



## Program Services Committee Meeting Wednesday, January 25, 2012

United Way – Ansin Bldg.  
3250 S.W. 3<sup>rd</sup> Avenue  
Ryder Room  
3:00 p.m. – 5:00 p.m.

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President & CEO

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## AGENDA

- 3:00 p.m. **Welcome and opening remarks**  
Pamela Lillard  
*Vice Chair*
- 3:05 p.m. **Approval of September 28, 2011 Programs Minutes Transcript**  
*(Additional Items packet) (Pgs. 3-4)*  
Pamela Lillard  
*Vice Chair*
- 3:10 p.m. **Contract Performance Review Process and Performance Measurement (Pgs. 5-6)**  
*(Additional Items packet)*  
Modesto E. Abety-Gutierrez  
*President & CEO*
- 4:00 p.m. **Resolutions**  
Modesto E. Abety-Gutierrez  
*President & CEO*
- Resolution 2012-A (P/01-25):** 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 the annual amount not to exceed \$801,121.00, subject to approval for legal sufficiency and form. *(Pgs. 7-12)*
- Resolution 2012-B (P/01-25):** 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 amount not to exceed \$500,000.00, subject to approval for legal sufficiency and form. *(Pgs. 13-18)*

**Resolution 2012-C (P/01-25):** 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, delivered through a resource network for special needs children, for the period August 1, 2012 through July 31, 2013, with two subsequent renewals based on satisfactory performance, as solely determined by The Children's Trust, in an amount not to exceed \$860,160.00, subject to approval for legal sufficiency and form. *(Pgs. 19-22)*

4:30 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*
- *Board Members Attendance Record (Pgs. 23-25)*

5:00 p.m. **Adjourn**



**Program Services Committee Meeting Summary**  
**September 28, 2011**  
**3:10 p.m.**

These actions were taken by the Program Services Committees meeting on September 28, 2011:

**Motion to approve the June 29, 2011 Program Services Committee meeting minutes were made by Dr. Josee Gregoire and seconded by Dr. William E. Pelham. Motion passed unanimously, 3-0.**

**Resolution 2012-A (P/09/28): Motion to recommend the resolution to the Board of Directors on July 11, 2011 was made by Dr. Josee Gregoire and seconded by Dr. William E. Pelham.** Authorization for the President/CEO to negotiate and execute the renewal of **three Service Partnership Contracts** with current providers of **Special Population Services** as follows:

The Alliance for GLBTQ Youth, Inc. (Questioning Youth)	\$493,500.00
Florida Immigrant Advocacy Center, Inc. (Immigrant Children)	\$441,113.00
Justice & Security Strategies, Inc. (Children Of Incarcerated Parents)	\$493,500.00

Each for a pro-rated amount for a nine-month term not to exceed a total of \$1,428,113.00, a 7.27% reduction in funding from last year, commencing November 1, 2011 to July 31, 2012, and providing for the option of one remaining contract renewal for a twelve-month term based upon satisfactory performance at the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. **Motion passed unanimously, 3-0.**

**Resolution 2012-B (P/09/28): Motion to recommend the resolution to the Board of Directors on July 11, 2011 was made by Dr. Josee Gregoire and seconded by Dr. William E. Pelham.** Authorization for the President/CEO to negotiate and execute the renewal of **four Service Partnership Contracts** with current providers for **Truancy Prevention Services**:

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

Each for a pro-rated amount for a nine-month term not to exceed \$1,490,507.00, a 9.64 % reduction in funding from last year, commencing November 1, 2011 to July 31, 2012, and providing for the option of one remaining contract renewal for a twelve-month term based upon satisfactory performance in the sole discretion of The Children's Trust, subject to approval for legal sufficiency and form. **Motion passed unanimously, 4-0.**

**Resolution 2012-C (P/09/28): Motion to recommend the resolution to the Board of Directors on July 11, 2011 was made by Dr. Josee Gregoire and seconded by Dr. William E. Pelham.** Authorization for the President/CEO to negotiate and execute the renewal of **six Service Partnership Contracts** with current providers of **Maltreatment Prevention Programs** for **Domestic Violence** as follows:

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

Each for a pro-rated amount for a nine-month term not to exceed \$1,596,750.00, a 8.34% reduction in funding based on performance and revenue reduction, commencing November 1, 2011 to July 31, 2012, with the option of one remaining contract renewal for a twelve-month term, based upon satisfactory performance at the sole discretion of The Children’s Trust, subject to approval for legal sufficiency and form. **Motion passed unanimously, 4-0.**

**Resolution 2012-D (P/09/28): Motion to recommend the resolution to the Board of Directors on July 11, 2011 was made by Dr. Josee Gregoire and seconded by Carolyn Donaldson.** Authorization for the President/CEO to negotiate and execute the renewal of **seven Youth Violence Prevention Contracts** with current providers as follows:

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

Each for a prorated nine-month term not to exceed \$1,604,480.00, a 11.68% overall annual reduction, commencing November 1, 2011 to July 31, 2012, with the option of one contract renewal remaining for a twelve-month term based upon satisfactory performance at the sole discretion of The Children’s Trust, subject to approval for legal sufficiency and form. **Motion passed unanimously, 4-0.**

**Resolution 2012-E (P/09/28): Motion to recommend the resolution to the Board of Directors on July 11, 2011 was made by Dr. Josee Gregoire and seconded by Dr. William E. Pelham.** Authorization for the President/CEO to negotiate and execute a contract amendment to extend a single source contract for a term of seven (7) months commencing December 1, 2011 through June 30, 2012, with **Nova Southeastern University for “Project Rise” (research, inspiration, support, and evaluation), the quality improvement and support system for The Trust-funded Out-of-School programs**, in an amount not to exceed \$300,000.00, a 17% reduction to the current annual contract amount, subject to approval for legal sufficiency and form. **Motion passed unanimously, 4-0.**

**Meeting adjourned at 4:22 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

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## 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](mailto:dalia@thechildrenstrust.org), or visit [www.thechildrenstrust.org/forms](http://www.thechildrenstrust.org/forms)*

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*Catherine Raymond is president of Raymond Consulting, Inc. Email: [catherine@raymondconsulting.com](mailto:catherine@raymondconsulting.com)*

## The Children's Trust Board Meeting

Date: February 6, 2012

### Resolution 2012-A (P/01-12)

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**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 a total 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.

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### RESOLUTION NO. 2012-A (P/01-12)

**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 THE 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 an approved site 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 that 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 a total 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 **6<sup>th</sup> 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 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.

## **Current Status**

In fiscal year 2010-11, Feeding South Florida, Inc. was funded \$738,825.00 and provided snacks for a minimum of 72 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 6,447 children received snacks through the efforts of Feeding South Florida.

For fiscal year 2011-12, Feeding South Florida's contract amount was reduced by 10% (\$664,943.00) from the previous year's contract. The reduction was made because of 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 November 30, 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 November 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 the dollars 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 all 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 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.

# 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/](http://www.doh.state.fl.us/ccfp/)



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## Child Care Food Program Sample Afterschool Nutrition Menu

Refer to the Child Care Food Program Meal Pattern for Children when planning portion sizes for the different age groups.

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>Snack</b>	Oatmeal Cookie Milk	Banana Milk	Fresh Apple Wedges Peanut Butter	Assorted Whole Wheat Crackers Cucumber/Carrot/Celery Sticks <i>Lowfat Ranch Dressing</i>	Yogurt <i>Lowfat, any Flavor</i> Animal Crackers
<b>Supper</b>	Sliced Ham & Cheese Sandwich (2 oz. mt/mt alt. and 2 brd) <i>Mustard, Lowfat Mayo</i> Lettuce, Tomato & Pickle Potato Salad Pineapple Tidbits Milk	*Ravioli 1 slice of Garlic Bread Green Peas Pears Milk	Baked Chicken Rice Whole Wheat Roll <i>Margarine</i> Peas & Carrots Peaches Milk	*Breaded Fish <i>Ketchup</i> Whole Wheat Bun Baked Beans Fruit Salad (orange, pineapple, and grapefruit sections) Milk	Tacos (with soft, flour tortilla, ground turkey or beef) (1 oz. mt/mt alt. and 1 brd) Shredded Cheese (1 oz.) Shredded lettuce and diced tomato <i>Mild Salsa</i> Corn Milk
<b>Snack</b>	Graham Crackers Orange Wedges	Tortilla Chips Mild Salsa Apple Wedges	Oatmeal Cookies Milk	Coleslaw Saltine Crackers	Granola or Cereal Bar Milk
<b>Supper</b>	Sloppy Joe Whole Wheat Bun Mixed Vegetables Peaches Milk	*Chicken Strips Biscuit Sliced Tomatoes Baked Potato Wedges <i>Ketchup</i> Fruit Cocktail Milk	Ham Macaroni & Cheese Roll Broccoli Applesauce Milk	Cheeseburger on Bun <i>Mustard, Lowfat Mayo, &amp; Ketchup</i> Lettuce, Tomato, Pickle Green Beans Banana Milk	Turkey and Cheese Sandwich on Whole Wheat bread (2 oz. mt/mt alt. and 2 brd) <i>Lowfat Mayonnaise &amp; Mustard</i> Bell pepper strips (red and green) Grapes Milk

\*Requires a Child Nutrition Label.

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

mt/mt alt. = meat/meat alternate; brd = bread

Note: Additional sample menus can be found on our website: [www.doh.state.fl.us/ccfp/](http://www.doh.state.fl.us/ccfp/)

## The Children's Trust Board Meeting

Date: February 6, 2012

### Resolution 2012-B (P/01-25)

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**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 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.

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### RESOLUTION NO. 2012-B (P/01-25)

**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 AMOUNT NOT TO EXCEED \$500,000.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.**

WHEREAS, 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 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 6<sup>th</sup> 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.

<b>Contract Year 2010-11 Training Descriptions</b>	<b>Year-to-Date (9 of 12 months)</b>	
	<b># of trainings delivered</b>	<b># of OOS staff trained</b>
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

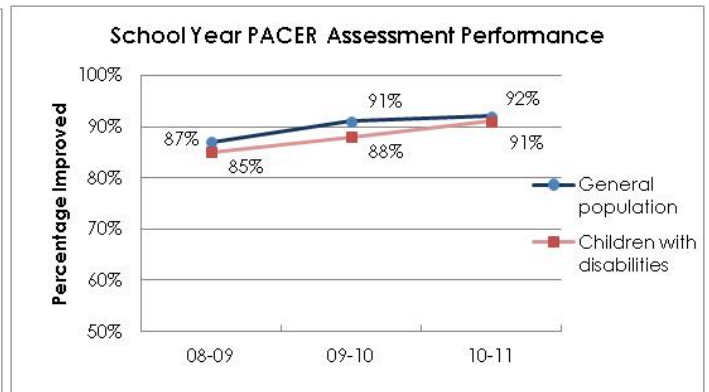
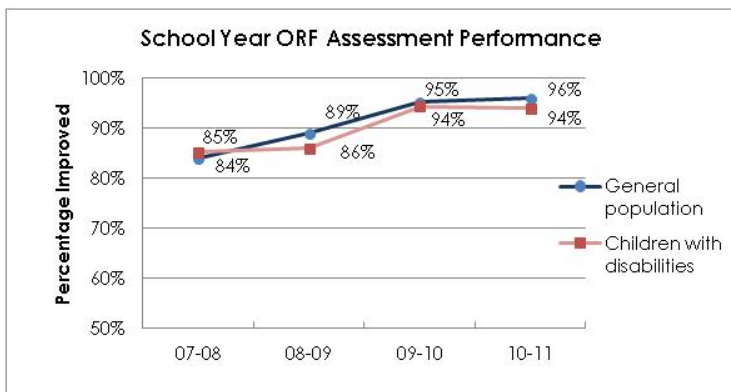
RISE and the Monitoring Tool used by The Children’s Trust ( $r=.34$ ). In general, RISE found **program quality has risen over the past year with a 0.2 point improvement (on a 7-point scale) in overall scores (this is equivalent to nearly a one-half standard deviation).**

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-C (P/01-25)

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**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, delivered through a Resource Network for the Special Needs of Children in an amount not to exceed \$860,160.00.

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

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### RESOLUTION NO. 2012-C (P/01-25)

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, DELIVERED THROUGH A RESOURCE NETWORK FOR SPECIAL NEEDS CHILDREN, 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 AMOUNT NOT TO EXCEED \$860,160.00, SUBJECT TO APPROVAL FOR LEGAL SUFFICIENCY AND FORM.

WHEREAS, the current single source contract with CCDH, Inc. for a resource network to provide capacity building services to provider's of children's programs to provide quality, inclusive services to children with disabilities sunsets on June 30, 2012; and

WHEREAS, given The Children's Trust 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

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 delivered through a Resource Network for special needs children, 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 amount not to exceed \$860,160.00, 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 6<sup>th</sup> 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 Resource Network for Special Needs Children is expected to improve the quality of services to children with disabilities by mapping assets and identifying service gaps; collecting and sharing stakeholder best practices, services and resource data; and, designing a system that builds service capacity and provides technical assistance and training. Since 2005, CCDH, Inc. has been the provider of such a Resource Network and renewed as a single source since. The current contract is due to sunset on July 31, 2012.

The goals of the Resource Network are to:

- Increase readiness of children's services programs not typically serving children with disabilities to include children with disabilities.
- Improve the capacity of programs serving primarily children with disabilities to serve children for whom opportunities are currently not available.
- Improve the capacity of The Children's Trust's Service Partnerships to meet the needs of children with disabilities and their ability to participate fully in all aspects of community life.

A Resource Network as defined by The Children's Trust is a formalized collaboration involving consumers, service providers, grass roots organizations, academic institutions, foundations, and public bodies, which come together in support of strengthening families and improving child well-being in targeted neighborhoods or populations. A Resource Network is not involved in the direct delivery of services to children and families.

Core training is offered targeting direct care staff and include 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 issues about which administrators are typically concerned (liability, insurance, program cost).

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 education.

## **Current Status:**

The three main activities of the Resource Network for Children with Special Needs 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.

Extensive capacity building trainings are offered targeting direct care staff and include topics such as Disability Awareness, Introduction to Inclusion as well as Train the Trainer Inclusion trainings. Additionally, trainings targeting the birth to five population have also been developed and are offered. Specialized trainings, sometimes customized to meet the needs of an individual service provider, are also offered, as are sessions targeting issues about which administrators are typically concerned (liability, insurance, program cost). Each month The Children's Trust receives detailed training lists from the Resource Network so agencies receiving the trainings can be tracked and noted in our Contract Management system.

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 may be 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 can be provided to a program for a specific child, a specific issue or for overall inclusionary efforts on behalf of the provider.

The Resource Network 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.

**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

# 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
1	Isabel Afanador	X							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
4	Karen Aronowitz	X	X										
5	Dr. Miguel Balsera	A	X	A	A	X	A	AA		X	X	X	X
6	Donald I. Bierman	X	X	A	AA	X	AA	AA		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			

# 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	
23	Nelson Hincapie									X	X	X	X	
24	Alina T. Hudak (Imran Ali)				X	X	X	A		X	X	X	X	
25	Fedrick C. Ingram			AA	X	AA	X	AA		X	X	A	X	
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	No Meeting	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 Prillelensky	AA	X	X	X	X	X	X		AA	X	X	X	
39	Rep. Julio Robaina													
40	Hon. Isaac Salver	X	X	X	X	X	X	X		AA	X	X	X	X
41	Leah Sigillo							X		X	X	X	X	
42	Evelio C. Torres	AA	X	AA	AA	X	X	X		AA	X	X	X	
43	David Williams, Jr.	X	X	X	A	X								
44	Chet J. Zerlin	X	X	X	X	X	X	AA	AA	X	X	AA		

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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
	<i>QUORUM</i>	<i>19</i>	<i>18</i>	<i>16</i>	<i>20</i>	<i>23</i>	<i>22</i>	<i>17</i>		<i>23</i>	<i>22</i>	<i>21</i>	<i>22</i>