



Finance & Operations Committee Meeting
Thursday, June 30, 2022
3150 S.W. 3rd Avenue (Coral Way)
The Children's Trust – Training Room
"In person quorum with some virtual attendants"
9:30 a.m. – 11:00 a.m.

AGENDA

Board of Directors

Kenneth C. Hoffman
Chair
Pamela Hollingsworth
Vice-Chair
Mark A. Trowbridge
Treasurer
Karen Weller
Secretary

Edward Abraham, M.D.
Laura Adams
Matthew Arsenault
Daniel Bagner, Ph.D.
Hon. Dorothy Bendross-Mindingall, Ph.D.
Ta'Myah Byars
Hon. Danielle Cohen Higgins
Constance Collins
Morris Copeland
Victor Diaz-Herman
Trynegwa K. Diggs, Ed.D.
Mary Donworth
Richard P. Dunn II
Gilda Ferradaz
Lourdes P. Gimenez
Nicole Gomez
Valrose Graham
Mindy Grimes-Festge
Malou C. Harrison, Ph.D.
Nelson Hincapie
Tiombe Bisa Kendrick-Dunn, Ed.D.
Marissa Leichter
Annie R. Neasman
Maria Norton
Hon. Orlando Prescott
Javier Reyes
Hon. Alex Rizo
Hon. Isaac Salver

David Lawrence Jr.
Founding Chair

James R. Haj
President & CEO

County Attorney's Office
Legal Counsel

9:30 a.m. **Welcome and opening remarks**

Mark Trowbridge
Committee Chair

9:35 a.m. **Public Comments**

Mark Trowbridge
Committee Chair

9:45 a.m. **Approval of June 2, 2022 Finance & Operations Committee minutes summary**

(Addl. Items packet, Pg. 3)

Mark Trowbridge
Committee Chair

9:50 a.m. **Presentation and Approval of the 2022-23 Preliminary Budget and Millage Rate (Pgs. 4-6)**

Mark Trowbridge
Committee Chair

James R. Haj
President/CEO

William Kirtland
Chief Financial Officer

10:10 a.m. **Resolutions**

Mark Trowbridge
Committee Chair

Resolution 2022-A: Authorization to negotiate and execute an agreement with Balsera Communications, a public relations agency, for a term of 12 months, commencing on October 1, 2022, and ending September 30, 2023, to plan and execute public relations campaigns on behalf of The Children's Trust, in a total amount not to exceed \$48,000.00. *(Pgs. 7-9)*

Resolution 2022-B: Authorization for a procurement waiver from a formal competitive solicitation to expend monies to be paid to the SIJ Holdings, LLC d/b/a The McClatchy Company, LLC, parent company of the Miami Herald, for services rendered by the Miami Herald to advertise The Children's Trust's truth in millage rate, board vacancies and other advertisements related to funding announcements, activities, initiatives, events and programs, in addition to the 2023 Silver Knight and Spelling Bee sponsorships, in a total amount not to exceed \$75,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023. *(Pgs. 10-11)*

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.

Resolution 2022-C: Authorization to negotiate and execute a service agreement with Cay Industries, Inc d/b/a Print Dynamics to print and prepare for distribution The Children's Trust's trilingual monthly Parenting Our Children newsletter, in a total amount not to exceed \$48,000.00, for a term of 12 months, commencing on October 1, 2022, and ending on September 30, 2023. *(Pgs. 12-13)*

Resolution 2022-D: Authorization to execute a service agreement with Yellow Box, Inc., to rent and maintain Yellow Box kiosks in a total amount not to exceed \$50,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023. *(Pgs. 14-15)*

Resolution 2022-E: Authorization to expend up to \$50,000.00 for Community Engagement Team support services in the Haitian community with Hermantin Consulting, LLC for a term of 12 months, commencing on October 1, 2022, and ending September 30, 2023. *(Pgs. 16-18)*

Resolution 2022-F: Authorization to release a competitive solicitation, in alignment with the board's strategic priorities and projected available funding, for Youth Development After-school and Summer Programs for K-12, for a five-year funding cycle starting August 2023. *(Pgs. 19-20)*

Resolution 2022-G: Amend the following resolutions to reflect a change in agency ownership from Institute for Child and Family Health, Inc. to Cayuga Home for Children, Inc, d/b/a Cayuga Centers.: (1) resolution #2022-38, granting authorization to execute contracts with 81 providers for high-quality after-school and summer programming for elementary school children; (2) resolution #2022-45, granting authorization to execute contracts with 40 providers, to deliver evidence-based parenting services. *(Pgs. 21-22)*

Resolution 2022-H: Authorization to negotiate and execute a contract with The Center for Social Change Inc., for match funding for the Community Based Care Alliance of Miami-Dade County (CBC Alliance), in a total amount not to exceed \$64,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023. *(Pgs. 23-26)*

10:20 a.m. **CEO Report**

- *Monthly Financial Statements*
- *The Children's Trust Family Expo events:*
 - ✓ *Miami Dade College Wolfson Campus – July 23, 2022 (10 am – 3 pm)*
 - ✓ *Sweet Home Community Campus – July 30, 2022 (10 am – 3 pm)*
 - ✓ *Betty T. Ferguson Recreational Complex – August 6, 2022 (10 am – 3 pm)*
- *TRIM I & TRIM II – September 12 & September 19, 2022*

James R. Haj
President/CEO

11:00 a.m. **Adjourn**

Reminder:
Next Committee Meeting: Thursday, September 1, 2022

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.



**Finance & Operations Committee Meeting
Summary of Actions Taken
June 2, 2022
9:33 a.m.**

These actions were taken by the Finance & Operations Committee meeting held on June 2, 2022, with a quorum of members physically present and some members attending virtually:

***Please note that the number of board members fluctuate based on arrival and departure of some of them throughout the meeting.**

Motion to approve the May 5, 2022 Finance & Operations committee meeting minutes was made by Nelson Hincapie and seconded by Constance Collins. Motion passed unanimously, 4-0.

Resolution 2022-A: Motion to recommend the resolution to the Board of Directors on June 13, 2022 was made by Nelson Hincapie and seconded by Constance Collins. Authorization to expend up to \$40,000.00 of the Florida Association of Children's Councils and Trusts (FACCT) Helios Education Foundation grant award for research and evaluation services with Ms. Oleksandra Filippova, commencing retroactively on October 1, 2021, and ending September 30, 2022, with two remaining one-year renewals, not to exceed \$50,000.00 in a single fiscal year. **Motion passed unanimously, 5-0.**

Resolution 2022-B: Motion to recommend the resolution to the Board of Directors on June 13, 2022 was made by Nelson Hincapie and seconded by Constance Collins. Authorization for a procurement waiver from a formal competitive solicitation and to execute and negotiate contracts with (i) Empire Office, Inc. in an amount not to exceed \$60,982.63, inclusive of a 10 percent contingency, to design and reconfigure current office space being leased from the Children's Advocacy Complex, LLC (United Way) at 3150 SW 3rd Avenue, 8th floor, and to purchase and install new furniture, and (ii) Poppin, Inc. in an amount not to exceed \$65,635.48, inclusive of a 10 percent contingency, for the purchase and installation of new modular furniture during FY 2021-2022 and to approve budget amendments required to allocate these funds in the appropriate budget line. **Motion passed unanimously, 5-0.**

Meeting adjourned at 10:08 a.m.

THE CHILDREN'S TRUST
BUDGET SUMMARY
FISCAL YEAR 2022-2023

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CHILDREN'S TRUST ARE 6.23% MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

General Fund Budget		
REVENUES: Estimated at 95% of ad valorem tax levy of .5000 mills.		
Ad valorem tax revenue	\$ 177,840,000	
Interest/miscellaneous	4,000,000	
Total Revenues	181,840,000	
Fund balance/net assets, October 1, 2022	37,383,081	
Total Estimated Revenues/ Fund Balance/ Net Assets	\$ 219,223,081	
EXPENDITURES:		
Contracted Programs	\$ 171,344,548	90.22%
Operating Expenditures:		
General Administration:		
Salaries and fringe benefits	\$ 10,972,000	
Professional/legal/other contracted services	460,000	
Rent/insurance	525,000	
Travel/communications	220,000	
Supplies/postage/printing	80,000	
Promotional/dues/miscellaneous	45,000	
Total General Administration Expenditures	\$ 12,302,000	
Capital Expenditures:		
Furniture & equipment	\$ 273,382	
Computer software/hardware	-	
Total Capital Expenditures	\$ 273,382	
Total Operating Expenditures	\$ 12,575,382	6.62%
Non-Operating Expenditures:		
CRA refund of taxes	\$ 3,000,000	
Tax appraiser/collector fees	3,000,000	
Total Non-Operating Expenditures	\$ 6,000,000	3.16%
Total Expenditures	\$ 189,919,930	100.00%
Fund Balance, Reserves/ Net Assets	\$ 29,303,151	
Total Expenditures, Reserves, and Fund Balance	\$ 219,223,081	

The tentative, adopted and/or final budgets are on file in the office of the above-mentioned taxing authority as a public record.

The Children's Trust
Fund Balance
Fiscal Years 2021-2023

Description	2021-22 Amended Budget	2021-22 Projected	2022-23 Budget
Millage rate	0.5000	0.5000	0.5000
Beginning fund balance	\$ 31,795,916	\$ 35,384,462	\$ 37,383,081
Revenue: Ad valorem tax	161,528,706	161,528,706	177,840,000
Revenue: Interest/ miscellaneous	2,800,000	2,800,000	4,000,000
Total funds available	\$ 196,124,622	\$ 199,713,168	\$ 219,223,081
Sustain and expand direct services	\$ 150,610,248	\$ 137,184,903	\$ 158,710,248
Community awareness and advocacy	6,034,300	5,189,498	6,034,300
Program and professional development	5,800,000	4,060,000	6,600,000
The Children's Trust management and administration	11,245,507	10,795,687	12,575,382
Non-operating expenditures	5,100,000	5,100,000	6,000,000
Total expenditures	\$ 178,790,055	\$ 162,330,088	\$ 189,919,930
Ending fund balance, reserves/ net assets	\$ 17,334,567	\$ 37,383,081	\$ 29,303,151

The Children's Trust
Core Strategies
Fiscal Years 2021-2023

Description	2021-22 Amended Budgeted Expenditures	Additional Funding	Reallocated Funds	2022-23 Budgeted Expenditures	Dollar Difference	Percentage Difference
SUSTAIN AND EXPAND DIRECT SERVICES						
Parenting	\$ 20,123,000	\$ -	\$ 1,916,460	\$ 22,039,460	\$ 1,916,460	9.52%
Early childhood development	35,841,017	2,000,000	-	37,841,017	2,000,000	5.58%
Youth development	61,178,817	1,000,000	-	62,178,817	1,000,000	1.63%
Health and wellness	21,479,306	600,000	(1,247,528)	20,831,778	(647,528)	-3.01%
Family and neighborhood supports	11,988,108	4,300,000	(468,932)	15,819,176	3,831,068	31.96%
Total sustain and expand direct services	\$ 150,610,248	\$ 7,900,000	\$ 200,000	\$ 158,710,248	\$ 8,100,000	5.38%
COMMUNITY AWARENESS AND ADVOCACY						
Promote public policy and legislative agendas	\$ 215,300	\$ -	\$ -	\$ 215,300	\$ -	0.00%
Public awareness and program promotion	2,969,000	-	-	2,969,000	-	0.00%
Promote citizen engagement and leadership to improve child and family conditions	1,115,000	-	-	1,115,000	-	0.00%
Cross-funder collaboration of goals, strategies and resources	1,735,000	-	-	1,735,000	-	0.00%
Total community awareness and advocacy	\$ 6,034,300	\$ -	\$ -	\$ 6,034,300	\$ -	0.00%
PROGRAM AND PROFESSIONAL DEVELOPMENT						
Supports for quality program implementation	\$ 3,100,000	\$ 750,000	\$ (200,000)	\$ 3,650,000	\$ 550,000	17.74%
Information technology	800,000	250,000	-	1,050,000	250,000	31.25%
Program evaluation and community research	500,000	-	-	500,000	-	0.00%
Innovation fund	1,400,000	-	-	1,400,000	-	0.00%
Total program and professional development	\$ 5,800,000	\$ 1,000,000	\$ (200,000)	\$ 6,600,000	\$ 800,000	13.79%
ADMINISTRATION AND NON-OPERATING EXPENDITURES						
Management of The Children's Trust	\$ 11,245,507	1,329,875	\$ -	\$ 12,575,382	\$ 1,329,875	11.83%
Non-operating expenditures	5,100,000	900,000	-	6,000,000	900,000	17.65%
Total administration and non-operating expenditures	\$ 16,345,507	\$ 2,229,875	\$ -	\$ 18,575,382	\$ 2,229,875	13.64%
Total	\$ 178,790,055	\$ 11,129,875	\$ -	\$ 189,919,930	\$ 11,129,875	6.23%

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-A

Strategic Plan Priority Investment Area: Community Awareness and Advocacy:
Public Awareness and Program Promotion.

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to negotiate and execute an agreement with Balsera Communications, a public relations agency, for a term of 12 months, commencing on October 1, 2022, and ending September 30, 2023, to plan and execute public relations campaigns on behalf of The Children's Trust, in a total amount not to exceed \$48,000.00.

Budget Impact: Funding in the amount of \$48,000.00 for this resolution is projected to be available in FY 2022-2023.

Description of Services: In April 2022, The Children's Trust requested quotes seeking a public relations agency to work closely with the communications department to create, manage and implement a comprehensive media and public relations plan that adheres to The Children's Trust's communications strategies and operating processes. The plan will include but not be limited to the following:

- Build and strengthen relationships with media outlets (print, digital, TV, radio) and coordinate meetings for communications staff and executives to meet with editorial staff to position The Trust staff and providers as experts in children's issues.
- Develop, maintain and update a targeted media list for distributions of all press releases, media advisories, relevant corporate communications, and other public-facing communications for all Trust projects as assigned.
- Work with The Trust's communications department to develop crisis communications plans and templates for various scenarios.
- Monitor The Children's Trust social media channels to offer feedback for opportunities for growth, audience engagement and exposure.
- Develop and pitch Op-Eds, Letters to the Editor, news releases, messaging documents, talking points, FAQs, media Q&As, and others.
- Pitch successful funding or community stories to local, regional, and national media outlets.

Background: Per The Children's Trust procurement policy, The Children's Trust received quotes from the following five agencies to provide the services described for FY 2022-2023:

1. Balsera Communications \$60,000 annually
2. Bristol Public Relations Inc. \$60,000 annually
3. Palley Promotes Inc. \$54,000 annually
4. Top of Mind Public Relations \$54,000 annually
5. Boardroom PR. \$42,000 annually

All quotes were reviewed, utilizing a scoring matrix that considered the following:

- Qualifications and expertise
- Samples of previous work and list of comparable clients
- Narrative of proposal
- Fees

The three companies with the highest scores (Balsera Communications, Bristol Public Relations, and Top of Mind) came in above budget and each vendor was asked to submit scope proposals for a monthly fee of \$4,000.00. All three companies responded with scope proposals. Balsera Communications is recommended because of the strength of their proposal and the strong evidence of previous work and expertise, which included the handling of The Children's Trust reauthorization campaign in 2008.

Balsera Communications is a demonstrated leader in the public relations field and is expected to provide expertise and value to The Trust and its mission. The firm will provide strategic planning, brand analysis, crisis preparation and will leverage their relationships with leading media outlets, both local and national. Balsera's proposal also includes a robust social media strategy plan for all Trust-related channels, including access to their in-house analytics.

In FY 2021-2022, The Trust contracted with Boardroom PR to plan and execute public relations campaigns on behalf of The Trust. The proposed \$48,000.00 annual fee represents a \$6,000.00 increase from The Trust's current public relations contract with the prior year's public relations agency.

Geographic Area: Countywide

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 resolution duly passed and adopted this **18th day of July, 2022.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-B

Strategic Plan Priority Investment Area: Community Awareness and Advocacy: Public Awareness and Program Promotion

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization for a procurement waiver from a formal competitive solicitation to expend monies to be paid to the SIJ Holdings, LLC d/b/a The McClatchy Company, LLC, parent company of the Miami Herald, for services rendered by the Miami Herald to advertise The Children's Trust's truth in millage rate, board vacancies and other advertisements related to funding announcements, activities, initiatives, events and programs, in addition to the 2023 Silver Knight and Spelling Bee sponsorships, in a total amount not to exceed \$75,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

Budget Impact: Funding in the amount of \$75,000.00 for this resolution is projected to be available in FY 2022-2023.

Description of Services: The Children's Trust needs to publish advertisements in the Miami Herald's printed newspaper and its website to reach a broad audience throughout the year. These advertisements include announcements of the truth in millage rate (TRIM), board vacancies, funding opportunities, and community activities, initiatives, events, and programs. The Miami Herald Silver Knight Awards is one of the nation's most highly regarded student awards programs. It recognizes outstanding high school students who have unselfishly applied their unique knowledge and talents to contribute significant service to their communities. The Miami Herald Spelling Bee offers the opportunity for South Florida schools to participate in the Scripps National Spelling Bee program, with the champion representing their county in the annual Scripps National Spelling Bee near Washington, D.C.

Background: The Miami Herald has published print and online advertisements for The Children's Trust since 2003. Additionally, The Children's Trust has sponsored the Silver Knight and the Spelling Bee events for five and ten years, respectively. The Children's Trust wishes to continue its relationship with the Miami Herald as it has proven to be a valuable and helpful advertising partner that offers a significant return on The Children's Trust's investment.

Request for Procurement Waiver (requires approval of a 2/3 vote of board members present): This resolution requests a procurement waiver from a formal competitive solicitation to expend monies to advertise The Children's Trust's TRIM, funding announcements, activities, initiatives, events and programs, and participate as a sponsor of the 2023 Miami Herald Silver Knight Awards and Spelling Bee. A waiver is being sought because a formal competitive process is impractical, as the Miami Herald is the only major newspaper company in Miami-Dade County that publishes daily and in two languages. Additionally, the Miami Herald extends its nonprofit rate to The Children's Trust.

Geographic Area: Countywide

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 resolution duly passed and adopted this
18th day of July, 2022.

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-C

Strategic Plan Priority Investment Area: Community Awareness and Advocacy: Public Awareness and Program Promotion.

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to negotiate and execute a service agreement with Cay Industries, Inc d/b/a Print Dynamics to print and prepare for distribution The Children's Trust's trilingual monthly Parenting Our Children newsletter, in a total amount not to exceed \$48,000.00, for a term of 12 months, commencing on October 1, 2022, and ending on September 30, 2023.

Budget Impact: Funding in the amount of \$48,000.00 for this resolution is projected to be available in FY 2022-2023.

Description of Services: Print Dynamics will be responsible for printing, sorting, boxing, labeling, and preparing The Children's Trust's monthly printed parenting newsletter for delivery. The newsletter is a trilingual publication (English, Spanish and Haitian Creole) distributed to select sites, including 25 Yellow Box locations, after-school programs, child care centers, faith-based institutions and community outreach events.

Background: For over a decade, The Children's Trust has produced and delivered the Parenting Our Children newsletter monthly, with a special edition for the holidays (November and December combined). It is a detail-driven, precisely timed publication that reaches approximately 68,000 readers through digital and printed distribution. During the onset of the COVID-19 pandemic, the printing of the newsletter was suspended in favor of an all-digital format. The printing is scheduled to resume in conjunction with the digital version to maximize reach to families and positive exposure for The Children's Trust.

Per the procurement policy, three quotes were sought from qualified vendors as follows:

1. Print Dynamics, for a \$3,823.00 per month rate (\$46,739.00 per year, 11 months)
2. Rex Three, Inc., for a \$6,295.00 per month rate (\$69,245.00 per year, 11 months)
3. Press Miami, for a \$6,710.00 per month rate (\$73,810.00 per year, 11 months)

Print Dynamics was selected for this service because its quote came in significantly lower than other vendors. Additionally, Print Dynamics has recent experience printing the Parenting Our Children newsletter and other collateral material for The Children's Trust and has shown its reliability in fulfilling complex print work. The Trust also worked with this vendor in 2020, and their quote represents an \$8,000 increase from that contract, however, it is the lowest quote provided. The increase is due to rising printing and paper costs throughout the industry.

Geographic Area: Countywide

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 resolution duly passed and adopted this **18th day of July 2022.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-D

Strategic Plan Priority Investment Area: Community Awareness and Advocacy

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to execute a service agreement with Yellow Box, Inc., to rent and maintain Yellow Box kiosks in a total amount not to exceed \$50,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

Budget Impact: Funding in the amount of \$50,000.00 for this resolution is projected to be available in FY 2022-2023.

Description of Services: Yellow Box kiosks are a highly visual and helpful tool to disseminate information about Trust-funded programs throughout the Haitian American community. Funding for Yellow Box, Inc. will provide The Children's Trust with access to 25 custom-built displays in the Haitian American community and regular restocking of printed resource materials in both English and Haitian Creole. Funding will also cover the display of images and videos promoting Trust-funded programs and initiatives in Haitian Creole on the video screens located at the top of the kiosks. Yellow Box's standing experience, and ties in the community allow them to leverage long-standing community relationships to identify key locations for maximum exposure and impact at no cost to The Trust. Additionally, they conduct in-person, targeted community outreach at events and locations, further expanding their reach.

Background: The Children's Trust has utilized Yellow Box, Inc.'s kiosks to disseminate information in the Haitian American community since May 2014. Yellow Box, Inc. utilizes community relations and outreach, specific to Yellow Box, Inc., to identify key strategic locations throughout Miami-Dade County that are most effective for reaching the intended community, at no cost to The Trust for each location. On June 21, 2021, resolution #2021-64 was approved for the Yellow Box kiosk service for the past fiscal year. This resolution seeks to continue those services for the upcoming fiscal year.

Yellow Box kiosks, owned by Yellow Box, Inc., are unique and proprietary products that have grown in popularity and visibility in Miami-Dade County. A competitive solicitation is not required per The Children's Trust's procurement policy section 2000, General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-4, single-source purchases).

Geographic Area: Countywide

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 resolution duly passed and adopted this **18th day of July, 2022.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-E

Strategic Plan Priority Investment Area: Community Awareness and Advocacy – Promote citizen engagement and leadership.

Strategic Plan Headline Community Results: Supports all community headline results.

Recommended Action: Authorization to expend up to \$50,000.00 for Community Engagement Team support services in the Haitian community with Hermantin Consulting, LLC for a term of 12 months, commencing on October 1, 2022, and ending September 30, 2023.

Budget Impact: Funding in the amount of \$50,000.00 for this resolution is projected to be available for FY 2022-2023.

Description of Services: In partnership with The Children's Trust, Hermantin Consulting, LLC will continue to help the Haitian American community design and implement culturally sensitive community-driven projects and plans. The Children's Trust community engagement team focuses on enhancing neighborhood conditions and building capacity to improve communal environmental factors for youth development. Ms. Leonie Hermantin is the principal partner of Hermantin Consulting, LLC.

The principal responsibilities of Hermantin Consulting, LLC include:

- facilitating and participating in meetings with individuals, community organizations, professional groups, neighborhood groups, faith-based groups, corporations, and others to promote an understanding of community needs;
- promoting and raising awareness of The Children's Trust program investments;
- serving as a liaison between The Children's Trust and the Haitian American communities throughout Miami-Dade County;
- facilitating listening sessions and providing support for youth involvement forums;
- convening community/resident leaders to solicit cultural understanding for community issues, needs, and priorities;
- working with community groups/collaborations to facilitate the development and execution of resident plans and projects;
- remaining informed of data-driven community information, demographic characteristics, growth patterns, projected municipal and community plans, and other information affecting children and families;
- jointly planning and participating in the development of community-based special events;
- assisting in the planning and development of new community programs and in the expansion of existing programs based on community priorities and data-demonstrated needs;
- engaging in organized youth violence prevention efforts led by the community;

- developing, maintaining, and implementing a community engagement action plan; and
- preparing reports of findings, conclusions, and recommendations to provide guidance for improved programmatic, community outreach, and engagement investments.

Background: The Children’s Trust community engagement team was established in 2015 to support the core values of The Children’s Trust’s strategic plan to see youth and families as change agents. The community engagement team’s mission is to listen, connect, and engage individuals and agencies to support positive community change. The team serves to promote the mission and vision of The Children’s Trust by collaborating with community stakeholders. Contracting with a Haitian community liaison to assist these efforts has intrinsic value.

Per the procurement policy, section 2000-E, General Purchasing and Procurement Policy – Purchase of Goods and Services greater than \$5,000, and up to \$50,000, bids were solicited for the announced opportunity. The independent contractor solicitation was posted on The Children’s Trust website from the 4th to the 29th of April 2022. Additionally, the advertisement was posted on The Children’s Trust’s official LinkedIn page in April. It was included as an article, directly linked to the application, in the Haitian American Chamber of Commerce e-newsletter, which provides direct email communication to Haitian American businesses, organizations, and community members on April 11, 2022.

Two companies, Hermantin Consulting, LLC and CRAMS Consulting, LLC submitted bids for the opportunity. Staff scored the responses based on the following criteria:

- submission completeness;
- relevant professional skills and demonstrable related experience;
- proposed scope of work;
- proposed fee for the services;
- professional references provided; and
- written summary of activities and outcomes/accomplishments related to community engagement conducted in the Haitian American community.

Hermantin Consulting, LLC met the criteria listed above, submitted the lowest-priced bid, and demonstrated extensive experience providing the services requested. Hermantin Consulting, LLC has contracted with The Children’s Trust for this position since 2017. Hermantin Consulting, LLC is recommended for approval for FY 2022-2023.

Geographic Area: Countywide.

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 resolution duly passed and adopted this **18th**
day of July, 2022

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-F

Strategic Plan Priority Investment Area: Youth Development: After-school programs and summer camps.

Strategic Plan Headline Community Results: Students are succeeding academically; children meet recommended levels of physical activity; children behave appropriately in schools, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to release a competitive solicitation, in alignment with the board's strategic priorities and projected available funding, for Youth Development After-school and Summer Programs for K-12, for a five-year funding cycle starting August 2023.

Budget Impact: Funding for this resolution is projected to be available in FY 2022-2023 and FY 2023-2024.

Description of Services: This resolution authorizes The Children's Trust to release a competitive solicitation for Youth Development After-school and Summer Programs for K-12 grades. The table below presents anticipated timing and funding levels. All recommendations for funding will come back to the board for approval following the application review process.

Priority Investment Area: Initiative (and funding cycle)	Estimated Release	Estimated Funding Recommendations	Current Allocation	Funding to Release for New Cycle
Youth Development: After-school and Summer Programs for K-12 grades (5-year funding cycle starting August 2023)	October 2022	April 2023	\$57,216,649	\$61,216,649

Elementary school children need safe and engaging supervision and care when not in school. High-quality after-school and summer programs are key to meeting this need for working parents. Older middle and high school youth also need safe and enriching environments after school and during the summer. Additionally, there are older youth who are disconnected from traditional school who are in great need of engaging enrichment activities. Quality after-school programs and summer camps can increase school attendance, improve academic performance, decrease risky behaviors, prevent summer learning loss and support working families.

Enriching after-school and summer programs are expected to be accessible, affordable and inclusive. Services will be funded throughout Miami-Dade County, with a concentration of programs in under-served communities with high proportions of children and youth experiencing poverty. All services will be inclusive of and fully accommodate children and youth with disabilities. Programs will also be encouraged to support other vulnerable and hard-to-reach populations who may be negatively impacted by poverty, lack of opportunity

and related neighborhood and social factors. Children and youth at risk of involvement with youth violence will be prioritized, as well as children in foster care, children under the jurisdiction of the juvenile justice system, and children who are experiencing homelessness.

Programs will offer academic support, facilitate social and emotional wellness, support physical and mental health, complement school and family supports, and provide safe and supervised environments. In addition to specific activities in support of reading, fitness, and homework completion, programs will offer children and youth various enrichment opportunities related to STEM (science, technology, engineering and mathematics), arts, cultural programming with a focus on bilingualism, civic engagement, sports, and post-secondary supports related to jobs, careers, entrepreneurship, life skills and college readiness. Program metrics will track participation and quality service delivery. Expected participant outcomes will relate to each program's specific activities or focus and will include measures related to success in school, as well as health, social and emotional wellness.

To support effective communication, continuous quality improvement, modeling of service delivery, and compliance with implementation requirements, Youth Development applicants that utilize subcontractor relationships to deliver services must operate at least one program delivery site directly, with an appropriate proportion of directly delivered services. A lead agency that receives Youth Development funding cannot fully delegate the delivery of the program to subcontractor(s).

Background: This resolution to release competitive funding has been designed to align with The Children's Trust's strategic priorities and the board's guidance. The Youth Development solicitation described above will be released in October 2022 as the current funding cycle is ending in July of 2023. It will be for a five year funding cycle, through FY 2027-2028. The proposed additional \$4 million in funding for this solicitation release grew out of multiple discussions of community needs and board priorities. The increase both acknowledges the increased cost of program operations and the desire to expand services.

Geographic Area: Countywide.

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 resolution duly passed and adopted this **18th day of July 2022.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-G

Strategic Plan Priority Investment Area: Youth Development: After-school programs and summer camps.

Strategic Plan Headline Community Results: Children are supported by nurturing and involved parents; children are ready for kindergarten; students are succeeding academically; children meet recommended levels of physical activity; children behave appropriately in schools, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Amend the following resolutions to reflect a change in agency ownership from Institute for Child and Family Health, Inc. to Cayuga Home for Children, Inc, d/b/a Cayuga Centers.: (1) resolution #2022-38, granting authorization to execute contracts with 81 providers for high-quality after-school and summer programming for elementary school children; (2) resolution #2022-45, granting authorization to execute contracts with 40 providers, to deliver evidence-based parenting services.

Budget Impact: There is no budget impact for this action.

Background: Institute for Child and Family Health, Inc. (ICFH), EIN 59-0866060, notified The Children's Trust of its pending merger with Cayuga Home for Children, Inc., which will result in a change in ownership and organizational name to Cayuga Centers. Through this change, ICFH is absorbed as part of Cayuga Home for Children, Inc., d/b/a Cayuga Centers, and will be a new entity with new EIN, 15-0532087. The pending merger is in the final stages of closing, but a time certain date is forthcoming, expected mid-late July.

The merger impacts four current provider contracts: one contract authorized by resolution #2022-38 for after-school and summer programming for elementary school children, and three contracts authorized by resolution #2022-45 for evidence-based parenting services. All four contracts are in their final 12 month term. Direct and management staffing will remain the same after the merger and the target population and services will not be interrupted.

Action: Amend resolutions #2022-38 and #2022-45, approved by The Children's Trust Board on April 18, 2022 and May 16, 2022. respectively, to reflect the change in agency ownership from Institute for Child and Family Health to Cayuga Home for Children, Inc. d/b/a Cayuga Centers. The Board's authorization to amend the resolutions and agreements is contingent upon the final merger.

Geographic Area: Countywide

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 resolution duly passed and adopted this **18th day of July 2022.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: July 18, 2022

Resolution: 2022-H

Strategic Plan Priority Investment Area: Community Awareness and Advocacy: Cross-funder collaboration of goals, strategies, and resources; and Parenting.

Strategic Plan Headline Community Results: This investment supports all headline community results for children in the child welfare system.

Recommended Action: Authorization to negotiate and execute a contract with The Center for Social Change Inc., for match funding for the Community Based Care Alliance of Miami-Dade County (CBC Alliance), in a total amount not to exceed \$64,000.00, for a term of 12 months, commencing October 1, 2022, and ending September 30, 2023.

Budget Impact: Funding in the amount of \$64,000.00 is projected to be available in FY 2022-2023.

Description of Services: Since August 2007, The Children's Trust has provided annual funding to the Community Based Care Alliance of Miami-Dade County (CBC Alliance) to support staff and operational costs. The Center for Social Change, Inc. will serve as the fiscal agent for the CBC Alliance. Recommendations by the CBC Alliance help to improve children's well-being in the foster care system and promote the integration of foster care with other social services programs, including The Children's Trust's direct services programs. United Way Miami, Inc. used to serve as the fiscal agent to the CBC Alliance but indicated that service would end for FY 2022-2023.

The Children's Trust funding supports the mission of the CBC Alliance board and its subcommittee workgroups to provide support, guidance, and coordination of the entire child welfare system. The funding also supports a countywide event offering coordinated evidence-based training that supports improved services for children and their families.

The Trust investment supports the CBC Alliance's full-time director position, operating costs, and the CBC Alliance Annual Regional Child Welfare Conference. As the fiscal agent, The Center for Social Change, Inc. coordinates the payment for the staff position, using the funds from this contract together with funding commitments from other agencies.

The CBC Alliance director is responsible for the day-to-day operations of the CBC Alliance, the implementation of its mission, goals, and responsibilities, and provides administrative guidance to the CBC Alliance, as well as the following:

- organizing and attending monthly CBC Alliance meetings.
- preparing and disseminating minutes from all committee meetings and a summary of all full board meeting minutes.
- conducting follow-up activities after all full board and committee meetings.
- participating in the child welfare system and community meetings and events as the CBC Alliance representative.

- facilitating community and monthly board meetings and ensuring action plans, which are developed for approval and completed by the board for board-driven priorities and projects.
- engaging in regular communication with the CBC Alliance board and community stakeholders related to community events and advocacy opportunities that impact the child welfare system.
- overseeing all operational issues concerning the CBC Alliance; and
- engaging in activities related to ongoing projects of the CBC Alliance.

In FY 21-22 the CBC Alliance Director reports the following accomplishments:

- Re-established the CBC Alliance by-laws to ensure the board of directors implements effective change and upholds the vision and mission of the CBC Alliance.
- Actively participated with organizations and community stakeholders that interface with the child welfare system through various committee workgroups focused on identifying barriers, creating solutions, and collaborating with community partners for strategic plans for change.
- Participated in the Collaborative Domestic Violence Awareness Campaign.
- Developed a proposal for a parent advocacy council within the parent education workgroup to provide support to the system of care through the voices of parents.
- Actively participated in the Race, Equity, and Inclusion steering committee led by Citrus Family Care Network to further develop better outcomes for disproportionate areas and families within our system of care.
- Through the Race and Equity committee, the CBC Alliance collaborated with community stakeholders to tackle the hurdles of systemic racism, racial equity, cultural sensitivity, and cultural competency within the child welfare system.
- Established the conversation series where the CBC Alliance began to bring awareness to implicit bias, systemic racism, microaggressions in the workplace, and worked on strategic planning for systemic change in the community.
- Continued the use of SWOT analysis for community partners, stakeholders, and members of the CBC.
- Conducted the CBC Alliance-Guardian ad Litem Training Series each month offering continuing education units through Jewish Community Services.

With funding for the 2022-2023 fiscal year, CBC Alliance proposes to expand and institutionalize the following initiatives:

- Actively facilitate and engage with community stakeholders to maintain the committees that were established and create goals and objectives for the work they have begun.
- Bring additional speakers for the Annual Regional Child Welfare conference and provide more opportunity for stakeholders to network and share ideas for successful models used in their organizations.
- Expand and facilitate "The Conversation" training series to include lived experiences, expansion of community partners, and outreach to share what has been learned through the Race and Equity committee.
- Create and disseminate tools and resources to assist parents involved in the child welfare system.
- Actively update and engage the community through social media management and website maintenance.

Background: The CBC Alliance was established under section 20.19(6), Florida Statutes, to conduct the mission of providing a local community presence to guide the development of community-based care for child welfare in Miami-Dade County. While the CBC Alliance is created by State of Florida statute, it is the responsibility of local stakeholders and the board of directors to make it a functional body that promotes the interests of children and families associated with the child welfare system.

The CBC Alliance is composed by law of mandatory representatives and includes various members through expansion, so that at any given time the body consists of more than 20 participating members. The Children's Trust is a mandatory representative of the CBC Alliance, as the children's services council representative.

The mission of the CBC Alliance is to engage the community in advocating for a family-centered, culturally competent, and outcomes-driven system of care that enhances the safety, permanency, and well-being of children and families. The CBC Alliance focuses on:

- Redesigning the system of care for children in or diverted from the child dependency and juvenile justice systems.
- Serving as the lead advocate for implementation of research-based best practices for services to dependent and other children associated with the child welfare system.
- Advocating for additional funding for traditionally state-operated social services components.
- Maintaining an open community forum for addressing the challenges associated with the community-based system of care for dependent children and for continuing improvement of the system.

In addition to the funding from The Children's Trust, the CBC Alliance reports the following agency contributions to the operating expenses of the CBC Alliance:

Partner	Amount
Domestic Violence Initiative	\$2,496.68
Florida Department of Children and Families	\$10,000.00 (in-kind)
Jewish Community Services	\$1,200.00 (in-kind)
Magic Waste Foundation	\$12,000 (in-kind)
Parent Advisory Council- Casey Family Foundation	\$51,000.00 (Pending application approval)
The Guardian Ad Litem- 16 th Circuit	\$1,000.00 (in-kind)
Voices for Children	\$1,500.00
Total	Current: \$28,196.68 If pending funding approved: \$79,196.68

Per the procurement policy, section 2006, Match Funding and Funder Collaboration, the negotiation and execution of a match contract are exempt from the competitive solicitation process. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children's Trust and is contingent upon satisfactory performance, availability of funding, and an ability to maintain the underlying primary funding sources.

Geographic Area: Countywide.

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 resolution duly passed and adopted this **18th day of July, 2022.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____