHEREAS, the President/CEO, on staff's recommendation, recommends approval of this action for six months of funding under a performance improvement plan; and

WHEREAS, the Board has been apprised of this action as more fully explained by the attached narrative and the Board is in agreement with the goals described therein; and

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President/CEO to negotiate and execute a six-month contract with Concerned African Women, Inc. from February 1, 2012 through June 30, 2012, for youth violence prevention services in Miami Gardens, Opa Locka, and Carol City in an amount not to exceed \$150,500.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form.

The foregoing recommendation was offered by \_\_\_\_\_ who moved its approval. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the motion was duly passed and adopted **this 9<sup>th</sup> day of January 2012.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney as to form and legal sufficiency\_\_\_\_\_

## **Background**

Concerned African Women, Inc. (CAW) provides youth violence prevention services through the VIP Academy, a comprehensive community and school-based youth violence reduction initiative implementing two evidence based models. Services reach out to five or more student populations in the geographic area of the City of Miami Gardens, Carol City, and the City of Opa-Locka. This ambitious program seeks to reduce incidents of violence and disruptive behavior among students and their parents or caregivers. Students ranging in age from 11-16 and residing in the geographic region previously identified may be referred to the program by school staff, family members or community stakeholders.

The program embeds two evidence based national models. "Positive Action" is a school-focused component that improves behavioral and academic skills of youth. It applies a strength-based approach, in an effort to promote a positive learning environment. Components of the program are holistic, encompassing intellectual, social, emotional and physical elements, all in an effort to increase motivation and self-esteem.

The "Strengthening Multi-Ethnic Families and Communities" model curriculum is provided through parent workshops. The several aspects of this program include: Cultural/spiritual, rites of passage, enhancing relationships, community involvement and positive discipline.

Youth who surface greater challenges in the course of the "Positive Action" activity may be assessed and placed in individual counseling. These sessions are offered in-home or on school site depending on environmental factors. Counseling will address social and emotional skills including empathy, impulse control, anger management and positive approaches to problem solving. Counselors will encourage youth and families to maintain school attendance, while receiving support services through family and individual therapy and more generalized care management.

The provider is engaging a highly challenged population of student youth, many of whom have suffered school suspensions based on perceptions of intentional misconduct, particularly given the ongoing educational challenge of creating a learning environment for all youth. This program addresses root causes of misbehavior and violence, poor impulse control, depression that often surfaces as a "don't care" classroom attitude, PTSD caused often by trauma outside the school setting, and even physical behaviors, such as "cutting," which may reveal challenges such as sexual abuse in the home.

This contract was awarded through a competitive funding application in 2010, which anticipated a three-year cycle of contracting, based on satisfactory performance.

## **Current Status**

The Trust's staff had sought renewal of this contract for nine months of service from November 1, 2011 through July 31, 2012, in an effort to align this program and the others in this initiative with the school year. Given performance issues described at the regular November board meeting, The Trust's Board elected to authorize three months of funding with a report back from staff at the regularly scheduled January board meeting that would encompass a detailed explanation of the obstacles faced, improvement plans developed and anticipated results for the program commencing February 2012.

A number of challenges beset this program at and during its initial (and first) term. There was insufficient time allowed for start-up planning for this first-year youth violence prevention program. Response time of community partners lagged, causing delays in gathering data and referrals for the program from stakeholders and natural partners. While over 94 percent of youth were eventually recruited, utilization was less than anticipated as approximately half of the targeted population did not participate in sufficient sessions to

satisfy service frequency requirements. It bears noting that the end-year performance review score climbed ten points, to 82.8. All outcomes ended in the acceptable range.

The provider recognized these fundamental challenges during the first contract term, taking proactive steps to reframe the program with stakeholders, also adding a school that demonstrated serious need for the program and commitment from administration. The provider is now reaping the benefits of its summer "marketing strategy" for this program, in which it sponsored breakfast meetings with school personnel, and engaged school staff at faculty and EESAC (Educational Excellence School Advisory Council) and PTSA (Parent-Teacher Association) meetings.

Intensive technical assistance took place before the November board meeting and has continued since in the form of discussions about the data as well as several meetings to reflect upon past challenges and the foundation for future successes. A performance improvement plan has been developed, setting process benchmarks for joint review of activity data by Trust staff and the provider to assure the regular reporting of accurate data to reflect the actual level of activity ongoing in these programs.

While recruitment of youth participants was growing through much of the first contract term, the engagement strategy has since resulted in 76 active student participants in this program reported for the period November 1 through December 14, 2011. This means that the provider has improved its performance markedly; in fact, more than doubling the anticipated three-month participation rate for youth during this funding period. Already, 15 youth have been engaged in intensive individual counseling, well exceeding the eight that were anticipated for this three-month period. Additionally, the evidence based parenting program, which commenced in a timely manner with its first cohort in late November based on provider recruitment of families following youth engagement, has reached almost 40 percent enrollment.

Staff anticipates that the steps carried out in November and since will result in the provider's attainment of recruitment, retention and performance outcomes for the next six months, should funds be appropriated for the term February-July 2012.

## **Alignment with Results Based Strategic Plan for Investments 2011-2015**

Result: Children are succeeding in school and society and children are supported by safe, nurturing families and communities;

Headline Indicators: Youth who engage in disruptive behavior in school; students with more than 20 unexcused absences from school annually, children who live in safe neighborhoods, child victimization rate by violent crime;

Strategy: Youth Violence Prevention (Community and School based services) coordinated, individualized wraparound services and care coordination for at-risk populations, neighborhoods and families, Parenting education and family strengthening programs across the developmental continuum, community-focused youth violence prevention programs.

Population Served: School aged children 5-18 for general population and children with disabilities, ages 18-22 who are still enrolled in K-12 programs and have not achieved a standard diploma may be served with Trust funding through this RFP through the school year in which they turn 22.

**RESOLUTION 2012-13**

**ATTACHMENT FOR SAFE AND SUPPORTIVE COMMUNITIES:  
Youth Violence Prevention**

**Concerned African Women, Inc.**

**Contract # 1125-1110**

**All of the Data reflected below is based on information submitted to The Children's Trust by 12/15/2011, reflective of contractual reporting requirements through the service period ending 10/31/2011.**

**10-11 CONTRACTUAL PERFORMANCE SUMMARY**

<b>UTILIZATION:</b>	<b>Population Types</b>		
<b>Demographics</b>	<b>Children/Youth</b>	<b>Parents/Caregiver</b>	<b>Other</b>
Population served: Children & Youth ages	<i>Ages 6-12, Ages 13-up</i>		
Proposed # of participants to be served:	160	80	
Actual # of participants served:	151	56	
Actual Enrollment Achievement Rate	94.37%	70%	
<b>Utilization (measured in minimum session per client totaled for all activity by type)</b>	<b>Proposed</b>	<b>Attainment</b>	<b>Percentage</b>
Type 1 Activities Overall Utilization (three or more contacts)	8280	3793	46%
Type 2 Activities Overall Utilization (less than three contacts)	230	141	61%
			PIP status*
			Acceptable
<b>OUTCOMES:</b>	<b>Achievement</b>		<b>Rating</b>
85 % of children/youth participants will reduce incidents of disruptive behavior	72.87%		Acceptable
85 % of enrolled children/youth will not be suspended after receiving services	92.31%		Acceptable
85 % of parents/caregivers will improve their parenting skills	100%		Acceptable
85 % of parents/caregivers will increase parental involvement with their child's school	89.58%		Acceptable
<b>FINANCE INFORMATION: FY 10-11</b>	<b>Utilization</b>		<b>Rating</b>
Total Contract Amount	\$350,000.00		
Total Contract Reimbursements- Inclusive of last request submitted by 08/15/2011, this provider's last request was for the month of 09/11	\$314,181.88		
% of Total Award Spent	89.76%		Acceptable
<b>Performance Review – End of Year</b> (Performance Review Score is based on data collected and activities performed during the first six months of the contract year.)	<b>Score</b>		<b>Rating</b>
<b>Overall Program Performance Review Rating</b>	82.83		Acceptable
<b>COMMENTS :</b>			
*This program is on a performance improvement plan that has substantially improved performance since November 1. While almost all youth were eventually recruited during the first contract term, utilization was less than anticipated as approximately half of the targeted population did not participate in sufficient sessions to satisfy service requirements. Program activity was much improved during the course of the contract term, however, after its slow start, the program could not be sufficiently compacted to meet session frequency.			
<b>Other Funding from The Children's Trust</b>			
<b>OTHER ACTIVE CONTRACTS</b>	<b>CONTRACT #</b>	<b>AMOUNT</b>	
Out of School	1110-1110	\$273,223.00	
Parenting	1123-1110	\$150,000.00	

**The Children's Trust Board Meeting**

**Date: January 9, 2010**

**Resolution: 2012-14**

---

**Action Requested:** Negotiate and execute a six month contract with City of Homestead for youth violence prevention services for an amount not to exceed \$145,565.00, with authority for one twelve-month renewal for a third contract term.

**Budget Impact:** Sufficient funding is available for this action in The Children's Trust's approved operating budget for FY 2011-12 in the budget line "Sustain and Expand Direct Service, Youth Violence Prevention."

---

**RESOLUTION 2012-14**

**AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A SIX MONTH CONTRACT WITH CITY OF HOMESTEAD FROM FEBRUARY 1, 2012 THROUGH JUNE 30, 2012 FOR YOUTH VIOLENCE PREVENTION SERVICES IN AN AMOUNT NOT TO EXCEED \$145,565.00, WITH THE OPTION OF ONE CONTRACT RENEWAL FOR A TWELVE-MONTH TERM BASED UPON SATISFACTORY PERFORMANCE AT THE SOLE DISCRETION OF THE CHILDREN'S TRUST, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.**

WHEREAS, The Children's Trust Youth Violence Prevention programs promote solutions to reduce violence, and curtail child and youth murder, in specific geographic areas that correlate to identified schools that have the greatest incidence of youth-involved violence and other negative societal indicators throughout the past year and during historical periods of violence; and

WHEREAS, this contract expired on October 31, 2011 and was recommended to be funded at the Board meeting on October 17, 2011, however, due to lack of quorum there was no action taken on the resolution; and

WHEREAS, on November 14, 2011, the Board approved Amended Resolution #2011-08 authorizing funding for this program from November 1, 2011 through January 30, 2012, and directing The Trust's staff to supply explanatory information on program performance to the Board on January 9, 2012 for the board to consider continued funding of this program; and

WHEREAS, the Board has been apprised of updated information presented by staff demonstrating that obstacles to better performance have been evaluated and a program

improvement plan has been developed, in an effort to achieve activity standards and outcome goals; and

WHEREAS, the President/CEO, on staff's recommendation, recommends approval of this action for six months of funding under a performance improvement plan; and

WHEREAS, the Board has been apprised of this action as more fully explained by the attached narrative and the Board is in agreement with the goals described therein;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President/CEO to negotiate and execute a six-month contract with City of Homestead from February 1, 2012 through June 30, 2012, for youth violence prevention services in an amount not to exceed \$145,565.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form.

The foregoing recommendation was offered by \_\_\_\_\_ who moved its approval. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the motion was duly passed and adopted **this 9<sup>th</sup> day of January 2012.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney as to form and legal sufficiency\_\_\_\_\_

## **Background**

Through a partnership with non-profit organizations and public schools in Homestead, evidence based and best practice services are provided to youth through an individualized and family "care coordination" design, intended to encourage youth to attend school and gain positive life skills that promote alternative activities to gang involvement and other misconduct, as well as to promote the development of short and long term goals; and, to create a road map that ensures their goals are met and that they succeed in life. Youth in the program may be assigned "peer natural helpers" as mentors to assist them with curtailing risky and behaviorally inappropriate conduct, based on referrals from care coordinators. Positive peer involvement with participating youth provides opportunities for coping that may not be otherwise available or comprehensible to them on many sensitive topics, such as chemical dependency, eating disorders, unwanted pregnancies and their consequences.

Additionally, parents enrolled in the program receive nurturing parent workshops designed to increase their awareness of parenting methods, improving communication skills and promoting desired behaviors.

This contract was awarded through a competitive funding application in 2010, which anticipated a three-year cycle of contracting, based on satisfactory performance.

## **Current Status**

The provider did not meet the intended outcomes for the first year due to challenges that resulted in poor participant recruitment and retention rates, which in turn reduced the number of participants who could be tested for achievement. This program began the shift from community-based to school-based, which required the development of new working relationships and initially posed a challenge to recruitment. Additionally, the "care coordination" model was new to this population and the contracted numbers to be served in year one were estimated at a level that was difficult to achieve, without having referral procedures solidly in place. It bears noting that the overall end-year performance score was 76.55, which constitutes acceptable performance. The only remaining "unacceptable" element at end-term performance was that related to participation in activities requiring fewer than three contacts. Performance has improved significantly during the three-month funding period since authorized by the board, as detailed below.

Prior to the November board meeting, the provider met with school administrators and partner agencies in a forum where they could all get to know one another. They developed a recruitment and retention plan for this program. Referral procedures are now in place within each school and partner agency. The provider does not see any challenges to recruitment at this time; in fact, the data from November (first month following the first contract term ending October 31), reflected recruitment that has already exceeded the number of participants established for care coordination and assessments during this three-month extension of funding. All life skills programs are at capacity, and referrals to "youth natural helpers" and into the "nurturing parent program" are on course to meet or exceed the participation goals for the three-month period. The recruitment and retention rates are progressing at a rate that will allow the city to meet or exceed outcomes for the prospective nine-month contract term, if authorized by the board.

The performance improvement plan calls for regular meetings by the provider with The Trust's contract manager, as well as defined activity/output benchmarks and milestones for recruitment of participants. Staff anticipates that the steps carried out in November and since will result in the provider's attainment of recruitment, retention and performance outcomes for the next six months, should funds be appropriated for the term February-July

2012. In fact, the November 30, 2011 target to recruit one-third of youth participants has been achieved, demonstrating a smooth trajectory for the proposed contract term.

### **Alignment with Results Based Strategic Plan for Investments 2011-2015**

Result: Children are succeeding in school and society and children are supported by safe, nurturing families and communities;

Headline Indicators: Youth who engage in disruptive behavior in school; students with more than 20 unexcused absences from school annually, children who live in safe neighborhoods, child victimization rate by violent crime;

Strategy: Youth Violence Prevention (Community and School based services) coordinated, individualized wraparound services and care coordination for at-risk populations, neighborhoods and families, Parenting education and family strengthening programs across the developmental continuum, community-focused youth violence prevention programs.

Population Served: School aged children 5-18 for general population and children with disabilities, ages 18-22 who are still enrolled in K-12 programs and have not achieved a standard diploma may be served with Trust funding through this RFP through the school year in which they turn 22.

**RESOLUTION 2012-14  
ATTACHMENT FOR SAFE AND SUPPORTIVE COMMUNITIES:  
Youth Violence Prevention**

**City of Homestead**

**Contract # 1125-2330**

**The data reflected below is based on information submitted to The Children's Trust by 12/15/2011, for services provided through 10/31/2011.**

**10-11 CONTRACTUAL PERFORMANCE SUMMARY**

<b>UTILIZATION:</b>	<b>Population Types</b>		
<b>Demographics</b>	<b>Children/Youth</b>	<b>Parents/Caregiver</b>	<b>Other</b>
Population served: Children & Youth ages	<i>Ages 6-12, Ages 13-up</i>		
Proposed # of participants to be served:	375	150	
Actual # of participants served:	251	150	
Actual Enrollment Achievement Rate	67%	100%	
<b>Utilization (measured in minimum session per client totaled for all activity by type)</b>	<b>Proposed</b>	<b>Attainment</b>	<b>Percentage</b>
Type 1 Activities Overall Utilization (three or more contacts)	3675	2994	81%
Type 2 Activities Overall Utilization (less than three contacts)	137	36	26%
			Acceptable
			PIP status*
<b>OUTCOMES:</b>	<b>Achievement</b>	<b>Rating</b>	
85 % of children/youth participants will reduce incidents of disruptive behavior	79%	Acceptable	
85 % of enrolled children/youth will not be suspended after receiving services	79%	Acceptable	
85 % of parents/caregivers will improve their parenting skills	78%	Acceptable	
85 % of parents/caregivers will increase parental involvement with their child's school	87%	Acceptable	
85 % of the youth enrolled will be able to identify alternative methods to violence	88%	Acceptable	
<b>FINANCE INFORMATION: FY 10-11</b>	<b>Utilization</b>	<b>Rating</b>	
Total Contract Amount	\$345,500.00		
Total Contract Reimbursements- Inclusive of last request submitted by 12/15/2011, this provider's last request was for the month of 10/11- Final Payment	\$292,442		
% of Total Award Spent	85%	Acceptable	
<b>Performance Review – End of Year (Performance Review Score is based on data collected and activities performed during the contract year.)</b>	<b>Score</b>	<b>Rating</b>	
<b>Overall Program Performance Review Rating</b>	76.55	Acceptable	
<b>COMMENTS :</b>			
<p>*This provider historically met all activity and outcome standards during the first three year cycle. This was the first year these programs were required to move toward school based services, which negatively affected participation when the provider had difficulty accessing some schools. To rectify this issue, the provider hosted a breakfast with all school administrators from the target schools and they are currently providing services within all of them at a rate to meet and exceed outcomes for the three-month period authorized by the board.</p>			
<b>Other Funding from The Children's Trust</b>			
<b>OTHER ACTIVE CONTRACTS</b>	<b>CONTRACT #</b>	<b>AMOUNT</b>	
Service Partnership	1203-2330	\$211,500	

**The Children's Trust Board Meeting**

**Date: January 9, 2012**

**Resolution: 2012-15**

---

**Action Requested:** Negotiate and execute a six month contract with Institute of Children and Family Health Inc., for services in Overtown, for an amount not to exceed \$145,168.00 with authority for one twelve-month renewal for a third contract term.

**Budget Impact:** Sufficient funding is available for this action in The Children's Trust's approved operating budget for FY 2011-12 in the budget line "Sustain and Expand Direct Service, Youth Violence Prevention."

---

**RESOLUTION 2012-15**

**AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A SIX MONTH CONTRACT WITH INSTITUTE OF CHILDREN AND FAMILY HEALTH INC. FROM FEBRUARY 1, 2012 THROUGH JUNE 30, 2012 FOR YOUTH VIOLENCE PREVENTION SERVICES IN OVERTOWN AN AMOUNT NOT TO EXCEED \$145,168.00, WITH THE OPTION OF ONE CONTRACT RENEWAL FOR A TWELVE-MONTH TERM BASED UPON SATISFACTORY PERFORMANCE AT THE SOLE DISCRETION OF THE CHILDREN'S TRUST, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.**

WHEREAS, The Children's Trust Youth Violence Prevention programs promote solutions to reduce violence, and curtail child and youth murder, in specific geographic areas that correlate to schools that have the greatest incidence of youth-involved violence and other negative societal indicators throughout the past year and during historical periods of violence; and

WHEREAS, this contract expired on October 31, 2011 and was recommended to be funded at the Board meeting on October 17, 2011, however, due to lack of quorum there was no action taken on the resolution; and

WHEREAS, on November 14, 2011, the Board approved Amended Resolution #2011-08 authorizing funding for this program from November 1, 2011 through January 30, 2012, and directing The Trust's staff to supply explanatory information on program performance to the Board on January 9, 2012 for the board to consider continued funding of this program; and

WHEREAS, the Board has been apprised of updated information presented by staff demonstrating that obstacles to better performance have been evaluated and a program improvement plan has been developed, in an effort to achieve activity standards and outcome goals; and

WHEREAS, the President/CEO, on staff's recommendation, recommends approval of this action for six months of funding under a performance improvement plan; and

WHEREAS, the Board has been apprised of this action as more fully explained by the attached narrative and the Board is in agreement with the goals described therein;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President/CEO to negotiate and execute a six-month contract with Institute of Children and Family Health Inc. from February 1, 2012 through June 30, 2012, for youth violence prevention services in Overtown for an amount not to exceed \$145,168.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form.

The foregoing recommendation was offered by \_\_\_\_\_ who moved its approval. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the motion was duly passed and adopted **this 9<sup>th</sup> day of January 2012.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney as to form and legal sufficiency\_\_\_\_\_

## **Background**

This Youth Violence Prevention Program provides prevention and intervention services to youth 13-15 years old living in Overtown and attending Jose de Diego Middle School. Jose de Diego provides education to a student population with a number of sobering risk indicators more significant than many larger public schools in Miami-Dade. The surrounding neighborhoods are best described by their high crime, high juvenile crime, low school performance, low income, and high unemployment rate indicators. The school itself has been identified as having one of the highest rates of violent acts. The school received an "F" score in relation to student's testing and tracking for high school graduation.

All programmatic activities seek to promote positive practices that center on youth taking responsibility for their actions, and to intervene to prevent further violent behaviors in school or behavioral challenges at home. Parents are urged to be actively involved in elements of these evidence based practices. Determination is made which evidence based practice will be more appropriate for a given youth participant. Family Associates is better geared for families that are in need of comprehensive case management and referrals for support services. Functional Family Therapy is the appropriate intervention where participants are in need of intensive family therapy.

This contract was awarded through a competitive funding application in 2010, which anticipated a three-year cycle of contracting, based on satisfactory performance.

## **Current Status**

The Trust's staff had sought renewal of this contract for nine months of service from November 1, 2011 through July 31, 2012, in an effort to align this program and the others in this initiative with the school year. Given performance issues described at the regular November board meeting, The Trust's Board elected to authorize three months of funding with report back from staff at the regularly scheduled January board meeting that would encompass a detailed explanation of the obstacles faced, improvement plans developed and anticipated results for the program commencing February 2012.

In this provider's Overtown youth violence prevention contract, youth and parent/caregiver participation was high and recruitment levels were exceeded. However, the provider did not accurately report this recruitment and participation data by the mid-year, negatively impacting its mid-year performance report. Prior to the November board meeting there was still concern regarding low reliability of some testing data.

Intensive technical assistance took place before the November board meeting and has continued since. It bears noting that the end-year performance review advanced to an overall score of 80.4 percent, and that all recruitment, retention and outcome ratings were "acceptable." A performance improvement plan has been developed, setting process benchmarks for joint review of activity data by Trust staff and the provider to assure the regular reporting of accurate data to reflect the actual level of activity ongoing in these programs.

Reporting of November data by the provider appears to be accurate and now reflects the positive recruitment and retention of participants that was occurring during the first contract term, but was not being effectively reported. Indeed, through the commencement November 1 of the three-month period authorized by the board, there has been significant participation in both evidence based practices, with 64 percent youth participation in Family Associates and 166 percent participation in Functional Family Therapy, reflecting that three-month recruitment and retention goals are being achieved or over-achieved. Parent participation is similarly meeting or exceeding goals.

Staff anticipates that the steps carried out in November will continue to promote successful attainment of recruitment, retention and performance outcomes for the next six months, should funds be appropriated for the term February-July 2012.

## **Alignment with Results Based Strategic Plan for Investments 2011-2015**

Result: Children are succeeding in school and society and children are supported by safe, nurturing families and communities;

Headline Indicators: Youth who engage in disruptive behavior in school; students with more than 20 unexcused absences from school annually, children who live in safe neighborhoods, child victimization rate by violent crime;

Strategy: Youth Violence Prevention (Community and School based services) coordinated, individualized wraparound services and care coordination for at-risk populations, neighborhoods and families, Parenting education and family strengthening programs across the developmental continuum, community-focused youth violence prevention programs.

Population Served: School aged children 5-18 for general population and children with disabilities, ages 18-22 who are still enrolled in K-12 programs and have not achieved a standard diploma may be served with Trust funding through this RFP through the school year in which they turn 22.

**RESOLUTION 2012-15  
ATTACHMENT FOR SAFE AND SUPPORTIVE COMMUNITIES:  
Youth Violence Prevention**

**Institute for Child & Family Health, Inc.**

**Contract # 1125-2151 (Overtown)**

*All of the Data reflected below is based on information submitted to The Children's Trust by 12/15/2011, reflective of contractual reporting requirements through the service period ending 10/31/2011.*

**10-11 CONTRACTUAL PERFORMANCE SUMMARY**

<b>UTILIZATION:</b>	<b>Population Types</b>			
<b>Demographics</b>	<b>Children/Youth</b>	<b>Parents/Caregiver</b>	<b>Other</b>	
Population served: Children & Youth ages	<i>Ages 6-12, Ages 13-up</i>			
Proposed # of participants to be served:	105	105		
Actual # of participants served:	155	113		
Actual Enrollment Achievement Rate	147%	107%		
<b>Utilization (measured in minimum session per client totaled for all activity by type)</b>	<b>Proposed</b>	<b>Attainment</b>	<b>Percentage</b>	<b>Rating</b>
Type 1 Activities Overall Utilization (three or more contacts)	3860	2830	73%	Acceptable
Type 2 Activities Overall Utilization (less than three contacts)	453	398	151%	Acceptable
<b>OUTCOMES:*</b>	<b>Achievement</b>		<b>Rating</b>	
60% of families are linked to all needed community resources	100%		Acceptable	
85% of parents/caregivers will increase parental involvement with their child's school	92.68%		Acceptable	
85% of families improve communication skills	78.33%		Acceptable	
85% of parents/caregivers will improve their parenting skills	75%		Acceptable	
85% of children/youth participants will reduce incidents of disruptive behavior	100%		Acceptable	
85% of enrolled children/youth will not be suspended after receiving services	100%		Acceptable	
<b>FINANCE INFORMATION: FY 10-11</b>	<b>Utilization</b>		<b>Rating</b>	
Total Contract Amount	\$337,600.00			
Total Contract Reimbursements- Inclusive of last request submitted by 8/15/2011, this provider's last request was for the month of 07/2011	\$244,818.79			
% of Total Award Spent	72.51%		Acceptable	
<b>Performance Review – End Year (Performance Review Score is based on data collected and activities performed during the first six months of the contract year.)</b>	<b>Score</b>		<b>Rating</b>	
<b>Overall Program Performance Review Rating</b>	80.42		Acceptable	
<b>COMMENTS :</b>				
<b>Other Funding from The Children's Trust</b>				
<b>OTHER ACTIVE CONTRACTS</b>	<b>CONTRACT #</b>	<b>AMOUNT</b>		
Health	1113-2150	\$300,000.00		
Youth Violence Prevention	1125-2151	\$337,600.00		
Early Childhood Development	1128-2150	\$253,064.00		
Parenting	1123-2150	\$395,764.00		
Health	1107-2150	\$1,908,508		
Out Of School	1213-2150	\$113,760.00		

## The Children's Trust Board Meeting

Date: January 9, 2012

Resolution: 2012-16

---

**Action Requested:** Negotiate and execute a six month contract with Institute of Children and Family Health Inc. for youth violence prevention services in Richmond Heights for an amount not to exceed \$145,168.00, with authority for one twelve-month renewal for a third contract term.

---

**Budget Impact:** Sufficient funding is available for this action in The Children's Trust's approved operating budget for FY 2011-12 in the budget line "Sustain and Expand Direct Service, Youth Violence Prevention."

---

### RESOLUTION 2012-16

**AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A SIX MONTH CONTRACT WITH INSTITUTE OF CHILDREN AND FAMILY HEALTH INC. FROM FEBRUARY 1, 2012 THROUGH JUNE 30, 2012 FOR YOUTH VIOLENCE PREVENTION SERVICES IN RICHMOND HEIGHTS FOR AN AMOUNT NOT TO EXCEED \$145,168.00, WITH THE OPTION OF ONE CONTRACT RENEWAL FOR A TWELVE-MONTH TERM BASED UPON SATISFACTORY PERFORMANCE AT THE SOLE DISCRETION OF THE CHILDREN'S TRUST, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.**

WHEREAS, The Children's Trust Youth Violence Prevention programs promote solutions to reduce violence, and curtail child and youth murder, in specific geographic areas that correlate to schools that have the greatest incidence of youth-involved violence and other negative societal indicators throughout the past year and during historical periods of violence; and

WHEREAS, this contract expired on October 31, 2011 and was recommended to be funded at the Board meeting on October 17, 2011, however, due to lack of quorum there was no action taken on the resolution; and

WHEREAS, on November 14, 2011, the Board approved Amended Resolution #2011-08 authorizing funding for this program from November 1, 2011 through January 30, 2012, and directing The Trust's staff to supply explanatory information on program performance to the Board on January 9, 2012 for the board to consider continued funding of this program; and

WHEREAS, the Board has been apprised of updated information presented by staff demonstrating that obstacles to better performance have been evaluated and a program

improvement plan has been developed, in an effort to achieve activity standards and outcome goals; and

WHEREAS, the President/CEO, on staff's recommendation, recommends approval of this action for six months of funding under a performance improvement plan; and

WHEREAS, the Board has been apprised of this action as more fully explained by the attached narrative and the Board is in agreement with the goals described therein;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President/CEO to negotiate and execute a six-month contract with Institute of Children and Family Health Inc. from February 1, 2012 through June 30, 2012, for youth violence prevention services in Richmond Heights for an amount not to exceed \$145,168.00, with the option of one contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form.

The foregoing recommendation was offered by \_\_\_\_\_ who moved its approval. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the motion was duly passed and adopted **this 9<sup>th</sup> day of January 2012.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney as to form and legal sufficiency \_\_\_\_\_

## **Background**

This youth violence prevention program serves youth, 13-18 years old, living in Richmond Heights and attending Richmond Heights Middle, Centennial Middle, or Southridge Senior High School. When youth demonstrate need based on risk factors and prior behavior, they participate in either of two evidence based programs: "Family Associates" or "Functional Family Therapy." Youth are referred by assistant principals, guidance counselors, school police, ICFH staff, and any other persons who intervene in violent instances at these schools.

All programmatic activities seek to promote positive practices that center on youth taking responsibility for their actions, and to prevent further violent behaviors in school or behavioral challenges at home. Parents are urged to be actively involved in elements of these evidence based practices. Determination is made which evidence based practice will be more appropriate for a given youth participant. Family Associates is better geared for families that are in need of comprehensive case management and referrals for support services. Functional Family Therapy is the appropriate intervention where participants are in need of intensive family therapy.

This contract was awarded through a competitive funding application in 2010, which anticipated a three-year cycle of contracting, based on satisfactory performance.

## **Current Status**

The Trust's staff had sought renewal of this contract for nine months of service from November 1, 2011 through July 31, 2012, in an effort to align this program and the others in this initiative with the school year. Given performance issues described at the regular November board meeting, The Trust's Board elected to authorize three months of funding with report back from staff at the regularly scheduled January board meeting that would encompass a detailed explanation of the obstacles faced, improvement plans developed and anticipated results for the program commencing February 2012.

In the case of this provider's Richmond Heights youth violence prevention contract, youth participation was high and recruitment levels were met. However, the provider did not accurately report this recruitment and participation data by the mid-year, negatively impacting its mid-year performance report. Additionally, outcomes were met only in part due to low reliability of some testing data.

Intensive technical assistance took place before the November board meeting and has continued since. It bears noting that the end-year performance review rating score was 81.57, demonstrating that when data was entered properly it reflected acceptable and significant program activity and engagement. Moreover, all outcomes achieved an "acceptable" rating.

A performance improvement plan has been developed, setting process benchmarks for joint review of activity data by Trust staff and the provider to assure the regular reporting of accurate data to reflect the actual level of activity ongoing in these programs. Reporting of November data by the provider appears to be accurate and now reflects the positive recruitment and retention of participants that was occurring but not being effectively reported in the first contract term.

In particular, the youth and parent participation goals for the three month period already have been achieved in the Functional Family Therapy evidence based practice. Family Associates' recruitment is at well over 50 percent for youth and is on target as well for parents.

Staff anticipates that the steps carried out in November and since will result in the provider's attainment of recruitment, retention and performance outcomes for the next six months, should funds be appropriated for the term February-July 2012.

### **Alignment with Results Based Strategic Plan for Investments 2011-2015**

Result: Children are succeeding in school and society and children are supported by safe, nurturing families and communities;

Headline Indicators: Youth who engage in disruptive behavior in school; students with more than 20 unexcused absences from school annually, children who live in safe neighborhoods, child victimization rate by violent crime;

Strategy: Youth Violence Prevention (Community and School based services) coordinated, individualized wraparound services and care coordination for at-risk populations, neighborhoods and families, Parenting education and family strengthening programs across the developmental continuum, community-focused youth violence prevention programs.

Population Served: School aged children 5-18 for general population and children with disabilities, ages 18-22 who are still enrolled in K-12 programs and have not achieved a standard diploma may be served with Trust funding through this RFP through the school year in which they turn 22.

**RESOLUTION 2012-16  
ATTACHMENT FOR SAFE AND SUPPORTIVE COMMUNITIES:  
Youth Violence Prevention**

**Institute for Child & Family Health, Inc.**

**Contract # 1125-2152 (Richmond Heights)**

***All of the Data reflected below is based on information submitted to The Children's Trust by 12/15/2011, reflective of contractual reporting requirements through the service period ending 10/31/2011.***

**10-11 CONTRACTUAL PERFORMANCE SUMMARY**

<b>UTILIZATION:</b>	<b>Population Types</b>			
<b>Demographics</b>	<b>Children/Youth</b>	<b>Parents/Caregiver</b>	<b>Other</b>	
Population served: Children & Youth ages	<i>Ages 5-up</i>			
Proposed # of participants to be served:	150	150		
Actual # of participants served:	178	62		
Actual Enrollment Achievement Rate	118.66%	43.33%		
<b>Utilization (measured in minimum session per client totaled for all activity by type)</b>	<b>Proposed</b>	<b>Attainment</b>	<b>Percentage</b>	<b>Rating</b>
Type 1 Activities Overall Utilization (three or more contacts)	4460	4584	103%	Acceptable
Type 2 Activities Overall Utilization (less than three contacts)	300	464	155%	Acceptable
<b>OUTCOMES:</b>	<b>Achievement</b>		<b>Rating</b>	
60% of families are linked to all needed community resources	100%		Acceptable	
85% of parents/caregivers will increase parental involvement with their child's school	92.08%		Acceptable	
85% of families improve communication skills	87.04%		Acceptable	
85% of parents/caregivers will improve their parenting skills	87.04%		Acceptable	
85% of children/youth participants will reduce incidents of disruptive behavior	98%		Acceptable	
85% of enrolled children/youth will not be suspended after receiving services	96%		Acceptable	
<b>FINANCE INFORMATION: FY 10-11</b>	<b>Utilization</b>		<b>Rating</b>	
Total Contract Amount	\$337,600.00			
Total Contract Reimbursements- Inclusive of last request submitted by 8/15/2011, this provider's last request was for the month of 07/2011.	\$251,863.71			
% of Total Award Spent	74.60%		Acceptable	
<b>Performance Review – End Year</b> (Performance Review Score is based on data collected and activities performed during the first six months of the contract year.)	<b>Score</b>		<b>Rating</b>	
<b>Overall Program Performance Review Rating</b>	81.57		Acceptable	
<b>COMMENTS :</b>				
<b>Other Funding from The Children's Trust</b>				
<b>OTHER ACTIVE CONTRACTS</b>	<b>CONTRACT #</b>		<b>AMOUNT</b>	
Health	1113-2150		\$300,000.00	
Youth Violence Prevention	1125-2151		\$337,600.00	
Early Childhood Development	1128-2150		\$253,064.00	
Parenting	1123-2150		\$395,764.00	
Health	1107-2150		\$1,908,508	
Out Of School	1213-2150		\$113,760.00	

**The Children's Trust Board Meeting**

**Date: January 9, 2012**

**Resolution: 2012-17**

---

**Action:** Authorize the President/CEO to issue a Request for Proposals (RFP) for professional services to produce and distribute a resource guide to promote and increase awareness and access to summer and after-school programs in Miami-Dade County including programs funded by The Children's Trust, to all parents and caregivers in Miami-Dade County.

**Budget Impact:** Funding is available in the FY 11-12 operating budget.

---

**RESOLUTION NO. 2012-17**

**AUTHORIZATION FOR THE PRESIDENT/CEO TO ISSUE A REQUEST FOR PROPOSALS (RFP) FOR PROFESSIONAL SERVICES TO PUBLISH AND DISTRIBUTE THE CHILDREN'S TRUST SUMMER AND AFTER-SCHOOL PROGRAM GUIDES, WITH TWO SUBSEQUENT RENEWALS BASED ON SATISFACTORY PERFORMANCE AS SOLELY DETERMINED BY THE CHILDREN'S TRUST, IN AN ANNUAL AMOUNT NOT TO EXCEED \$111,000.00, SUBJECT TO APPROVAL AS TO FORM AND LEGAL SUFFICIENCY.**

WHEREAS, there remains a need to inform families by promoting summer and after-school programs for children in Miami-Dade County, including programs funded by The Children's Trust, in order to place children in safe and stimulating learning environments while parents are working; and

WHEREAS, The Children's Trust will seek to maximize outreach by distributing summer and after-school guides through Team Metro and County Commission district offices; community organizations serving distinct populations; community fairs and outreach activities sponsored by The Children's Trust; small neighborhood retail outlets; select public schools and a major retail partner; and

WHEREAS, by policy this service needs to be advertised for the selection of a vendor, thus the President/CEO and staff recommend issuance of a Request for Proposals for professional services to seek the best qualified consultant to ensure continued production of the resource guide to promote and increase awareness of and access to summer and after-school programs for children in Miami-Dade County, including programs funded by The Children's Trust, as will be more specifically set forth in the solicitation to be issued; and

Resolution 2012-17  
January 9, 2012

WHEREAS, the Board has been apprised of the areas addressed in the attached narrative incorporated herein and is in agreement with the goals to issue a Request for Proposals for this professional service; and

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President/CEO to issue a Request for Proposals (RFP) for professional services to publish and distribute The Children's Trust Summer and After-school Program Guides, with two subsequent renewals based on satisfactory performance as solely determined by The Children's Trust, in an annual amount not to exceed \$111,000.00, subject to approval as to form and legal sufficiency

The foregoing resolution was offered by \_\_\_\_\_ who moved its adoption. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **9th day of Janaury, 2012.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney as to form and legal sufficiency \_\_\_\_\_

**Background:**

For eight years The Children's Trust has had published resource guides for parents and caregivers on availability of after-school and summer programs. These are trilingual publications comprised of a comprehensive county-wide listing of programs available to school age children, in addition to a selection of relevant parenting articles. Programs funded by The Children's Trust are specifically highlighted in the guides.

This publication is highly coveted by parents in Miami-Dade County. Failure to fund this request will eliminate the only comprehensive resource guide in any language providing a directory of summer and after-school programs in Miami-Dade County.

**Current Status:**

A previous vendor was used to provide these services for the past three years. Based on The Trust's procurement policy, a new Request for Proposals is to be issued for the selection of a vendor for the next three year period.

A total of 150,000 guides will be divided into two distribution periods (in advance of summer and back-to-school time periods) and disseminated through Team Metro and County Commission district offices; community organizations serving distinct populations; community fairs and outreach activities sponsored by The Children's Trust; small neighborhood retail outlets; and a major retail partner.