



Because All Children Are Our Children

Board of Directors Meeting

Monday, February 6, 2012

4:00 p.m.

Location:

United Way – Ansin Building
3250 SW 3rd Avenue
Miami, Florida 33129
Ryder Room





Board of Directors Meeting

Monday, February 6, 2012

4:00 p.m. – 6:00 p.m.

3250 S.W. 3rd Avenue (Coral Way)

Miami, Florida 33129

Ryder Conference Room

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AGENDA (REVISED)

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

Dr. Josee Gregoire
Secretary

4:05 p.m. **Approval of Minutes Transcript for January 9, 2012 Meeting (*Additional Items Packet*) (Pgs. 5-6)**

Dr. Josee Gregoire
Secretary

4:10 a.m. **Contract Performance Review Process and Performance Measurement (Pgs. 7-8)**

Modesto E. Abety-Gutierrez
President & CEO

4:35 p.m. **Childhood Health & Development Committee Report**

Dr. Rosa Martin
Chair

Resolution 2012-18: Authorization for the President/CEO to negotiate and execute a contract amendment for a six month term only for the current contract with the **Miami-Dade Family Learning Partnership, Inc.** for additional **early literacy services to three-year old children** in Miami-Dade County in the amount of \$59,876.00, for a new total contract amount of \$351,540.00, subject to approval for legal sufficiency and form. *(Pgs. 9-13)*

4:55 p.m. **Program Services Committee Report**

Pamela Lillard
Chair

Resolution 2012-19: Authorization for the President/CEO to release a **competitive solicitation** to select a vendor to provide **nutritious food (snacks and meals), beverages and food administration support services** for The Children's Trust Out-of-School provider agencies for a twelve-month term, with two possible contract renewals commencing August 1, 2012 through July 31, 2013, in an annual amount not to exceed \$801,121.00, subject to approval for legal sufficiency and form. *(Pgs. 14-19)*

Resolution 2012-20: Authorization for the President/CEO to release an **Invitation To Negotiate (ITN)**, for **capacity-building services** to continue the ongoing **Quality Improvement and Support System for Trust-funded Out-of-School (OOS) providers**, commencing July 1, 2012 through June 30, 2013, with two subsequent renewals based on satisfactory performance, as solely determined by The Children's Trust, in an annual amount not to exceed \$500,000.00, subject to approval for legal sufficiency and form. *(Pgs. 20-25)*

Resolution 2012-21: Authorization for the President/CEO to release a **competitive solicitation** for a provider of **capacity building services to increase the ability of children's programs to provide quality, inclusive services to children with disabilities**, and to increase the capacity of children's programs already serving children with disabilities to include children with more intensive needs, for the period August 1, 2012 through July 31, 2013, with two subsequent renewals based on satisfactory performance, as solely determined by the trust, in an annual amount not to exceed \$ 645,120.00, subject to approval for legal sufficiency and form. *(Pgs. 26-30)*

5:05p.m. **Finance & Operations Committee Report**

Hon. Isaac Salver
Chair

Resolution 2012-22: Authorization for the President/CEO to issue a **Request For Qualifications (RFQ)** for consultant services for the production of The Trust's **Teach More Love More Newsletter** for an annual amount not to exceed \$30,000.00, with two possible contract renewals based on satisfactory performance, as solely determined by The Children's Trust, subject to approval for legal sufficiency and form. *(Pgs. 31-33)*

Resolution 2012-23: Authorization for the President/CEO to execute a contract amendment with **Armstrong Creative Consulting, Inc.**, commencing February 1, 2012 through September 30, 2012 to provide additional grassroots **Community Outreach, Public Relations Services, and Urban Media Relations in the African-American Community** regarding programs and initiatives of The Children's Trust, by increasing the existing contract by \$20,000.00 for a new total contract amount not to exceed \$60,000.00, subject to approval for legal sufficiency and form. *(Pgs. 34-37)*

Resolution 2012-24: Authorization for the President/CEO to negotiate and execute a twelve month contract with **Circle Of One Marketing, Inc.**, a provider selected from the communications vendor pool, in an amount not to exceed \$62,000.00, commencing February 1, 2012 through January 31, 2013 to plan, execute, coordinate and pay limited related costs for The Children's Trust Miami Heart Gallery, Annual Champions for Children awards ceremony and other events as needed. *(Pgs. 38-40)*

Resolution 2012-25: Authorization for the President/CEO to negotiate and execute a contract with **Aboard Publishing Company, Inc.**, to publish and distribute The Children's Trust 2012 summer programs resource guide, and The Children's Trust 2012 after-school programs resource guide, for a maximum of 150,000 copies for both guides, in an amount not to exceed \$111,000.00, subject to approval as to form and legal sufficiency. *(Pgs. 41-43)*

5:25 p.m. **Human Resources Committee Report**

Dr. Gina Cores-Suarez
Chair

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

Modesto E. Abety-Gutierrez
President/CEO

- *Update on Read to Learn – Literacy Summit to be held on February 22, 2012*
- *Announcement of Board Vacancies (Pg. 44)*
- *Board Members Attendance Record (Pgs. 45-46)*
- *CEO Report on contracts under \$25,000.00 (Pg. 47)*

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

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

Reminder:

Next Board Meeting: Monday, March 12, 2012



**Board of Directors Meeting Summary
January 9, 2012
4:11 p.m.**

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

Motion to approve the November 14, 2011 Board of Directors meeting minutes was made by Hon. Isaac Salver and seconded by Carolyn Nelson-Goedert. Motion passed unanimously, 20-0.

Childhood Health & Development Committee Report

Resolution 2012-12: Motion to approve the resolution was made by Donald I. Bierman and seconded by Pamela Lillard. 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. **Motion passed, 16-4. Recusals by Dr. William Pelham, Dr. Nora Hernandez-Hendrix, Dr. Gina Cortes-Suarez and Carolyn Donaldson.**

Program Services Committee Report

Resolution 2012-13: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Carolyn Nelson-Goedert. Authorization for the President/CEO to negotiate and execute a six month contract with **Concerned African Women, Inc.**, from February 1, 2012 through **July 31, 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. **Motion passed unanimously, 20-0.**

Resolution 2012-14: Motion to approve the resolution was made by Hon. Isaac Salver and seconded by Dr. Josee Gregoire. Authorization for the President/CEO to negotiate and execute a six month contract with **City of Homestead** from February 1, 2012 through **July 31, 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. **Motion passed unanimously, 20-0.**

Resolution 2012-15: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Dr. Thresia Gambon. 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 **July 31, 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. **Motion passed unanimously, 20-0.**

Resolution 2012-16: Motion to approve the resolution was made by Dr. Josee Gregoire and seconded by Ben Gilbert. 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 **July 31, 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. **Motion passed unanimously, 20-0.**

Resolution 2012-17: Motion to approve the resolution was made by Dr. Nora Hernandez-Hendrix and seconded by Donald I. Bierman. 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. **Motion passed unanimously, 20-0.**

Meeting adjourned at 6:28 p.m.

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Solutions for Public Managers

Performance-based Funding Tools that Improve Accountability and Performance

Modesto E. Abety-Gutierrez,
Catherine Raymond

Contract compliance monitoring is a common contract management activity. Unfortunately, the manner in which contract performance tools are often used (solely for compliance auditing) fails to realize their potential for improving funding decisions, accountability and contract performance.

Recently, The Children's Trust (The Trust) in Miami-Dade County, Florida developed an innovative performance-based monitoring and funding process through a major revision of their contract monitoring procedures.

Working collaboratively with contracted service providers (contractors), Trust staff revised contract performance tools to reflect The Trust's emphasis on: delivering results for children and families, fiscal accountability, and partnership with contractors. With these revised tools, The Trust has been able to link funding decisions (including reductions necessitated by reduced revenue) more closely to contract performance in a manner that is both equitable and transparent.

In addition to improved decision-making, this performance-based contract monitoring and funding process has resulted in increased accountability and a focus on improved contract performance. This article provides information about the development and utilization of the tools as well as the benefits realized by The Trust and their contractors.

Background on The Children's Trust

The Children's Trust is the largest of Florida's eight independent Children's Services Councils (CSCs), or special taxing districts, created under Chapter 125 of the Florida Statutes, which authorizes counties to put a question on the ballot providing authority to tax property to fund programs for children and families.

While the services offered and age groups served vary depending on the needs of the community, the primary focus of all CSCs is to invest in prevention and early intervention programs that produce measurable results. Many CSCs contract with agencies through a competitive procurement process. The Trust procures services in three-year funding cycles, with annual contract renewals based upon successful contract per-

formance. The vast majority of contractors are 501(c)(3) nonprofit organizations but also include for-profit businesses and other government agencies.

The Trust's budget for fiscal year 2008 was \$162 million... The Trust's current 2011 budget is just under \$110 million, with about 300 contracts. This drastic reduction in revenues has required difficult decisions about how to reduce investments in direct services.

The Trust, located in Miami-Dade County, FL (population 2,500,625 in 2009), was established as a dependent CSC in 1988. In September 2002, by voter referendum, The Trust became an independent CSC. As a special taxing district, The Trust receives its revenue from a 0.5 mil property tax assessment.

Operating under the guidance of a 33-member board of appointed and ex-officio members, The Trust's mission is "to partner with the community to improve the lives of all children and families in Miami-Dade County by making and encouraging strategic investments in their futures." The Trust's budget for fiscal year 2008 was \$162 million during which The Trust funded and managed 460 contracts for programs including out-of-school programs, school health, youth development, parenting and early childhood development, as well as several other smaller funding categories.

With steep declines in property values over successive years, The Trust's current 2011 budget is just under \$110 million, with about 300 contracts. This drastic reduction in revenues has required difficult decisions about how to reduce investments in direct services.

See FUNDING TOOLS, pg. 21

ASPA Staff Contact List

Antoinette Samuel

Executive Director
tsamuel@aspanet.org
(202) 585-4307

Matt Rankin

Deputy Director
mrankin@aspanet.org
202-585-4312

Patricia Yearwood

Senior Director of
Member Services
pyearwood@aspanet.org
(202) 585-4309

Judy Miller

Senior Director for Conferences and
Professional Development
jmiller@aspanet.org
(202) 585-4306

Duane Crawley

Director of Administrative Services
dcrawley@aspanet.org
202-585-4308

Jeannie Jeffries

Membership Associate
jjeffries@aspanet.org
(202) 585-4310

Melissa Williams

Communications Manager
mwilliams@aspanet.org
(202) 585-4313

Carlos Bennett

Administration/Finance
cbennett@aspanet.org
202-585-4319

Amy Huber

Conference Coordinator
ahuber@aspanet.org
703-517-4215

Christine Jewett McCrehin

Editor, PA TIMES
cjewett@aspanet.org
(703) 209-0560

New Tools for Performance-based Funding Review Process

From FUNDING TOOLS, pg. 11

Development of the Tools

The initial impetus for revision of The Trust's contract performance review process, begun in 2009, included:

- the necessity to make difficult budget reductions in light of declining local property tax revenues;
- dissatisfaction with the inability of previous contract performance tools and processes to provide adequate data to guide equitable, transparent funding decisions and continuously improve contract performance; and
- the desire for one easily interpretable, integrated and standardized contract performance score that would be comparable across The Trust's different funded program areas.

With a directive from the Board and The Trust leadership, the Research and Evaluation department convened a cross-departmental work group to spearhead the development of the revised processes and tools. In keeping with The Trust's collaborative partnership approach to contracting, Trust staff also engaged contractors in the revision process. Throughout the redevelopment, piloting, and implementation phases of the revision, feedback was obtained from Trust staff and contractors through meetings, focus groups and surveys to ensure all perspectives were considered. A web-based system to record scores was developed by the Information Technology department and standard reports were developed to clearly share the results with funded providers.

Additionally, Trust staff conducted analyses of the revised tools to assess any systematic variations in contractor performance scores that could indicate scoring bias in relation to contractor characteristics such as agency size, service type, contract size, first year contract status, or poverty levels of geographic service areas. No meaningful differences that could be attributed to these characteristics were detected.

Description and Utilization of Contract Performance Tools

In their newly revised performance-based contract monitoring and funding process, The Trust utilizes three tools to conduct two formal contract performance reviews per contract year: a mid- and an end-of-year (EOY) review. The purpose of these reviews is threefold: monitoring contract implementation, guiding funding decisions, and assisting in continuous quality improvement efforts. For each review, Trust staff generate an overall performance score for each contract utilizing the results of

three contract performance tools. These tools are available to contractors (and the general public) on The Trust's website and are briefly described below.

- *On-site Monitoring Tool*, completed once per year approximately mid-way through the contract by the assigned contract manager, focuses on observation of service delivery and review of participant and administrative documentation.
- *Results and Accountability Tool*, completed twice per year by Trust research staff, focuses on contract performance measures including assessment of data collected by contractors on the quantity and quality of services delivered and participant outcomes achieved.
- *Fiscal Results Tool*, completed twice per year by Trust fiscal staff, focuses on compliance with contract fiscal requirements (e.g., invoicing, audits, fiscal viability).

The overall contract performance score generated from these tools has three elements: service quantity and quality reflecting the extent to which the contractor achieved the quantity of services and the performance measures as specified in the contract (50 percent of score), fiscal strength reflecting the extent to which the contractor met the fiscal requirements of the contract (25 percent), and contract compliance reflecting the extent to which the contractor met the administrative, safety standards and reporting requirements of the contract (25 percent).

Trust staff and board utilize the results from the mid-year reviews in making annual contract renewal decisions. Over the past two years, contracts scoring below 70 on the 100 point performance score were not renewed. For remaining contracts, renewal funding levels were reduced based on the performance score (i.e., scores of 70-79 had a 12 percent cut; 80-89 had an 8 percent cut; and 90-100 had a 4 percent cut).

Mid-year results also serve as a data-driven "early warning" system to identify potential problems and areas for improvement at the level of individual contracts or groupings of contracts (e.g., small contracts, first year contractors, or a newly launched initiative) so that Trust staff can address problems with contractors. Reflecting The Trust's partnership approach to contracting, contractors have the opportunity to meet with Trust staff to discuss and/or question their performance score. In some cases, this process may lead to a score adjustment.

Benefits

Trust staff report that implementation of this performance-based contract monitoring and funding process has resulted in a number of benefits to both The Trust and their contractors including:

- *Increased equity and transparency in decision-making*—funding decisions are made "in the sunshine" as scores are reviewed by the Board and publicly available upon request
- *Increased internal consistency*—all contractors across different funding initiatives are assessed using the same tools that now have less redundancy and duplication, and Trust staff are trained to complete each tool reliably
- *Increased fiscal accountability*—contract performance is assessed and results are utilized in funding decisions ensuring the effective use of public dollars
- *Improved contract performance*—contractors know the criteria by which they will be assessed and are incentivized to perform well knowing that performance is directly linked to future contract renewal and funding levels
- *Targeted capacity-building*—deficiencies in contract performance are identified by mid-year and standard guidelines were established for development of contract Program Improvement Plans (PIPs) that outline clear action steps when needed
- *Improved partnership between The Trust and contractors*—Trust staff openly shared the development process with contractors and actively sought their feedback on the tools and process; collaborative development facilitated acceptance and use of the revised tools by Trust staff and contractors
- *Improved planning and policy-making*—the revised tools provide additional data that enable data-driven planning and policy-making by The Trust's staff and board. For example, the staggered levels of performance-based funding reductions would not have been possible within previous contract review methods
- Additionally, in a survey of contractors, a majority of contractors reported the tools assisted them in assessing their contract performance and in many instances to make improvements in data collection and management

For more information about The Children's Trust's performance-based contract performance monitoring and funding process or for a copy of the contract performance tools, contact: Dalia Garcia at dalia@thechildrenstrust.org, or visit www.thechildrenstrust.org/forms

Modesto E. Abety-Gutierrez is president and CEO of The Children's Trust. Email: mo@thechildrenstrust.org

Catherine Raymond is president of Raymond Consulting, Inc. Email: catherine@raymondconsulting.com

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution: 2012-18

Action Requested: Authorize a one-time, six month amendment to the current contract with the Miami Dade Family Learning Partnership, Inc., in the amount of \$59,876.00 for additional early literacy services to three-year-old children in the community, for a new total contract amount of \$351,540.00.

Budget Impact: Sufficient funding is available for this action in The Children's Trust approved operating budget for FY 2011-12; Sustain and Expand Direct Services.

RESOLUTION 2012-18

AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A CONTRACT AMENDMENT FOR A SIX MONTH TERM ONLY FOR THE CURRENT CONTRACT WITH THE MIAMI DADE FAMILY LEARNING PARTNERSHIP, INC., FOR ADDITIONAL EARLY LITERACY SERVICES TO THREE-YEAR-OLD CHILDREN IN MIAMI-DADE COUNTY IN THE AMOUNT OF \$59,876.00, FOR A NEW TOTAL CONTRACT AMOUNT OF \$351,540.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, one of the areas of focus for The Children's Trust is to improve the reading skills of children in Miami-Dade County and The Children's Trust has launched the "Read to Learn" Initiative in collaboration with other community partners; and

WHEREAS, The Miami Dade Family Learning Partnership, using the Reach Out and Read model, is implementing research based practices to support typical early childhood development in early literacy to contribute to school readiness of young children; and

WHEREAS, the Miami Dade Family Learning Partnership is a recognized and experienced provider in early literacy services for children in Miami-Dade County and has over the past years attained exemplary performance under its contracts; and

WHEREAS, in an effort to provide direct services expeditiously for the recently launched "Read to Learn" initiative, The Trust desires to amend the current contract for a six month term only, increasing by \$59,876.00 the current contract amount with the Miami Dade Family Learning Partnership for additional early literacy services through establishment of a Read to Learn Book Club, through which an additional 3,615 children three years of age would be recruited, enrolled, receive age-appropriate books, and be

offered expanded "Book of The Month" community events by the Read to Learn Book Club Coordinator and Miami Dade Family Learning Partnership, Inc. for six months; and

WHEREAS, an RFP will be issued for any subsequent contracts addressing literacy efforts in this population through the Read to Learn Initiative; and

WHEREAS, the President/CEO and staff recommend this amendment to increase funding of this contract for additional early literacy services to provide direct services expeditiously for the "Read to Learn" initiative and the Board has been apprised of this action by the attached narrative, and 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 execute a contract amendment for a six month term only with no subsequent renewals, in order to increase the contract amount with The Miami Dade Family Learning Partnership by \$59,876.00 for additional early literacy services to 3,615 children to provide expeditious direct services for the "Read to Learn" initiative, for a new total contract amount of \$351,540.00, 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 6TH day of February, 2012.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____

Alignment with Results Based Strategic Plan for Investments 2011-2015

Result:	Children are ready to succeed when entering school By the year 2020, reduce by half the number of third graders who fail to read at grade level and to improve reading proficiency overall
Headline Indicator:	Kindergarten students entering school at or above grade level on K-readiness test Students at or above grade level on FCAT Reading
Read to Learn Strategies:	Build availability of books for young children
Population Served:	Children age 3 and their parents

Background:

On September 24, 2011, The Children's Trust, together with key partners including the Miami-Dade County government, Miami-Dade County Public Schools, the Miami-Dade County Library System, the Early Learning Coalition of Miami-Dade/Monroe (ELC), United Way of Miami-Dade, and the Children's Movement of Florida launched a multi-year "Read to Learn" campaign. These partners have agreed to work collectively to increase grade-level reading proficiency of children by the end of third grade.

There are many strategies planned to reach this goal over the coming years. One strategy, developed by the partners during this initial planning phase, is a "Read to Learn Book Club," which can be implemented now due to an unexpectedly available resource opportunity. Through the book club, registered three-year-olds living in Miami-Dade County would receive one book a month throughout their third year of life, along with educational materials for their parents. Two partner agencies, Miami Dade Family Learning Partnership, Inc., and Early Learning Coalition of Miami-Dade/Monroe, have new, age-appropriate books available at no expense for three-year old children, subject to distribution costs. The estimated value of the books is \$57,000.00. By this resolution funding is for six months only. The Miami Dade Family Learning Partnership is able to commence the Read to Learn Book Club in synergy with the Read to Learn Strategic plan, implementing this strategy for six months with the eventual goal of increasing the number of children reading at grade level by third grade. When the strategic plan for Read to Learn is finalized, an RFP will be issued that in part will solicit continued operation of the book club, along with implementation of other strategies agreed upon at the Read to Learn Summit scheduled for February 22, 2012.

Miami Dade Family Learning Partnership, in conjunction with The Children's Trust staff, would create this book club along with the welcoming handouts that would accompany the books, including simple research based tips on increasing literacy opportunities for children. Monthly community events would be organized around the "book of the month" in coordination with The Children's Trust Read to Learn Initiative Manager, all intending to engage families in ways to increase literacy through sustained reading.

The model proposed for the Read to Learn Book Club has been very successful in other areas of the country. Dolly Parton's "Imagination Library" utilizes a like concept of providing books on a monthly basis to children under the age of five. According to their research, many households have no age appropriate books available to children, a problem that is especially prevalent in low income households where over 60% of families do not have a single book suitable for a child. A home without age appropriate books negatively impacts a child's ability to arrive at school prepared to learn. The book club provides the stage to engage families to read aloud to their children. The research strongly supports access to books and reading out loud as opportunities to enhance literacy:

- Children who live in print-rich environments and who are read to during the first years of life are much more likely to learn to read on schedule.
- Reading aloud to young children is one of the best activities to stimulate language and cognitive skills; and, it also builds motivation, curiosity, and memory.
- Early language skills, the foundation for reading ability and school readiness, are based primarily on language exposure - resulting from parents and other adults talking to young children.
- Books contain many words that children are unlikely to encounter frequently in spoken language. Children's books actually contain 50% more rare words than primetime television or even college student's conversations.
- The nurturing and one-on-one attention from parents during reading aloud encourages children to form a positive association with books and reading later in life.
- Reading aloud is a proven technique to help children cope during times of stress or tragedy.

There are presently 30,129 three-year-old children in Miami-Dade County and based on the cost estimates from the Imagination Library, it is expected that 12% of the eligible population (3,615) will be enrolled at the six month point. Parents would enroll their children in the Read to Learn Book Club using a web-based program or by mail. To encourage enrollment, The Trust will conduct a public awareness campaign to advertise the book club's availability throughout Miami-Dade County. The launch of the book club will occur at the Read to Learn Summit. Parents would be surveyed to assess the impact the club has had on reading opportunities with their three-year olds. Access to low income families and working poor families can be easily facilitated with the partner agency The Early Learning Coalition of Miami Dade and Monroe, which implements the child care subsidy School Readiness program and administers the Quality Counts Quality Rating and Improvement System (QRIS). A coordinator would manage the packaging and mailing of the books and recruit participants for the book club through community outreach to child care centers, libraries, and other locations, with priority of service to vulnerable communities.

The Reach Out and Read Program currently operated by Miami Dade Family Learning Partnership provides books to more than 40,000 children (ages six months to five years) and their caregivers each year, along with anticipatory guidance by the physician at well child check-ups about the importance of literacy and reading aloud. The program serves children and their caregivers from diverse cultural and ethnic groups, many of whom live below 200% of the defined federal poverty level. The Reach Out and Read program is located in 40 pediatric practices/clinic sites, reaching approximately 33% percent of the estimated 120,327 children under the age of five who reside in Miami-Dade. Though Miami Dade Family Learning Partnership currently serves a good proportion of eligible three-year-olds, these children are typically seen only once or twice annually. The Read to Learn Book Club would build upon the relationships established by pediatricians and continue to foster early literacy development.

This provider has a superior performance history over numerous years of contracting with The Trust. Its last two end of year performance scores were 99 and 96.86.

Resolution 2012-18
February 6, 2012

By this resolution, Miami Dade Family Learning Partnership would receive additional funding for resources to mail approximately 19,000 packages of books offered in-kind by it and the Early Learning Coalition, within six months.

This funding provides the needed budget to allow for additional staffing to manage and evaluate the effectiveness of the book club. The cost breakdown is as follows:

The cost per participant is \$16.56 for the planned 3,615 three-year-old children to be enrolled.

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution 2012-19

Action Requested: Authorize the release of a competitive solicitation for a vendor to provide snacks, dinner, beverages and food administration support services for The Children's Trust funded out-of-school provider agencies for a twelve-month term, with two possible contract renewals for an annual amount not to exceed \$801,121.00.

Budget Impact: Sufficient funding for this action is available in The Children's Trust's approved operating budget for FY 2011-12 for out-of-school food, beverages and snack administration activities.

RESOLUTION NO. 2012-19

AUTHORIZATION FOR THE PRESIDENT/CEO TO RELEASE A COMPETITIVE SOLICITATION TO SELECT A VENDOR TO PROVIDE NUTRITIOUS FOOD (SNACKS AND MEALS), BEVERAGES AND FOOD ADMINISTRATION SUPPORT SERVICES FOR THE CHILDREN'S TRUST OUT-OF-SCHOOL PROVIDER AGENCIES FOR A TWELVE-MONTH TERM, WITH TWO POSSIBLE CONTRACT RENEWALS COMMENCING AUGUST 1, 2012 THROUGH JULY 31, 2013, IN AN ANNUAL AMOUNT NOT TO EXCEED \$801,121.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, the current contract with Feeding South Florida, Inc., to provide nutritious snacks and snack administration support services for The Children's Trust funded Out-of-School programs expires July 31, 2012 and The Children's Trust desires to continue these services; and

WHEREAS, The Children's Trust requires that all out-of-school programs provide participating children with nutritious food (snacks and meals) and beverages that meet the United States Department of Agriculture (USDA) requirements; and

WHEREAS, it is critical that The Trust has an intermediary agency to facilitate, coordinate and provide administrative support services to The Trust funded out-of-school programs to assist them in becoming approved sites through the Florida Department of Health; and

WHEREAS, funding is available through the U.S. Department of Agriculture and administered by the Florida Department of Health's Bureau of Childcare Food Programs for such meals and beverages for approved sites who serve children that meet the free and reduced meals eligibility criteria, or are in the enrollment boundaries of schools with such children; and

WHEREAS, staff will issue a competitive procurement for the OOS nutrition program that will provide snacks, meals, beverages and administrative support services in February 2012 that

will result in a recommendation of an award for funding of nutritious food (snacks and meals), beverages and food administration support services for The Trust funded out-of-school providers for the academic calendar cycle, starting August 1, 2012; and

WHEREAS, the President/CEO, with staff recommendation, recommends approval of this action and the Board has been apprised by the attached narrative incorporated herein 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 release a competitive solicitation to procure a vendor to provide nutritious food, beverages and food administration support activities for The Trust funded Out-of-School programs for a twelve-month term commencing August 1, 2012 through July 31, 2013, with two possible contract renewals for an annual amount not to exceed \$801,121.00, subject to approval for 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 **6th day of February, 2012.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____

Background

The Children's Trust requires that all Trust funded Out-of-School (OOS) programs provide participating children with nutritious food that meets the requirements of the United States Department of Agriculture (USDA). Funding is available through the Florida Department of Health (DOH) for such food for approved sites serving children who meet the free and reduced lunch eligibility criteria, or are within the enrollment boundaries of schools with such children.

Participation in this program requires a sponsor, approved by DOH, which administers the child care and after-school food programs for the USDA. The Children's Trust staff works with the Bureau of Child Nutrition Programs to determine the most appropriate sponsor to meet the food needs of providers funded by The Children's Trust.

The USDA nutrition program subsidizes more than \$385,158.28 annually in food resources to sites funded by The Children's Trust to provide out-of-school services. Feeding South Florida is the current approved sponsor that conducts all program management activities to handle all of the required site monitorings, food acquisition and meal planning, reporting and claiming activities that are necessary to support the USDA reimbursement on behalf of The Children's Trust. Additionally, Feeding South Florida facilitates the process of obtaining DOH approval of The Children's Trust funded out-of-school sites. Using funding from The Children's Trust, Feeding South Florida also provides snacks to providers while they are pursuing the lengthy DOH approval process.

Using dieticians and Department of Health approved menus, Feeding South Florida aggressively negotiates the lowest possible prices for non-perishable snack items directly from manufacturers and local vendors. Snack items are then distributed to out-of-school providers on a weekly basis based on the number of snacks consumed in the prior week.

Resolutions #2004-46, #2006-17, #2006-143, #2006-157, #2007-64, #2008-70 #2009-28, #2009-54, #2010-16 #2010-61 and #2011-45 approved the single source contract for Feeding South Florida to provide snacks and beverages to The Children's Trust funded out-of-school programs and to serve as the Florida Department of Health sponsor.

On February 23, 2007, The Children's Trust released ITN #2007-11 to solicit bids from other providers that could supply nutritious food for The Children's Trust's out-of-school programs. No proposals were received, and therefore The Children's Trust proceeded to enter into a new contract with Feeding South Florida, Inc., to continue to provide nutritional snacks, beverages and snack administration support services. This provider has satisfactorily provided this unique service to Children's Trust funded out-of-school providers for seven contract periods.

During the following year, The Trust secured the services of a registered dietician to assess and provide an analysis of the snacks served and recommendations for optimum nutritional standards for out-of-school programs. Some of the recommendations from that assessment of the quality of the OOS providers' snacks will be incorporated in the RFQ.

Current Status

In fiscal year 2010-11, Feeding South Florida, Inc. was funded \$738,825.00 and provided snacks for a minimum of 60 out-of-school providers encompassing 115 sites funded by The Children's Trust, with many providers offering services at more than one site location. Of these providers, 60 of their sites received snacks paid for by the Department of Health, and 55 sites received snacks paid for by The Children's Trust. On a daily basis, an average of 6,105 children received snacks through the efforts of Feeding South Florida. They expended \$667,800.48 (90.39%) of their FY 2010-2011 contract budget.

Resolution 2012-19
February 6, 2012

For fiscal year 2011-12, Feeding South Florida's contract amount was reduced by 10% (\$664,943.00) from the previous year's contract due to reduced Out-of-School funding and because it was anticipated that sites would continue to complete the process for DOH approval and consequently no longer require The Children's Trust support for the snack expense for most of the program year.

As of December 2011, a total of 117 out-of-school sites are accessing Feeding South Florida for their children's daily snack. Of those, 62 sites receive snacks paid for by the Department of Health, and 55 sites receive snacks paid for by The Children's Trust. An average total of 5,916 children (an average of 59 children per site) received daily snacks from August 2011 through December 2011, through the efforts of Feeding South Florida. The year to date expenditure is \$238,174.90 (35.82%) of the total contract amount (\$664,943.00). The funding in this solicitation has been increased by \$136,178.00 from the FY 2011-2012 contract amount. The provider is expected to expend all budgeted funds before the contract term ends July 31, 2012.

The Healthy, Hunger-Free Kids Act of 2010 (P.L. 111-296), allows for afterschool supper reimbursements to eligible sponsors. A sponsor (referred to as vendor) oversees the meal program and receives the reimbursement for the out-of-school sites approved by the Department of Health (DOH). The Trust would like to expand its snack program to include the supper meal. This would be included as part of the competitive solicitation for the approved sponsor to administer the nutritious daily snacks, supper and beverages for children participating in The Trust funded out-of-school programs. The contract under the competitive solicitation would commence August 1, 2012, in the amount of \$801,121.00.

The competitive solicitation will require the food vendor to obtain the services of a registered dietician or licensed nutritionist to ensure that food served meets the optimum nutritional standards (USDA guidelines are the minimum standards), nutrient dense, reduced fat, sugar and sodium content, and to create menus for the OOS providers that reflect this.

The Trust has participated in meetings with the Health Foundation of South Florida, Department of Health, Florida Impact and the Food Research and Action Center, to discuss the possible logistics of upgrading the snack program to include serving supper. Staff gathered lessons learned and best practices from other sites around the country that have implemented the supper program.

The meal program for children enrolled in The Trust funded after school program would bring in nearly \$4.5 million in additional federal reimbursements. The meal (supper) is reimbursed at \$2.99 per child per day and snacks are reimbursed at a rate of 76 cents per child per day. The selected sponsor(s) is the entity that would bill and receive the reimbursement for Trust funded out-of-school participating sites.

A recent news release from the USDA has new standards regarding school meals programs, with the goal to provide healthier meals and better nutrition for children that take part in this program. The new standards include offering fruits and vegetables every day, increasing whole grain-rich foods, serving only fat-free or low-fat milk, limiting calories based on children's ages, and reducing the amounts of saturated fat, trans fats and sodium.

The Florida Research and Action Center has scheduled a webinar on February 2nd that Trust staff will participate in that is titled "New Healthier School Meal Standards: What You Need to Know."

FACT SHEET

Child Care Food Program Afterschool Nutrition Program

August 2011

The Afterschool Nutrition Program provides reimbursement for nutritious snacks and suppers served at eligible after school program sites. This program is funded by the U.S. Department of Agriculture and is administered in Florida by the Department of Health, Bureau of Childcare Food Programs.

Eligibility Requirements

- Programs must be operated by a public or private nonprofit organization or certain for-profit organizations.
- Program sites must be located in an area served by a school in which at least 50% of the enrolled children are eligible for free or reduced-price meals.
- The program must provide after school care with regularly scheduled educational or enrichment activities that are structured and supervised.
- A license or proof of licensure exemption is required.
- Sites where programs are offered must meet state and local health and safety standards.

Funding

The Afterschool Nutrition Program will reimburse for up to one snack and one supper per child, per day.

- Current reimbursement is \$.76 per snack and \$2.99 per supper.
- Reimbursement is available for snacks and suppers served to children through age 18 and certain children over age 18.
- Snacks and suppers may be reimbursed if they are served after school on school days, and on weekends and holidays during the school year.

Record Keeping Requirements

Programs must keep attendance records, daily meal counts, menus and expenditure records to qualify for reimbursement.

Nutrition Requirements

Snacks and suppers served to children must meet U.S. Department of Agriculture meal pattern requirements.

To qualify for reimbursement, snacks and suppers must include, at a minimum, food components in amounts specified by age. A snack must include at least two different food components and a supper must include all four with an additional fruit and/or vegetable. The meal pattern food components are:

- Fluid milk,
- Fruits and vegetables,
- Grains and breads, and
- Meat and meat alternates

Please refer to sample menu provided.

For further information, telephone or write to:

Florida Department of Health
Bureau of Childcare Food Programs
4052 Bald Cypress Way, Bin #A-17
Tallahassee, FL 32399-1727
Phone: 850.245.4323 Fax: 850.414.1622
www.doh.state.fl.us/ccfp/



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5 DAY SAMPLE SNACK MENU

	Monday	Tuesday	Wednesday	Thursday	Friday
Snack	Flavored Yogurt Graham Crackers Water	Skim White or ½ % Chocolate Milk 8 fl oz Chocolate Chip Cookies Water	½ bagel w/cream cheese 100% grape juice Water	Skim White or ½ % Chocolate Milk 8 fl oz Whole Grain Crackers Cucumber/Carrot/ Celery Sticks Lowfat Ranch Dressing	Apple Wedges Tortilla chips Mild salsa Water
Supper	Skim White or ½ % Chocolate Milk 8 fl oz Chicken Pita Wrap (Wheat Pita Bread) Tossed Salad in wrap Mixed vegetables Chilled Fruit Cocktail Assorted Light Salad Dressing Water	Skim White or ½ % Chocolate Milk 8 fl oz Chicken Strips Biscuit Sliced Tomatoes Baked Potato Wedges with Ketchup Fresh Watermelon Water	Skim Chocolate Milk 8 fl oz Baked Chicken Breast Green Salad (Romaine Lettuce, Tomato, Cucumber) Baked Yuca Bites Grape Halves Lowfat Ranch Dressing Water	Skim White Milk 8 fl oz Oven Baked Fish Nuggets Mashed Potatoes (1/2 cup) Steamed Broccoli (1/2 cup) Peaches ½ cup Tartar sauce (1.5 oz) Soft margarine (5g) Water	1% low-fat milk 8 fl oz Chef Salad (1 cup romaine, low-fat mozzarella, 1.5 oz grilled chicken) with whole wheat soft pretzel (2.5oz) Baby Carrots, raw (1/4 cup) Banana Skim chocolate milk (8oz) Low fat ranch dressing (1.5 oz) Low fat italian dressing (1.5 oz)
Snack	1 Fresh Apple Snack Mix with 1oz Peanuts in Mix Water	½ oz low fat cheese w/ ¾ oz turkey slice 100% Orange juice 1 Slice Bread Water	Low Fat American Cheese (1 – 2 oz) Saltine Crackers (8 Squares) Water	1 Whole Banana Oatmeal Cookies Water	Flavored Yogurt Animal Crackers Water
Supper	Skim White or ½ % Chocolate Milk 8 fl oz Vegetable lasagna Garlic Bread Green Peas Pears Water	Skim White Milk 8 fl oz Breaded Fish Ketchup Whole Wheat Bun Baked Beans Fruit Salad (orange, pineapple, and grapefruit sections) Water	Skim White or ½ % Chocolate Milk 8 fl oz Baked Chicken Rice Whole Wheat Roll Margarine Peas & Carrots Peaches Water	Skim White or ½ % Chocolate Milk 8 fl oz Turkey Stewed Tomatoes Whole Wheat Bread Succotash Pears Milk Water	Skim White or ½ % Chocolate Milk 8 fl oz Roast Chicken Mashed Sweet Potatoes Broccoli Whole Wheat Roll Pineapple Tidbits Water

When a drink is not specifically listed with a snack, water is recommended as a beverage. (Note: Water is NOT a creditable food item)

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution 2012-20

Action Requested: Authorize the release of a competitive solicitation, Invitation to Negotiate (ITN), for capacity-building services to continue the ongoing quality improvement and support system for Trust-funded Out-of-School (OOS) providers in an annual amount not to exceed \$500,000.00, to be issued in March 2012 with services to commence July 1, 2012.

Budget Impact: Sufficient funding for this action is available in The Children's Trust's approved operating budget for FY 2011-12 for the Out-of-School Quality Improvement Initiative.

RESOLUTION NO. 2012-20

AUTHORIZATION FOR THE PRESIDENT/CEO TO RELEASE AN INVITATION TO NEGOTIATE (ITN), FOR CAPACITY-BUILDING SERVICES TO CONTINUE THE ONGOING QUALITY IMPROVEMENT AND SUPPORT SYSTEM FOR TRUST-FUNDED OUT-OF-SCHOOL (OOS) PROVIDERS, COMMENCING JULY 1, 2012 THROUGH JUNE 30, 2013, WITH TWO SUBSEQUENT RENEWALS BASED ON SATISFACTORY PERFORMANCE, AS SOLELY DETERMINED BY THE TRUST, IN AN ANNUAL AMOUNT NOT TO EXCEED \$500,000.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, the Out-of-School (OOS) programs represent a significant Children's Trust investment and signature initiative, including more than 200 after-school and 150 summer program sites, serving more than 27,000 children last year, making up approximately 30% of the current program budget; and

WHEREAS, it is critical for The Trust to continue to offer OOS providers formalized capacity-building and quality improvement supports to ensure safe, high-quality OOS programs that result in improved academic/literacy, health/fitness, and social-emotional outcomes for children; and

WHEREAS, the capacity-building services to be provided will include an array of supports that have been shown to be effective over the prior years and are shown to be important to quality improvement in the literature, such as program quality assessment, training, technical assistance and improvement incentives; and

WHEREAS, the current single source contract with Nova Southeastern University Inc. Project RISE (Research, Inspiration, Support, and Evaluation) to provide the current OOS quality

improvement and support system for The Children’s Trust OOS programs sunsets on June 30, 2012; and

WHEREAS, by policy this service needs to be advertised for the selection of qualified provider(s); and

WHEREAS, the President/CEO, with staff recommendation, recommends approval of this action and the Board has been apprised by the attached narrative incorporated herein 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 release an Invitation to Negotiate (ITN), for capacity-building services to continue the ongoing quality improvement and support system for Trust-funded Out-of-School (OOS) providers, commencing July 1, 2012 through June 30, 2013, with two subsequent renewals based on satisfactory performance, as solely determined by The Trust, in an annual amount not to exceed \$500,000.00, subject to approval for 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 6th day of February, 2012.**

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____

Alignment with Results-based Strategic Plan for Investments 2011-2015

<u>Result:</u>	Children are succeeding in school and society
<u>Strategy:</u>	High quality after-school and summer programs
<u>Additional Cross-Cutting Strategies:</u>	Capacity-building and training for service providers on programmatic quality improvements

Background:

Out-of-School (OOS) programs represent a significant Children's Trust investment and signature initiative, including more than 200 after-school and 150 summer program sites currently, and serving more than 27,000 children last year, making up approximately 30% of the current program budget.

Because OOS providers have varying levels of capacity, The Trust has funded a comprehensive quality improvement and support system since 2005, with the goal of raising the quality of all Trust-funded OOS programs. Capacity-building and quality improvement supports aim to ensure safe, high-quality OOS programs that result in improved academic/literacy, health/fitness, and social-emotional outcomes for children, as have been demonstrated by the OOS initiative over the past several years.

The current provider, Nova Southeastern University's Project RISE, was selected through a competitive procurement process with the current contract due to sunset on June 30, 2012. By the Invitation to Negotiate (ITN) slated to be released in March 2012, The Trust seeks to select a provider or provider(s) to continue such services to all Trust-funded OOS after-school and summer program sites serving children with disabilities and general populations.

The major operational capacity-building components requested in the ITN will consist of:

- a) **Training and dissemination of OOS program quality standards.** Several years ago, Project RISE collaborated with providers, OOS leaders in the field and The Trust to describe practices that lead to stimulating, safe and supportive programs for young people during OOS time. OOS program standards have been developed locally and generally align with state standards, addressing administrative policies and "everyday" program practices such as health and safety, interactions, staff development, activities, inclusion, program structure, space and furnishings and effective programming content. In the next contract year, we anticipate The Children's Trust's formal adoption of the Florida After-School Network (FAN) state program standards. These are currently being cross-walked with our local standards to ensure results will not be lowered in any areas. Future training and dissemination efforts will be inclusive of the FAN standards adoption.
- b) **Support of program quality assessment and improvement planning** through self-assessment and external program quality assessments. Capacity-building efforts will include training providers on the use of self-assessment tools, as well as conducting independent program quality assessments. The importance of effectively using assessment results to inform actionable program quality improvement plans is a critical aspect of this component.
- c) **Provision of provider group training, individual technical assistance, supports and incentives for program improvement.** Ongoing group training is important, given the nature of typical OOS program staffing and turnover patterns. Critical group training topics have included skills training on how to administer required reading and fitness assessments, methods for improving program content to improve reading and fitness outcomes, classroom behavior management, and other general program quality

improvement issues. Individual technical assistance will be based upon review of program data and findings, using the results-based accountability turn the curve approach to increasing program performance.

- d) **Data analyses and policy development supports.** The Children’s Trust looks to the capacity-building provider as an expert in the field that can provide us with various literature reviews, data analyses/research and recommendations regarding OOS programming and outcome evaluation that serve to inform The Children’s Trust policies and procedures.

Current Status: (review of Nova Project RISE past performance results)

Quantity: How Much Did We Do?

For approximately \$600,000/year, Project RISE has served all OOS programs funded by The Children’s Trust, including summer and after-school, disability and general population providers. The number of OOS contracts has decreased slightly in recent years due to funding reductions, but the number of operating sites has remained relatively stable. **In FY 2010-11, there were 111 OOS contracts operating 228 after-school and 150 summer program sites serving over 26,500 children for the year. In FY 2011-12, there are 94 contracts (15% decrease), operating 209 after-school and 149 summer program sites (only 8% and 1% decreases, respectively).** Project RISE provides on-site external quality assessments, training and technical assistance for sites. Prioritizations of sites for formal assessment reviews are determined in collaboration with The Children's Trust based on OOS provider contract performance. In preparation for external assessments, ongoing support of providers’ self-evaluation is offered by Project RISE. Technical assistance and capacity-building are provided by Project RISE as needed based on quality assessment scores.

Contract Year 2010-11 Training Descriptions	Year-to-Date (9 of 12 months)	
	# of trainings delivered	# of OOS staff trained
Oral Reading Fluency (ORF) Assessment Trainings to measure literacy	15	247
Program planning to improve reading fluency	11	157
Progressive Aerobic Cardiovascular Endurance Run (PACER) Trainings to measure fitness	16	287
Using the School-Age Care Environment Rating Scale (SACERS) to Plan Program Quality Improvements	6	74
OOS Program Quality Standards & SACERS Administration (most continuing providers have completed this training in prior years)	4	39
Social Skills Training	3	77

Going beyond standard group trainings, Project RISE devotes significant resources to providing programmatic technical assistance to improve quality, including phone contacts, program evaluation materials delivery and assistance with assessment administration, SACERS administration, on-site behavioral management consultation and assistance with implementation of targeted interventions to improve reading fluency and fitness. **To date, Project RISE has individually assisted at 101 different providers, through 434 contacts totaling nearly 570 hours.** On-site technical assistance is offered on topics of reading, behavior management, homework assistance, as well as outcome measures administration and SACERS evaluation and feedback.

In support of The Trust’s use of the Results-Based Accountability (RBA) framework, RISE staff has been trained in the approach. RBA has been used to frame the intensive capacity-building

program for struggling OOS providers. The Children's Trust identifies OOS agencies in need of individual capacity-building in three main areas: utilization, participant retention, and outcome achievement. At the end of the second contract quarter, 12 providers were identified, and as of the end of the third quarter RISE staff has had 14 capacity-building meetings with four of these providers to facilitate "Turn the Curve" exercises, establish data development agendas and identify opportunities for program improvement.

Quality: How Well Did We Do?

Targeted numbers of trainings and participants have been met or exceeded over time. In addition, of the 986 staff from 101 agencies participating in trainings this year, more than **97% were satisfied with trainings**. Training satisfaction ratings include session organization; instructor knowledge, skills, experience and attitude; and value of materials. For outcome measure administration trainings, **99.6% of ORF participants and 98.6% of PACER participants demonstrated the ability to correctly administer the measures on the practical post-tests**.

In 2010, Project RISE collected a survey of OOS agency satisfaction with overall services. Providers were generally satisfied, with **satisfaction levels ranging from 3.6 to 4.7 on a 5-point scale**. Providers reported they would like Project RISE to continue providing trainings (university-based, site-based, and online) as well as material support. In preparation for planning the new competitive solicitation for OOS quality improvement and support services, providers will be formally surveyed again by Trust staff in the coming months.

In addition, Project RISE continues effective working relationships and quarterly meetings with The Trust's All Children Together (ACT) Resource Network focused on inclusion and meeting the needs of children with disabilities. Both Project RISE and ACT continue efforts to offer resources and support OOS providers with inclusion.

Project RISE offers The Trust several value-added research and evaluation services, including data analysis of complex longitudinal participant outcomes and other data, including ORF, PACER, dosage and evidence-based program characteristics. Nova faculty have **leveraged \$150,000 in additional funding from Robert Wood Johnson Foundation** to evaluate the effectiveness of evidence-based fitness programs in OOS, informing Trust policy in this area. They continue to seek federal and foundation dollars to supplement quality improvement as well as research and evaluation of the efforts. Currently, they have funding requests under consideration within a grant submission to the Miami-Dade County Health Department Centers for Disease Control and Prevention (CDC), as well as a proposal to the Health Foundation of South Florida, both related to improving the effectiveness of the implementation of evidence-based fitness curriculums in after-school programs. Both funding decisions are expected by October.

Outcomes: Is Anyone Better Off?

Nearly all training participants report **improved knowledge and skills acquisition (96% of 913 completed surveys** from the first nine months of the current contract year). This includes questions that ask the extent of learning, the degree to which the learning addresses important issues and can be applied to participants' jobs.

The School-Age Care Environmental Rating Scale (SACERS) is used to evaluate the overall quality of OOS programs. In the first nine months of 2010-11, 60 external SACERS were recently fully completed (of the 60 expected for the year; 100%). SACERS data have been used to conduct various analyses on OOS program quality. For the school year 2009-10, RISE found a modest but significant relationship between external SACERS evaluations conducted by Project

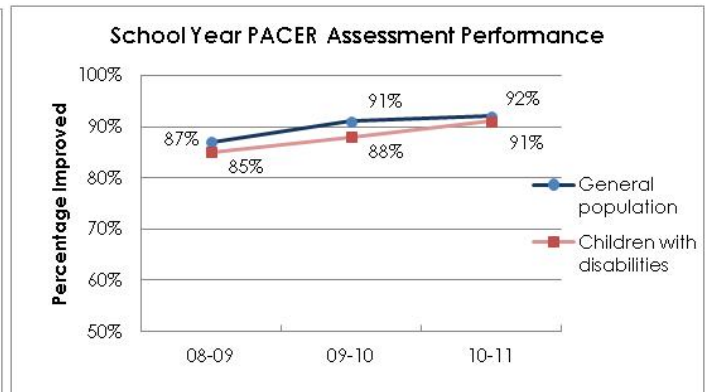
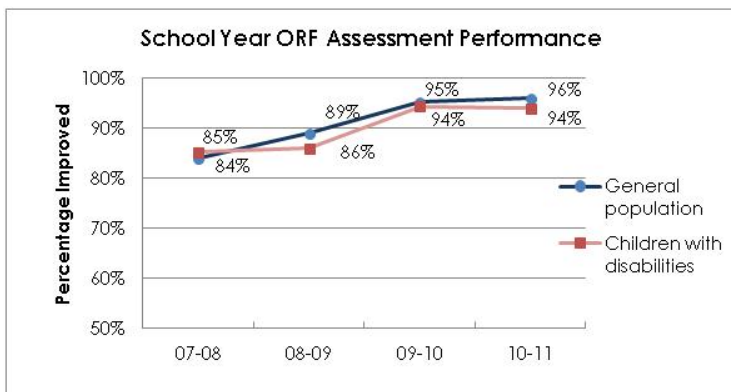
RISE and the Monitoring Tool used by The Children’s Trust ($r=.34$). In general, RISE found **program quality has risen over the past year with a 0.2 point improvement (on a 7-point scale) in overall scores (this is equivalent to nearly a one-half standard deviation).**

RISE also uses program quality data to provide targeted assistance. Using scores from The Trust’s contract performance assessment tool, RISE identified the bottom 30% of providers and allocated significant capacity building and training efforts. Among those providers, SACERS scores rose from an average of 3.3 to 4.3, or just over one full point on a 7-point scale. **Moreover, among the programs that averaged an overall SACERS score below “3” or a “minimal” rating (N=8), all but one program increased their score, with a collective average of 4.3.**

Performance Measures	FY 09-10 Results	Partial FY 10-11 Results (Dec-10 to May-11) *
Staff attending RISE quality improvement trainings improved knowledge/ awareness and skills acquisition	92% (674)	96% (874)
Staff attending a reading assessment training demonstrated accurate measurement of oral reading fluency	96% (224)	100% (245)
Staff attending a fitness assessment training demonstrated accurate measurement of fitness using the PACER	100% (164)	99% (281)
Agencies with average scores less than 3 (minimal) and participating in RISE-sponsored training improved their SACERS scores	96% (23)	100% (10)
OOS provider agencies that reported satisfaction with Project RISE services	97% (901)	97% (823)

*Numbers reflect 6 of 12 months for current contract year, as outcomes are reported quarterly.

The steadily improving better-off OOS program participant outcome trends on the ORF (from 2007-present) are likely partially related to the improvements Project RISE helped providers make in programs that support literacy and oral reading fluency skills. Similar trends for improved OOS child outcomes in fitness on the PACER are also connected to RISE’s increased focus on training providers in this area.



The Children's Trust Board Meeting

Date: February 6, 2012

Resolution 2012-21

Action Requested: Authorize the release of a competitive solicitation for a provider of capacity building services to increase the ability of children's programs to provide quality, inclusive services to children with disabilities, and to increase the capacity of children's programs already serving children with disabilities to include children with more intensive needs, in an annual amount not to exceed \$ 645,120.00.

Budget Impact: Sufficient funding for this action is available in The Children's Trust's approved operating budget for FY 2011-12.

RESOLUTION NO. 2012-21

AUTHORIZATION FOR THE PRESIDENT/CEO TO RELEASE A COMPETITIVE SOLICITATION FOR A PROVIDER OF CAPACITY BUILDING SERVICES TO INCREASE THE ABILITY OF CHILDREN'S PROGRAMS TO PROVIDE QUALITY, INCLUSIVE SERVICES TO CHILDREN WITH DISABILITIES, AND TO INCREASE THE CAPACITY OF CHILDREN'S PROGRAMS ALREADY SERVING CHILDREN WITH DISABILITIES TO INCLUDE CHILDREN WITH MORE INTENSIVE NEEDS, FOR THE PERIOD AUGUST 1, 2012 THROUGH JULY 31, 2013, WITH TWO SUBSEQUENT RENEWALS BASED ON SATISFACTORY PERFORMANCE, AS SOLELY DETERMINED BY THE TRUST, IN AN ANNUAL AMOUNT NOT TO EXCEED \$ 645,120.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, the current single source contract with CCDH, Inc. to provide inclusion supports and capacity building services to providers of children's programs to offer quality, inclusive services to children with disabilities sunsets on July 31, 2012; and

WHEREAS, given The Children's Trust's significant investment in building capacity for services available to children with special needs, it is critical for The Trust to continue to offer providers the opportunity to increase the participation of children with disabilities and their families in all aspects of community life; and

WHEREAS, while capacity building services may be purchased by non-competitive solicitation, it has been determined after several years service without competition that it is in the best interests of The Trust's fully transparent procurement policy to solicit competitive bids for the selection of a provider; and

WHEREAS, the President/CEO, with staff recommendation, recommends approval of this action and the Board has been apprised by the attached narrative incorporated herein and the Board is in agreement with the goals described therein; and

Resolution 2012-21
February 6, 2012

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, that this board authorizes the President/CEO to release a competitive solicitation for a provider of capacity building services to increase the capacity of children's programs to provide quality, inclusive services to children with disabilities, and to increase the capacity of children's programs already serving children with disabilities to include children with more intensive needs for the period August 1, 2012 through July 31, 2013, with two subsequent renewals based on satisfactory performance, as solely determined by The Trust, in an annual amount not to exceed \$645,120.00, subject to approval for 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 6th day of February, 2012.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____

Alignment with Results-based Strategic Plan for Investments 2011-2015

<u>Result:</u>	All four major results are affected
<u>Strategy:</u>	Supports to increase the community's capacity to provide inclusive services for children with disabilities Supports for families of children with disabilities
<u>Additional Cross-Cutting Strategies:</u>	Capacity-building and training for service providers on programmatic quality improvements

Background:

The current provider, CCDH, Inc., for the "All Children Together (ACT) Resource Network for Special Needs Children" was selected through a competitive procurement process with the current contract due to sunset on July 31, 2012. By invitation to negotiate (ITN) expected to be released in March 2012, The Trust seeks to select a provider or provider(s) to continue such services to all Trusted-funded providers.

The selected provider(s) is/are expected to improve the quality of services to children with disabilities by mapping assets and identifying service gaps; to collect and share stakeholder best practices, services and resource data; and, continue to build service capacity and provide technical assistance and training to all Trust-funded providers. Since 2005, CCDH has been the provider of such services and was renewed as a single source since 2007.

The major operational capacity-building components requested in the ITN will consist of:

- a) Increase readiness of programs not typically serving children with disabilities to include children with disabilities.
- b) Improve the capacity of programs serving primarily children with disabilities to serve children for whom opportunities are currently not available.
- c) Improve the capacity of The Children's Trust's providers to meet the needs of children with disabilities and their ability to participate fully in all aspects of community life.
- d) Assist The Children's Trust in defining policies and services around children with disabilities.

Current Status: (review of the All Children Together (ACT) past performance results)

Quantity: How Much Did We Do?

The three main activities provided are: 1) an extensive training component as described below; 2) Individual Program Inclusion Plans with individual providers; and, 3) direct service referrals for families as needed. **For FY 2010-11 a total of 828 staff members were trained through a total of 54 trainings. In their current FY 2011-12 (seven months), ACT has trained 447 staff members from provider agencies through a total of 28 training sessions.** In addition, ACT participated in 17 community education and awareness events reaching over 1,300 community members. For the first seven months of their current contract, ACT has participated in nine community education and awareness events, reaching 715 community members. During 2010-11, ACT also started a referral service for families of children with disabilities in need of additional support and services. A total of 183 families

benefited from this service during FY 10-11 and for their current FY 11-12 contract a total of 101 families have received this service.

Selected Training Topics	FY 2010-11		Partial FY 2011-12 (Apr 10 – Oct 11)	
	# of trainings delivered	# of participants served	# of trainings delivered	# of participants served
Discovering Inclusion	24	442	13	190
Encouraging Appropriate Behavior	14	186	9	147
Discovering Inclusion: Train the Trainer	1	16	0	0
Intro to Working with Children with Autism Spectrum Disorders	Not offered		1	42
Practical Solutions for Adapting Recreational Activities / Strategies that Work for All Children	Not offered		4	54
Adapting Reading Instructions for Children with Learning Disabilities	11	113	Not offered	

Core training is offered targeting direct care staff and includes topics such as “Disability Awareness” and “Introduction to Inclusion.” Specialized trainings, sometimes customized to meet the needs of an individual service provider are also offered, as are sessions targeting administrative concerns (e.g., legal requirements under the American with Disabilities Act, learning how the Individual Education Plan can be used as a tool for programming, and conducting an environmental scan for accessibility).

Technical assistance is provided based on an agency’s Individual Program Inclusion Plan, from which agencies choose and address from among 11 areas of competencies and public education. Each of The Children’s Trust OOS programs is assigned their own Inclusion Specialist from the Resource Network. This Inclusion Specialist works with each program as well as The Children’s Trust Contract Manager. The technical assistance is provided to a program for a specific child, a specific issue or for overall inclusionary efforts on behalf of the provider.

ACT also provides linkages to services utilizing a consumer-directed approach. Inclusion Specialists and Family Support Coordinators will assist families of children with disabilities to identify and access the services and supports they need and want. Depending on individual need, activities may include intake; identifying current resources and unmet needs; determining whether each child is receiving all benefits for which s/he is eligible; making and following-up on referrals to services; conducting home, school, or other site visits; advocating with, or on behalf of the child and family. Each child will have an electronic record maintained in a client data base, and each contact – with or on behalf of the child – will be documented in this record.

Quality: How Well Did We Do?

During FY 2010-11, CCDH, Inc. partnered with 35 providers to develop and implement Individual Program Improvement Plans (IPIPs) to work on specific, individualized goals to increase agency capacity to serve more CWD and/or to better serve children already in their

service population. For the first seven months of their current FY 2011-12, the provider is currently serving 19 providers through their IPIP services.

With the support of ACT, a number of our initiatives have increased the number of children with disabilities served in their programs, as well as the documentation and reporting of disabilities. For example, **programs in the Service Partnership initiative, which have a high-risk target population, were only reporting 5% CWD in 09-10, a figure that has increased to 11% for 2010-11.** Out-of-school programs have benefited most from the services. Retention of CWD in after-school programs, as reflected in regular attendance, has increased since 2008-09, from 62 to 74 percent of total program days. **Over the last four years, CWD consistently attended more after-school days than other children.** In addition, capacity to serve children with more challenging disability types has increased; in particular **the percent of children with autism served has increased from 8% in 2007-08 to 13%** during the 2010-11 school year.

Outcomes: Is Anyone Better Off?

Nearly all training participants reported or demonstrated improved knowledge of the various training modules. In addition, 35 agencies achieved at least two thirds of their Inclusion Plan goals in FY 2010-11; seven agencies have achieved that outcome in the current contract year. For individuals requesting assistance, a total of 183 families contacting the provider were linked to needed services in FY 2010-11; 57 have being linked during the current contract.

Performance Measures (selected)	FY 2010-11 Results	Partial FY 2011-12 (Apr-11 to Oct-11)
Participants attending Discovering Inclusion demonstrated awareness of basic information about children with disabilities and providing services to them	94% (416)	98% (187)
Participants demonstrated knowledge of training module (various trainings)	N/A	99% (240)
Participants demonstrated knowledge about practical strategies for encouraging appropriate behavior	96% (178)	Activity not offered yet
Agencies participating in Individual Program Inclusion Plans (IPIP) achieved 66% or more of the goals in their IPIP	100% (35)	100% (7)
Families of children with disabilities requesting assistance were linked to supports and services	100% (183)	100% (57)

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution: 2012-22

Action: Authorize the President/CEO to issue a Request for Qualifications (RFQ) for consultant services for the production of The Trust's Teach More Love More Newsletter for an annual amount not to exceed \$30,000.00, subject to legal sufficiency and form.

Budget Impact: Funding for these activities is available in the FY 11-12 budget.

RESOLUTION NO. 2012-22

AUTHORIZATION FOR THE PRESIDENT/CEO TO ISSUE A REQUEST FOR QUALIFICATIONS (RFQ) FOR CONSULTANT SERVICES FOR THE PRODUCTION OF THE TRUST'S TEACH MORE LOVE MORE NEWSLETTER FOR AN ANNUAL AMOUNT NOT TO EXCEED \$30,000.00, WITH TWO POSSIBLE CONTRACT RENEWALS BASED ON SATISFACTORY PERFORMANCE, AS SOLELY DETERMINED BY THE CHILDREN'S TRUST, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, for eight years The Children's Trust contracted with The Early Childhood Initiative Foundation, Inc. as a signature sponsor of the monthly Teach More Love More Newsletter, an informative newsletter distributed monthly in English, Spanish and Creole to 30,000 parents; and

WHEREAS, the Early Childhood Initiative Foundation will have terminated production of this newsletter on January 31, 2012, and the balance of \$90,000.00 of an allocation of \$120,000.00 remains with The Children's Trust; and

WHEREAS, The Children's Trust desires to assume responsibility for the continued cost, management of production, and distribution of this informative newsletter; and

WHEREAS, The Trust desires to hire a consultant under the supervision of the Public Policy and Communications Department to manage production and distribution of the Teach More Love More Newsletter, to ensure quality of the newsletter; and

WHEREAS, by policy, The Children's Trust must advertise for a competitive solicitation for such services; and

WHEREAS, the President/CEO and staff recommend issuance of a Request for Qualifications to seek the best qualified consultant to ensure continued high quality and production of the monthly newsletter as more specifically set forth in the solicitation to be issued and;

WHEREAS the Board has been apprised of the areas addressed in the attached narrative incorporated herein and is in agreement with the goals to be described in the Request for Qualification;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF THE CHILDREN'S TRUST, MIAMI-DADE COUNTY, FLORIDA that this Board authorizes the President/CEO issue a Request for Qualifications for consultant services for the production of The Children's Trust Teach More Love More Newsletter for an annual amount not to exceed \$30,000.00, with two possible contract renewals based on satisfactory performance as solely determined by The Children's Trust, subject to approval for legal sufficiency and form.

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 **6th day of February, 2012.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____

Resolution 2012-22
February 6, 2012

Background:

Since 2005, The Children's Trust in collaboration with The Early Childhood Initiative Foundation has funded, co-branded and distributed the monthly Teach More Love More newsletter. This newsletter supports the mission of The Children's Trust by informing parents and families on all topics related to child rearing, early child care, after school services and education since 2005. The newsletter provides parents with up-to-date information on topics on the importance of reading, health, nutrition, development, etc.

The newsletter is distributed free-of-charge to all parents upon request, child care centers and providers of the Trust. The newsletter is also used by parent training professionals in parent skill-building and by a variety of agencies throughout Miami-Dade County. The monthly newsletters are made available in English, Spanish and Creole. Additionally, the publication is free of paid advertisements from vendors.

Current Status:

The Early Childhood Initiative Foundation has overseen the development and distribution of more than 30,000 Teach More Love More newsletters produced monthly. By mutual agreement, The Trust has recently assumed the management of production and distribution of this newsletter.

The Trust has determined the need to hire an expert to oversee the production since the time investment in this project is more than is currently available within existing staff resources. The Consultant shall work directly under supervision of the Senior Communications Manager with The Trust maintaining complete control of quality.

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution: 2012-23

Action Requested: Authorization to amend the current contract with Armstrong Creative Consulting, Inc., to provide additional community outreach and public relations services in the African-American community and increase the contract amount by \$20,000.00 for a total contract amount not to exceed \$60,000.00.

Budget Impact: Sufficient funding is available in the approved operating budget for Communications for FY 11-12.

RESOLUTION NO. 2012-23

AUTHORIZATION FOR THE PRESIDENT/CEO TO EXECUTE A CONTRACT AMENDMENT WITH ARMSTRONG CREATIVE CONSULTING, INC., COMMENCING FEBRUARY 1, 2012 THROUGH SEPTEMBER 30, 2012 TO PROVIDE ADDITIONAL GRASSROOTS COMMUNITY OUTREACH, PUBLIC RELATIONS SERVICES, AND URBAN MEDIA RELATIONS IN THE AFRICAN-AMERICAN COMMUNITY REGARDING PROGRAMS AND INITIATIVES OF THE CHILDREN'S TRUST, BY INCREASING THE EXISTING CONTRACT BY \$20,000.00 FOR A NEW TOTAL CONTRACT AMOUNT NOT TO EXCEED \$60,000.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, The Children's Trust presently requires community outreach services to execute its strategic community outreach plan in the African-American community previously handled internally by The Trust; and

WHEREAS, The Children's Trust currently contracts with Armstrong Creative Consulting Inc., a minority-owned business selected from The Children's Trust's communications vendor pool, that specializes in urban media, and African-American faith-based and grassroots community outreach; and

WHEREAS, this provider currently meets contract requirements to the satisfaction of The Children's Trust and The Trust desires to expand services within the current scope of services rendered by this Provider for additional grassroots community outreach, public relations services, and urban media relations in the African-American community regarding programs and initiatives of The Children's Trust, and the cost of expanding such services will be \$20,000.00; and

WHEREAS, the President/CEO and staff recommend approval of this action, and the Board has been apprised of the areas to be addressed by this funding through the attached narrative incorporated herein, 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 execute a contract amendment for \$20,000.00 to increase the existing twelve month contract with Armstrong Creative Consulting, Inc., effective February 1, 2012 through September 30, 2012 for a new total contract amount not to exceed \$60,000.00, for grassroots community outreach, public relations services and urban media relations in the African-American community regarding The Children's Trust's programs and initiatives, subject to approval for legal sufficiency and form.

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 **this 6th day of February, 2012.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____.

Background:

Contributing to almost every aspect of The Children's Trust, the role of the Communications Department is to create a brand identity for all of The Trust's signature initiatives to maximize public awareness about, and connect families to, programs and services beneficial to them and specifically their children. Accomplished through marketing campaigns, faith-based outreach, media interviews and news coverage, printed collateral materials, published articles, grassroots community and event sponsorship, these efforts educate the public throughout the year about everything The Children's Trust and this community have to offer.

To reach out to special populations, The Trust contracts with various providers with the experience and ability to work effectively within the many communities of Miami-Dade County.

The Trust has and continues to contract with Armstrong Creative Consulting, Inc. (Armstrong Creative), a local full service marketing and relations company. Over the years, Armstrong Creative distributed news releases and securing news coverage in urban media outlets about Trust funded programs and initiatives. It is assisting The Children's Trust in the execution of events in the African-American community on an as-needed basis, and is executing limited urban media buys, to develop relationships with the Miami Times, South Florida Times, Gospel Truth and WMBM Radio that provide for significant editorial added value promoting all Trust-funded programs.

Armstrong Creative is a member of The Children's Trust communications vendor pool approved by The Board on June 7, 2010 by Resolution #2010-56. This agency was selected for this work from among the other vendors in our pool because of its specific expertise and track record in grassroots community outreach in the African-American community and its knowledge of urban media.

The performance of Armstrong Creative Consultants has been evaluated according to the terms of its contract with The Trust by the number of African-American calls annually received through the 211 Helpline, the number of contacts it makes in the faith-based community, the discounts and added value it negotiates with urban media and the amount of news coverage The Trust receives in urban media. They have met all terms of their contracts.

Current Status:

By this resolution, The Trust requests an increase to the current contract with Armstrong Creative Consultants beginning February 1, 2012 through September 30, 2012 to cover costs for additional staff time to assist The Children's Trust Public Relations and Communication Department with the continued execution of a community outreach plan. This work would supplement the efforts of staff in the Communications Department since a recent decision was made to shift internal resources from community outreach and redirect those resources within the department. A need exists for further community outreach which can be met by this provider.

Additional resources are needed to better identify events in the African-American community that The Trust should be participating in so as to distribute materials about programs and services funded by The Children's Trust using street team members assigned to cover the events. They would recruit qualified street team members and help train them to communicate to the public on our behalf. Other duties would include observing street team members at events to insure quality control and working with them to improve their approach with the public; teaching them how to answer frequently asked questions; and maximizing the information being presented to families.

The principal of the company shall also serve as a Trust spokesperson, by speaking at events in the African-American community when presentations are requested; seeking to identify meetings and events in which a presentation would be beneficial and offering her expertise and assistance to The Children's Trust Youth Advisory Committee.

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution: 2012-24

Action Requested: Authorize a twelve month contract with Circle of One Marketing, Inc., a provider from the approved vendor pool, in an amount not to exceed \$62,000.00 for event planning and graphic design services associated with the Miami Heart Gallery, the Champions for Children awards ceremony and other events as needed.

Budget Impact: Sufficient funding is available in the Communications Division's operating budget FY 11-12.

RESOLUTION NO. 2012-24

AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A TWELVE MONTH CONTRACT WITH CIRCLE OF ONE MARKETING, INC., A PROVIDER SELECTED FROM THE COMMUNICATIONS VENDOR POOL, IN AN AMOUNT NOT TO EXCEED \$62,000.00, COMMENCING FEBRUARY 1, 2012 THROUGH JANUARY 31, 2013 TO PLAN, EXECUTE, COORDINATE AND PAY LIMITED RELATED COSTS FOR THE CHILDREN'S TRUST MIAMI HEART GALLERY, ANNUAL CHAMPIONS FOR CHILDREN AWARDS CEREMONY AND OTHER EVENTS AS NEEDED.

WHEREAS, this Board desires to continue to dedicate The Children's Trust's available resources towards public awareness activities and events to further promote the strengthening of families and to seek ways for all children to achieve their fullest potential, particularly the most vulnerable children, which include hard-to-adopt foster children featured in The Children's Trust Miami Heart Gallery and the annual Champion for Children's Awards Luncheon; and

WHEREAS, Circle of One Marketing, Inc. has effectively and efficiently launched and managed the museum-quality Miami Heart Gallery since June 2008, resulting in more than half of the children featured in the Miami Heart Gallery having been adopted, or are in the process of being adopted; and

WHEREAS, The Children's Trust seeks to continue hosting an annual Champions for Children Awards Ceremony to honor individuals and programs that are making extraordinary efforts on behalf of our children and families to inspire others to follow in their footsteps; and

WHEREAS, The Children's Trust is occasionally in need of event planning support for events that support our mission and vision and pursuant to the Procurement Policy, professional services, such as the creation of advertisements and/or artistic services, do not have to be competitively procured; and

WHEREAS, Circle of One Marketing, Inc., a minority-owned business in The Children's Trust's communications vendor pool approved by Board Resolution #2010-56 on June 7, 2010, was selected because of its extensive event planning experience, and the success of its first three exhibitions of the Miami Heart Gallery as described in the attached narrative; and

WHEREAS, the President/CEO and staff recommend approving this action, and the Board has been apprised of the areas addressed by this funding in the attached narrative, incorporated herein 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 contract with Circle of One Marketing, Inc. for a twelve month period commencing February 1, 2012 through January 31, 2013, in a amount not to exceed \$62,000.00, to provide event planning and graphic design services related to The Children's Trust Miami Heart Gallery, Champions for Children Awards Ceremony, and other events on an as needed basis, subject to approval for legal sufficiency and form.

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 **this 6th day of February, 2012.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney as to form and legal sufficiency _____.

Background:

Circle of One Marketing, Inc., Inc. is an approved vendor in The Children's Trust's communications vendor pool per Board Resolution #2010-56 passed on June 7, 2010. This agency was selected for these two particular projects from among all the vendors in our pool because of its event planning experience for numerous other clients and the success of the Miami Heart Gallery exhibits. Circle of One Marketing, Inc. is a minority owned, African-American led agency.

Heart Galleries are designed to win hearts and homes for children languishing in foster care. Photographers volunteer their time and talent to create intimate, compelling portraits of foster children hoping to be adopted and the results will be exhibited in a traveling gallery format through June of 2012, then continue as a virtual exhibit on www.miamiheartgallery.org. The exhibit has been downsized due to the fewer number of children in foster care who remain available for adoption, but marketing and promotional efforts for the remaining children will continue vigorously under the new format, which will be more nimble and easier to update. Mobile pop-up displays will support the effort in area churches and other venues under the supervision of another community outreach consultant.

Since the Miami Heart Gallery launched in June 2008, 102 children in the exhibit have been matched for adoption. To date, 64 adoptions or permanent guardianships have been finalized; another 38 are in various stages of the adoption process.

The Champions for Children awards ceremony is now in its eighth year. It is among the most coveted events within the Miami-Dade County community of child advocates and serves to honor individuals and programs that have made extraordinary efforts on behalf of our children and families, while inspiring others to similarly strive for excellence. This event has been executed by two previous event planners in the past seven years and Circle of One is being recommended as the event planner for the 2012 event.

Current Status:

By this resolution, Circle of One Marketing, Inc. would continue to be responsible for the photo exhibit's execution and management from recruiting volunteer photographers, coordinating shoots with case managers and Our Kids, Inc., photo selection, designing necessary collateral materials, updating the Miami Heart Gallery web site with new 2012 photos and videos and moving the exhibit every 4-8 weeks through June 2012.

For the Champions for Children awards ceremony, Circle of One Marketing will assist The Children's Trust Communications Division with all related collateral material graphic design; execution of event décor; menu selection; coordination with outside vendors; ticket sales management; seating; and day-of-event supervision.

Circle of One Marketing, Inc. will continue to be evaluated according to the terms of the contract; the quality of its finished products; and whether or not the agency meets its detailed deliverables on time and within expectations.

The Children's Trust Board Meeting

Date: February 6, 2012

Resolution: 2012-25

Action Requested: Authorize negotiation and execution of a contract with Aboard Publishing Company, Inc., for an amount not to exceed \$111,000.00 to produce and distribute a maximum of 150,000 copies of resource guides to promote awareness and access to summer and after-school programs funded by The Children's Trust.

Budget Impact: Funding is available in the Communications Division's approved budget for Fiscal Year 11-12.

Resolution: 2012-25

AUTHORIZATION FOR THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A CONTRACT WITH ABOARD PUBLISHING COMPANY, INC., TO PUBLISH AND DISTRIBUTE THE CHILDREN'S TRUST 2012 SUMMER PROGRAMS RESOURCE GUIDE, AND THE CHILDREN'S TRUST 2012 AFTER-SCHOOL PROGRAMS RESOURCE GUIDE, FOR A MAXIMUM OF 150,000 COPIES FOR BOTH GUIDES, IN AN AMOUNT NOT TO EXCEED \$111,000.00, SUBJECT TO APPROVAL AS TO FORM AND LEGAL SUFFICIENCY.

WHEREAS, there is a demonstrated need for parents to be advised of summer and after-school programs funded by The Children's Trust, as well as to be advised of other available summer and after-school programs for children; and

WHEREAS, a Request for Proposals (RFP) for publishing services was issued to seek competitive bids for the summer and after school program guides and Aboard Publishing Company, Inc., was selected from among the respondents for its demonstrated ability to provide high quality editorial content; to research and edit program directory content; to design, print and distribute the guides; and

WHEREAS, The Children's Trust shall seek to maximize outreach by distributing 150,000 guides through community organizations serving distinct populations; community fairs and outreach activities sponsored by The Children's Trust; County Commission district offices; small neighborhood retail outlets; select public schools and a major retail partner; and

WHEREAS, the President/CEO, on the recommendation of staff, recommends that The Children's Trust enter into a contract with Aboard Publishing Company, Inc. in an amount not to

exceed \$111,000.00 to publish and distribute the resource guides; 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 contract with Aboard Publishing Company, Inc., in an amount not to exceed \$111,000.00 for the purpose of publishing and distributing 150,000 total copies of The Children's Trust 2012 Summer Programs Resource Guide and The Children’s Trust 2012 After-School Programs Resource Guide, subject to legal sufficiency and form.

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 motion was duly passed and adopted **this 6th day of February, 2012**

THE CHILDREN’S TRUST

MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney as to form and legal sufficiency. _____

Background:

Annually, The Children's Trust publishes resource guides for parents and caregivers. 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 will be specifically highlighted in the guides.

For the second year in a row, The Children's Trust will publish two guides – one featuring summer programs and the other featuring after-school programs. This is necessary to keep the information current between April and August.

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

Current Status:

An RFP # 2012-02 for publishing services was issued in January 2012. As a result, Aboard Publishing Company, Inc., was selected for its distinct in-house professional skills to write, edit and translate high quality articles as well as expertly design, print, and distribute the guides. Aboard Publishing is the custom publishing division of The Miami Herald Media Company, with an expertise in publishing magazines for airlines and travel destinations. It has published commemorative coffee table books, program guides and other publications customized to their clients needs. Aboard Publishing has previously published The Children's Trust summer and after-school program guides six times.

Members Sought For The Children's Trust Board of Directors

Candidates are needed to fill two vacancies on The Children's Trust Board of Directors. One is an at-large position with a two-year term. The second is filled by gubernatorial appointment and is a four-year term.

The following knowledge, abilities and skills are required for both:

- An awareness of the needs of children and families in Miami-Dade County
- The ability to work collaboratively
- A dedication to the mission of improving the lives of children and families
- A record of effective advocacy for children
- A record of service volunteering and/or on public boards
- Must be a resident of Miami-Dade for at least 24 months.

Submission deadline is midnight on Monday, February 6, 2012.



The Children's Trust

For more information about
The Children's Trust Board
vacancies, additional criteria
and selection process,
visit www.thechildrenstrust.org



The Children's Trust is a dedicated source of revenue created by voter referendum to improve the lives of children and families in Miami-Dade County by making strategic investments in their future.

The Children's Trust - Board Members Attendance

Year 2011 (from January - December)



A = Absent; AA = Approved Absence; X = Present Grey Shaded area = Inactive

Qty	Board Member	Jan. 10	Feb. 7	Mar. 14	Apr. 11	May 9	Jun 13	July 11	Aug.	Sept. 12 (Trim I)	Sept. 19 (Trim II)	Oct. 17	Nov. 14	December	
1	Isabel Afanador	X							No Meeting					No Meeting	
2	Yvette Aleman	A	A	A	A	A	A	AA							
3	Maria Alonso	X	AA	X	X	X	X	X		X	X	X	X		X
4	Karen Aronowitz	X	X												
5	Dr. Miguel Balsera	A	X	A	A	X	A	AA		X	X	X	X		X
6	Donald I. Bierman	X	X	A	AA	X	AA	AA		X	X	X	X		X
7	Rep. Esteban L. "Steve" Bovo	A	AA	X											
8	George Burgess (Imran Ali as designee)	X	X	X											
9	Alberto Carvalho (designee Marie L. Izquierdo as of Sept. 2010)	X	X	A	A	X	X	X		A	AA	A	X		
10	Jacqui Colyer	AA	X	AA	X	X	X	X							
11	Dr. Gina Cortes-Suarez	X	AA	X	X	X	X	AA		X	AA	AA	X		
12	Lileana de Moya									X	X	X	X		
13	Williams Diggs	X	AA	AA	X	A	X	X		X	AA	X	X		
14	Carolyn Donaldson	X	X	X	X	X	X	AA		X	X	AA	AA		
15	Com. Audrey M. Edmonson			AA	X	AA	X	X		X	X	X	AA		
16	Terria Flakes						AA	X		AA	X	X	X		
17	Thresia B. Gambon	X	X	X	X	X	X	AA		X	X	X	X		
18	Luis Gazitua	AA	X	A	X	X	AA	X							
19	Benjamin F. Gilbert, Jr.	X	AA	X	AA	X	X	AA		X	AA	A	A		
20	Dr. Josee Gregoire	X	X	X	X	X	X	X		X	X	X	X		
21	Dr. Nora Hernandez-Hendrix	X	X	X	X	X	X	X		X	X	X	X		
22	Antoinette JG Hill	AA	X	AA	A	X	X	X		X					
23	Nelson Hincapie									X	X	X	X		
24	Alina T. Hudak (Imran Ali as designee)				X	X	X	A		X	X	X	X		

The Children's Trust - Board Members Attendance

Year 2011 (from January - December)



A = Absent; AA = Approved Absence; X = Present Grey Shaded area = Inactive

Qty	Board Member	Jan. 10	Feb. 7	Mar. 14	Apr. 11	May 9	Jun 13	July 11	Aug.	Sept. 12 (Trim I)	Sept. 19 (Trim II)	Oct. 17	Nov. 14	December
25	Fedrick C. Ingram			AA	X	AA	X	AA	No Meeting	X	X	A	X	No Meeting
26	Esther Jacobo									X	X	X	X	
27	Com. Barbara Jordan	AA	AA											
28	Rep. John Patrick Julien						X	AA		X	AA	AA	AA	
29	Dr. Martin Karp	AA	X	A	X	X	X	X		X	A	AA	X	
30	David Lawrence, Jr.	AA	AA	AA	X	AA	X	AA		AA	AA	AA	X	
31	Pamela Lillard	X	X	X	X	X	X	AA		X	X	X	X	
32	Dr. Rosa Martin	X	AA	X	AA	X	AA	AA		X	X	X	AA	
33	Roymi Membiela									AA	X	X	X	
34	Carolyn Y. Nelson-Goedert	X	X	X	X	X	AA	X		X	X	X	AA	
35	Dr. William E. Pelham	X	X	X	X	X	X	X		X	AA	A	X	
36	Sheila Plana	A	A	A	A	A	A							
37	Judge Orlando A. Prescott	X	A	A	X	A	X	A		A	A	A	AA	
38	Dr. Isaac Prilleltensky	AA	X	X	X	X	X	X		AA	X	X	X	
39	Hon. Isaac Salver	X	X	X	X	X	X	X		AA	X	X	X	
40	Leah Sigillo							X		X	X	X	X	
41	Evelio C. Torres	AA	X	AA	AA	X	X	X	AA	X	X	X		
42	David Williams, Jr.	X	X	X	A	X								
43	Chet J. Zerlin	X	X	X	X	X	X	AA	AA	X	X	AA		

THE CHILDREN'S TRUST
President/CEO
Listing of Provider Contracts - 2010/2011 <=/ \$25,000
October 1, 2011 through December 31, 2011

	Organization	# Served	Final Contract Amount	Description
Community Outreach, Public Awareness & Program Promotion				
1	5,000 Role Models of Excellence Project	6,000	\$10,000	For sponsorship of the 19th Annual Martin Luther King Jr. Unity Scholarship Breakfast. The breakfast provides the community with a meaningful way of raising scholarship funds for young minority boys.
2	Antioch MBC of Carol City	20,000	\$10,000	For sponsorship of the Family Fall Festival to provide a safer alternative to traditional Halloween activities that, over the years, have been plagued with violence and incidents against children with tainted candy and increased predator activity. With attendance of nearly 20,000, the Family Fall Festival brings families together to enjoy safe and fun seasonal activities and to obtain information about available social services in the community.
3	City of Miami Gardens	6,500	\$5,000	For sponsorship of the City of Miami Gardens MLK "Unity in the Community" contests. Activities will include oratorical contest, art contest, performances, service vendors, main performance stage, and children's area.
4	City of North Miami Police	1,000	\$5,000	For sponsorship of The F.A.C.T. Festival. This recognized local event is committed to provide social services, crime prevention, health and safety awareness to North Miami and the surrounding community.
5	Miami Book Fair International, Inc.	225,000	\$24,792	For sponsorship of Miami Book Fair International's Children's Alley. The Children's Alley provides an opportunity for children of all ages to exercise their imaginations with three days activities that promote the concept that "reading is fun."
6	New Visions for South Dade, Inc.	15,000	\$7,500	For sponsorship of the Martin Luther King Parade in Homestead and Florida City, followed by a community resource fair in which programs and initiatives funded by The Children's Trust are featured.
7	The Alhambra Orchestra	1,750	\$10,000	For sponsorship of "Spooky Symphony" a Halloween Collaboration Concert for youth and families at the Gusman Center in Miami on October 23, 2011. This event will expose a large number of youth and families to quality classical-music through a child-centered, exciting and popular music, and images will also be projected on a screen on stage.
8	Voice of Love Training and Development, Inc. AKA Voice of Love	500	\$5,000	For sponsorship of the 7th Annual Cross Country Classic 5K & Family Fun Event. The event is a 5K Run intended to reach out to the community and offer services, food, clothing, including counseling/support and educational resources to foster children, adoptive families, seniors, single/divorced parents and their children, and families in crisis.
9	WDNA-FM 88.9	120	\$10,000	For sponsorship of a series of monthly jam sessions among local jazz artists and young musicians, recommended by their music teachers, to serve as a mentoring opportunity for the students and to cultivate the next generation of jazz musicians. The public is invited to attend all jam sessions at WDNA. These concerts are accompanied by discussions about the historical and cultural context of the particular music being performed for the purpose of promoting music education.
		Total	\$87,292	

Program	Total Funded	# Contracts
Training or Capacity Building	\$0	0
Information System	\$0	0
Community Outreach, Public Awareness & Program Promotion	\$87,292	9
General Administration	\$0	0
TOTAL	\$87,292	9