



Finance & Operations Committee Meeting

Tuesday, June 30, 2020

The Children's Trust

Board Teleconference

"Virtual Meeting via Zoom Webinar"

9:30 a.m. – 11:00 a.m.

Board of Directors

Kenneth C. Hoffman
Chair

Mark A. Trowbridge
Vice-Chair

Steve Hope

Treasurer

Karen Weller
Secretary

Magaly Abrahante, Ph.D.

Laura Adams

Matthew Arsenault

Daniel Bagner, Ph.D.

Hon. Juan Fernandez-Barquin

Hon. Dorothy Bendross-Mindingall, Ph.D.

Constance Collins

Mary Donworth

Richard P. Dunn II

Gilda Ferradaz

Lourdes P. Gimenez

Nicole Gomez

Mindy Grimes-Festge

Nelson Hincapie

Pamela Hollingsworth

Monique Jiménez-Herrera, PsyD.

Hon. Barbara Jordan

Maurice Kemp

Tiombe Bisa Kendrick-Dunn

Marissa Leichter

Frank Manning

Susan Neimand, EdD.

Hon. Orlando Prescott

Javier Reyes

Emily Rosendo

Hon. Isaac Salver

Sandra West

David Lawrence Jr.
Founding Chair

James R. Haj
President & CEO

County Attorney's Office
Legal Counsel

AGENDA

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

Steve Hope
Committee Chair

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

Steve Hope
Committee Chair

9:45 a.m. **Approval of June 4, 2020 Finance & Operations
Committee minutes summary**
(Addl. Items packet, Pgs. 3-4)

Steve Hope
Committee Chair

9:50 a.m. **Presentation of the 2020-21 preliminary budget (Pg. 5-7)**

James R. Haj
President/CEO
William Kirtland
Chief Financial Officer

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

Steve Hope
Committee Chair

Resolution 2020-A: Amend resolution: (1) #2020-47, granting authorization to execute contracts with 84 providers for high-quality after-school and summer programming for elementary school children; (2) #2020-48, granting authorization to execute contracts with 58 providers for high-quality after-school and summer programming for middle and high school youth, to reflect a change in agency from Tiger and Dragon Group, Inc to Tiger and Dragon Miami LLC. *(Pg. 8)*

Resolution 2020-B: Amend resolution: (1) #2020-47, granting authorization to execute contracts with 84 providers for high-quality after-school and summer programming, to remove one of The Urban League of Greater Miami, Inc.'s subcontractors; (2) #2020-56, granting authorization to execute contracts with 14 providers for Family and Neighborhood Support Partnerships, to remove one of the City of Homestead's subcontractors; (3) #2020-46, granting authorization to execute a contract with Miami-Dade County for the HERO truancy prevention program, to replace the subcontractor. *(Pgs. 9-10)*

The public is allowed to comment before presentation of resolutions but must register with the Clerk of the Board prior to being allowed to comment.

Resolution 2020-C: Authorization to negotiate and execute contracts with the Miami-Dade Family Learning Partnership, Inc. and All in One Mail Shop, Inc. d/b/a All in One Direct Marketing Solutions for the support and maintenance of a birth to five book club, in a total amount not to exceed \$1,387,892.00, for a term of 12 months, commencing October 1, 2020, and ending September 30, 2021, with three remaining 12-month renewals, subject to annual funding appropriations. *(Pgs. 11-13)*

Resolution 2020-D: 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 October 1, 2020, and ending September 30, 2021. *(Pgs. 14-16)*

Resolution 2020-E: 1) Rescind and replace resolution #2007-60 and #2007-60 (amended September 4, 2018); and 2) amend the procurement policy to reflect separate CEO spending authority for (a) certain categories of funding requests, and (b) purchases of operating goods and services for The Trust. CEO spending authority related to certain categories of funding requests will be limited to \$1,200,000.00 per fiscal year, with quarterly reports provided to the board of directors. CEO spending authority for operating goods and services will be limited to \$25,000.00 per vendor and approved by the board during the budget approval process. *(Pgs. 17-19)*

10:50 a.m. **CEO Report**

- *Monthly Financial Statements*
- *TRIM I & TRIM II – September 14 & September 21, 2020*

James R. Haj
President/CEO

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

Reminder:
Next Committee Meeting: Thursday, September 4, 2020

The public is allowed to comment before presentation of resolutions but must register with the Clerk of the Board prior to being allowed to comment.



**Finance & Operations Committee Meeting Summary
June 4, 2020
9:31 a.m.**

These actions were taken by the Finance & Operations Committee meeting held virtually on June 4, 2020:

***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 7, 2020 Finance & Operations committee meeting minutes was made by Gilda Ferradaz and seconded by Matthew Arsenault. Motion passed unanimously, 5-0.

Discussion Item:

- **Staff presented the Preliminary Budget for FY 2020-21 where there was a discussion around The Children's Trust adopting the roll back rate of 0.4478 representing a decrease of taxes from the previous fiscal year.**

Resolutions:

Resolution 2020-A: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Mark Trowbridge and seconded by Nelson Hincapie. Authorization to renew services and execute related agreements with multiple IT vendors in a total amount not to exceed \$1,921,101.00, for a term of 12 or 14 months, with two agreements commencing on August 1, 2020 and all others commencing on October 1, 2020, and ending September 30, 2021; and request a waiver of the procurement policy. **Motion passed unanimously, 8-0.**

Resolution 2020-B: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Gilda Ferradaz and seconded by Matthew Arsenault. Authorization to execute a contract amendment with MergeIT to add additional funds in an amount not to exceed \$20,000.00, for a new total amount not to exceed \$152,500.00, for a term of 12 months, commencing October 1, 2019, and ending September 30, 2020. **Motion passed unanimously, 8-0.**

Resolution 2020-C: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Mark Trowbridge and seconded by Gilda Ferradaz. Authorization to execute a service agreement with AT&T for internet connection services in a total amount not to exceed \$27,739.20 for a term of 12 months, commencing October 1, 2020, and ending September 30, 2021. **Motion passed unanimously, 8-0.**

Resolution 2020-D: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Nelson Hincapie and seconded by Javier Reyes. Authorization for a procurement waiver from a formal competitive solicitation to expend monies to be paid to the Miami Herald Publishing Co. (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 2021 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, 2020, and ending September 30, 2021. **Motion passed unanimously, 8-0.**

Resolution 2020-E: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Mark Trowbridge and seconded by Gilda Ferradaz. Authorization to negotiate and execute contract renewals with the three agencies, identified herein, for advertising creative, media buying, and community outreach services, in a combined total amount not to exceed \$1,970,000.00, for a term of 12 months, commencing October 1, 2020, and ending on September 30, 2021, with three remaining 12-month renewals subject to annual funding appropriations. **Motion passed, 7-0. Recusal by Javier Reyes.**

Resolution 2020-F: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Mark Trowbridge and seconded by Nelson Hincapie. 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 \$40,000.00, for a term of 12 months, commencing on October 1, 2020, and ending on September 30, 2021. **Motion passed unanimously, 8-0.**

Resolution 2020-G: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Gilda Ferradaz and seconded by Nelson Hincapie. 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, 2020, and ending September 30, 2021. **Motion passed unanimously, 8-0.**

Resolution 2020-H: Motion to recommend the resolution to the Board of Directors on June 15, 2020 was made by Rep. Juan Fernandez-Barquin and seconded by Mark Trowbridge. Authorization to negotiate and execute a contract renewal with The United Way of Miami-Dade County, 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, 2020, and ending September 30, 2021. **Motion passed, 6-0. Recusals by Gilda Ferradaz and Nelson Hincapie.**

Meeting adjourned at 10:59 a.m.

**THE CHILDREN'S TRUST
BUDGET SUMMARY
FISCAL YEAR 2020-2021**

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CHILDREN'S TRUST ARE 4.12% MORE THAN LAST YEAR'S
TOTAL OPERATING EXPENDITURES.**

| | General Fund Budget | |
|--|-----------------------|---------|
| REVENUES: Estimated at 95% of ad valorem tax levy of .4478 mills. | | |
| Ad valorem tax revenue | \$ 138,250,593 | |
| Interest/miscellaneous | 2,700,000 | |
| Total Revenues | 140,950,593 | |
| Fund balance/net assets, October 1, 2020 | 50,649,434 | |
| Total Estimated Revenues/ Fund Balance/ Net Assets | \$ 191,600,027 | |
| EXPENDITURES: | | |
| Contracted Programs | \$ 157,544,548 | 91.11% |
| Operating Expenditures: | | |
| General Administration: | | |
| Salaries and fringe benefits | \$ 9,463,703 | |
| Professional/legal/other contracted services | 460,000 | |
| Rent/insurance | 485,000 | |
| Travel/communications | 220,000 | |
| Supplies/postage/printing | 80,000 | |
| Promotional/dues/miscellaneous | 45,000 | |
| Total General Administration Expenditures | \$ 10,753,703 | |
| Capital Expenditures: | | |
| Furniture & equipment | \$ - | |
| Computer software/hardware | 10,000 | |
| Total Capital Expenditures | \$ 10,000 | |
| Total Operating Expenditures | \$ 10,763,703 | 6.23% |
| Non-Operating Expenditures: | | |
| CRA refund of taxes | \$ 2,000,000 | |
| Property appraiser/tax collector fees | 2,600,000 | |
| Total Non-Operating Expenditures | \$ 4,600,000 | 2.66% |
| Total Expenditures | \$ 172,908,251 | 100.00% |
| Fund Balance, Reserves/ Net Assets | \$ 18,691,776 | |
| Total Expenditures, Reserves, and Fund Balance | \$ 191,600,027 | |

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

Note: The millage rate mentioned above reflects the estimated rolled-back rate. As of June 30, 2020, The Trust has not yet received the final property assessment from the Miami-Dade County property appraisers office. Contingent upon the approval of this budget to be presented as the tentative millage and budget during the TRIM hearings, The Trust will subsequently adjust the millage rate to the equivalent rolled-back millage rate once the final property assessment is received.

The Children's Trust
Fund Balance
 Fiscal Years 2019-2021

| Description | 2018-19 Actual | 2019-20 Amended Budget | 2019-20 Projected | 2020-21 Budget |
|--|-----------------------|------------------------------|-----------------------|-----------------------|
| Millage rate | | 0.4680 | 0.4680 | 0.4478 |
| Beginning fund balance | \$ 69,626,173 | \$ 43,216,466 | \$ 56,739,514 | \$ 50,649,434 |
| Revenue: Ad valorem tax | 123,289,413 | 138,228,712 | 138,228,712 | 138,250,593 |
| Revenue: Interest/ miscellaneous | 4,233,457 | 3,164,100 | 3,164,100 | 2,700,000 |
| Total funds available | \$ 197,149,043 | \$ 184,609,278 | \$ 198,132,326 | \$ 191,600,027 |
| Sustain and expand direct services | \$ 118,435,512 | \$ 139,710,248 | \$ 124,342,121 | \$ 145,710,248 |
| Community awareness and advocacy | 4,868,463 | 6,034,300 | 4,948,126 | 6,034,300 |
| Program and professional development | 3,395,793 | 5,800,000 | 4,176,000 | 5,800,000 |
| The Children's Trust management and administration | 9,877,623 | 10,383,703 | 9,968,355 | 10,763,703 |
| Non-operating expenditures | 3,832,138 | 4,048,290 | 4,048,290 | 4,600,000 |
| Total expenditures | \$ 140,409,529 | \$ 165,976,541 | \$ 147,482,892 | \$ 172,908,251 |
| | | | | |
| Ending fund balance, reserves/ net assets | \$ 56,739,514 | \$ 18,632,737 | \$ 50,649,434 | \$ 18,691,776 |

Note: The millage rate mentioned above reflects the estimated rolled-back rate. As of June 30, 2020, The Trust has not yet received the final property assessment from the Miami-Dade County property appraisers office. Contingent upon the approval of this budget to be presented as the tentative millage and budget during the TRIM hearings, The Trust will subsequently adjust the millage rate to the equivalent rolled-back millage rate once the final property assessment is received.

The Children's Trust
Core Strategies
Fiscal Years 2019-2021

| Description | 2019-20 Amended Budgeted Expenditures | 2020-21 Budgeted Expenditures | Dollar Difference | Percentage Difference |
|--|--|-------------------------------------|----------------------|--------------------------|
| SUSTAIN AND EXPAND DIRECT SERVICES | | | | |
| Parenting | \$ 17,773,000 | \$ 18,973,000 | \$ 1,200,000 | 6.75% |
| Early childhood development | 29,641,017 | 33,841,017 | 4,200,000 | 14.17% |
| Youth development | 59,828,817 | 59,828,817 | - | 0.00% |
| Health and wellness | 20,779,306 | 21,079,306 | 300,000 | 1.44% |
| Family and neighborhood supports | 11,688,108 | 11,988,108 | 300,000 | 2.57% |
| Total sustain and expand direct services | \$ 139,710,248 | \$ 145,710,248 | \$ 6,000,000 | 4.29% |
| 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 | \$ 3,100,000 | \$ - | 0.00% |
| Information technology | 950,000 | 950,000 | - | 0.00% |
| Program evaluation and community research | 500,000 | 500,000 | - | 0.00% |
| Innovation fund | 1,250,000 | 1,250,000 | - | 0.00% |
| Total program and professional development | \$ 5,800,000 | \$ 5,800,000 | \$ - | 0.00% |
| ADMINISTRATION AND NON-OPERATING EXPENDITURES | | | | |
| Management of The Children's Trust | \$ 10,383,703 | \$ 10,763,703 | \$ 380,000 | 3.66% |
| Non-operating expenditures | 4,048,290 | 4,600,000 | 551,710 | 13.63% |
| Total administration and non-operating expenditures | \$ 14,431,993 | \$ 15,363,703 | \$ 931,710 | 6.46% |
| Total | \$ 165,976,541 | \$ 172,908,251 | \$ 6,931,710 | 4.18% |

The Children's Trust Board Meeting

Date: July 20, 2020

Resolution: 2020-A

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

Recommended Action: Amend resolution: (1) #2020-47, granting authorization to execute contracts with 84 providers for high-quality after-school and summer programming for elementary school children; (2) #2020-48, granting authorization to execute contracts with 58 providers for high-quality after-school and summer programming for middle and high school youth, to reflect a change in agency from Tiger and Dragon Group, Inc to Tiger and Dragon Miami LLC.

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

Background: Tiger and Dragon Group, Inc., EIN 56-2506318, notified The Children's Trust of its name change to Tiger and Dragon Miami LLC. The agency also changed its EIN to 85-0534108. Through this change, the agency transitioned from a corporation to a limited liability company and is now a new entity. Its leadership and services remain the same. Additionally, Tiger and Dragon Miami LLC meets The Children's Trust requirements to provide the services awarded to Tiger and Dragon Group, Inc.

Action: Amend resolutions #2020-47 and #2020-48, approved by the board of The Children's Trust on April 20, 2020, to reflect the change in agency from Tiger and Dragon Group, Inc. to Tiger and Dragon Miami LLC.

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 **20th day of July 2020.**

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 20, 2020

Resolution: 2020-B

Strategic Plan Priority Investment Area: Youth Development: After-school programs and summer camps; Family and Neighborhood Supports: Place-based and Countywide Partnerships.

Recommended Action: Amend resolution: (1) #2020-47, granting authorization to execute contracts with 84 providers for high-quality after-school and summer programming, to remove one of The Urban League of Greater Miami, Inc.'s subcontractors; (2) #2020-56, granting authorization to execute contracts with 14 providers for Family and Neighborhood Support Partnerships, to remove one of the City of Homestead's subcontractors; (3) #2020-46, granting authorization to execute a contract with Miami-Dade County for the HERO truancy prevention program, to replace the subcontractor.

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

Background: During contract negotiations, changes in subcontractors were identified as follows:

- **The Urban League of Greater Miami, Inc. contract** - On April 20, 2020, through resolution #2020-47, the board of The Children's Trust approved contract renewals with 84 providers for high-quality after-school and summer programming, including The Urban League of Greater Miami, Inc., with World Literacy Crusade as a subcontractor. The Urban League of Greater Miami, Inc. opted not to contract with and to directly provide the services previously provided by World Literacy Crusade.
- **City of Homestead contract** - On May 18, 2020, through resolution #2020-56, the board of The Children's Trust approved contract renewals with 14 Family and Neighborhood Support Partnerships providers including the City of Homestead with Communities In Schools of Miami, Inc. (CISM) as a subcontractor. Thereafter, the CISM board of directors voted to dissolve the organization as of June 30, 2020. As such, CISM can no longer serve as a subcontractor in the City of Homestead's Family and Neighborhood Support Partnerships contract. The City of Homestead will provide the services previously provided by CISM.
- **Miami-Dade County** - On March 16, 2020, through resolution #2020-46, the Executive Committee of The Children's Trust approved a contract renewal with Miami-Dade County for the HERO truancy prevention program with the Foundation for New Education Initiatives, Inc. (FNEI) as a subcontractor. Miami-Dade County opted to contract with Miami-Dade County Public Schools, as opposed to FNEI. As such, Miami-Dade County Public Schools will provide the services previously provided by FNEI.

Action: Amend the following resolutions to reflect the changes in subcontractors:

| Resolution Number | Provider | Change in Subcontractor |
|--------------------------|---|--------------------------------|
| 2020-47 | The Urban League of Greater Miami, Inc. | Remove World Literacy Crusade |

| | | |
|---------|-------------------|--|
| 2020-56 | City of Homestead | Remove Communities In Schools of Miami, Inc. |
| 2020-46 | Miami-Dade County | Replace the Foundation for New Education Initiatives, Inc. with Miami-Dade County Public Schools |

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 **20th day of July 2020.**

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 20, 2020

Resolution: 2020-C

Strategic Plan Priority Investment Area: Parenting: Read to Learn

Strategic Plan Headline Community Results: Children are supported by nurturing and involved parents; and children are ready for kindergarten.

Recommended Action: Authorization to negotiate and execute contracts with the Miami-Dade Family Learning Partnership, Inc. and All in One Mail Shop, Inc. d/b/a All in One Direct Marketing Solutions for the support and maintenance of a birth to five book club, in a total amount not to exceed \$1,387,892.00, for a term of 12 months, commencing October 1, 2020, and ending September 30, 2021, with three remaining 12-month renewals, subject to annual funding appropriations.

Budget Impact: Funding in the amount of \$1,387,892.00 for this resolution is projected to be available in FY 2020-2021.

Description of Services: The Children's Trust book club provides free, monthly age-appropriate books and supporting materials for children from birth to five years of age in Miami-Dade County. By participating in the book club, parents are provided with the means to help their children build strong learning and social skills. The opportunity to remain in The Children's Trust Book Club for five years increases touchpoints with parents, provides families with information and strategies that bolster early interactions, and supports child brain development and kindergarten school readiness.

The book club aims to reach 60 percent of eligible children within five years, contingent upon necessary funding. The first-year membership growth goal aims to reach 12 percent of eligible children. In year one, monthly books will be available in English and Spanish. In year two, books in Haitian Creole will be added, following community input and expert content creation and curation.

National research indicates poverty is a leading indicator of limited early reading skills, since it may contribute to lower school readiness, poor school attendance, and learning loss in the summer. These factors contribute to achievement gaps between children in low and middle-income households. To reduce these disparities, focused marketing and recruitment for this universal book club will be prioritized in neighborhoods where early child development, kindergarten readiness and third grade reading levels are historically lower, and child poverty rates higher than the county average.

The Children's Trust's Read to Learn investments include The Children's Trust Book Club, Reach Out and Read, and the Books for Free programs, which are all part of the community-wide campaign for grade-level reading in Miami-Dade County. The campaign focuses in part on increasing high quality early learning experiences, including early access to books in multiple languages and early parent-child reading interactions supported by parent-friendly guides for developmentally appropriate practices with young children.

The Children’s Trust Book Club is comprised of four implementation components, which include the following key services:

- 1) **Content Development and Book Buying** – Includes the: (i) selection of developmentally-appropriate books for young children, (ii) creation of culturally-relevant content and activities to accompany the books, inclusive of content for children with disabilities, (iv) development of digital content, activities that support early literacy, math and social-emotional skills, and (v) procurement of books.
- 2) **Professional Fulfillment Services** – Includes packaging and monthly mailing of the books and accompanying materials.
- 3) **Marketing** – Includes creating specialized marketing campaigns for recruitment partners, overall marketing campaign and creating marketing collaterals. This component is approved under a separate resolution for marketing services.
- 4) **Ongoing Operations** – Includes project and vendor management, relationship building to coordinate outreach and enrollment with other early childhood organizations and the community, customer service, and day-to-day oversight. These tasks are carried out by a dedicated Children’s Trust staff member. The book club’s existing software management solution has been redesigned and upgraded to automate most tasks necessary for managing the expanded book club.

Vendors for the above-described implementation components and The Children’s Trust are working together to ensure coordination and effective operations. The following vendors are recommended for renewals:

| Agency | Implementation Component | Amount Not to Exceed |
|--|-----------------------------------|----------------------|
| Miami Dade Family Learning Partnership, Inc. | Content Development/Book Buying | \$716,892.00 |
| All in One Mail Shop, Inc. d/b/a All in One Direct Marketing Solutions | Professional Fulfillment Services | \$671,000.00 |

Background: The Children’s Trust issued a request for proposals (RFP) # 2019-10, on March 27, 2019, to fund one or more vendors to implement The Children’s Trust expanded book club. Applicants could apply for one or more of three implementation components in the RFP: content development and book-buying; professional fulfillment services; and ongoing operations. Two agencies were funded for the book club's content development/book buying and professional fulfillment services components. The operations, functions, and marketing of the book club is managed by The Children’s Trust and contracted marketing vendors.

Due to delays with selecting a marketing vendor, the launch of the book club was delayed to July 2020. During contract year 2019-2020, a comprehensive technology system was built that will support the ongoing operation, management, and program evaluation of the book club. Six months of content guides were created and an overall marketing campaign with associated marketing collaterals were completed. Numerous early childhood organizations collaborated and supported these efforts in the past year, as part of The Children’s Trust Book Club Community Advisory Committee. The following individuals and organizations are members of the Advisory Committee and receive payment for content development services for each content guide:

- Miami-Dade County Public Schools
- Florida International University
- Dr. Melissa Baralt
- Dr. Marisel Elias Miranda

- Maggie Casero
- Agencia Central
- AF Designs, LLC

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 **20th day of July, 2020.**

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 20, 2020

Resolution: 2020-D

Strategic Plan Priority Investment Area: Community Awareness and Advocacy – Promote citizen engagement and leadership; Public awareness and program promotion; Cross-funder collaboration of goals, strategies and resources.

Strategic Plan Headline Community Results: Support all community headline results through partnering with the community to plan, advocate for and fund strategic investments that improve the lives of all children and families in Miami-Dade County.

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 October 1, 2020, and ending September 30, 2021.

Budget Impact: Funding in the amount of \$50,000.00 is projected to be available in FY 2020-21.

Description of Services: In partnership with The Children's Trust, Hermantin Consulting, LLC continues 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, with the intent of improving communal environmental factors for youth development. Ms. Leonie Hermantin is the principal partner of Hermantin Consulting, LLC. She has developed and implemented strategies to ensure that organizations serving the Haitian community are connected with The Children's Trust programs and resources.

Ms. Hermantin's work with The Trust is invaluable. She continues to demonstrate her impact and contributions to the mission of The Children's Trust and the goals of the community engagement team. She represents The Children's Trust at multiple community events and educates the community about The Children's Trust. In fact, over the past year, she has attended and/or facilitated more than 30 community meetings with individuals, community, and professional organizations in Little Haiti, North Miami, Miami Gardens, Homestead, and Florida City. Also, Ms. Hermantin was crucial to developing and implementing The Trust 2020 Census outreach and engagement strategy in Haitian communities. She also helped to expand the Fit2Read Initiative, which offers parents living in North Miami the opportunity to learn how they can promote early literacy, build vocabulary, and create family traditions grounded in the love of reading and learning. Additionally, she leads neighborhood discussions on Asset-Based Community Development strategies. Ms. Hermantin cultivates relationships with grassroots leaders in targeted communities. Through the Haitian American Faith Based Network, she has created a strong collaborative of Haitian American faith leaders concerned and engaged in the efforts to strengthen families and improve educational outcomes for children and youth. Ms. Hermantin also represents The Children's Trust through Haitian media appearances.

Ms. Hermantin's principal responsibilities 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, in addition to program participants." The community engagement team's mission is to listen, connect, and engage individuals and agencies to support positive community change. The team is comprised of four community-based staff, who are assigned to the four designated quadrants of Miami-Dade County (North, South, Central, and Northeast) and serves to promote the mission and vision of The Children's Trust by collaborating with community stakeholders. Hermantin Consulting, LLC provides essential support in pursuit of this endeavor.

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, quotes were solicited for the announced opportunity, early this year. Two independent consultants responded and expressed interest by submitting their qualifications and a proposal. Staff reviewed 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 and demonstrated the most experience providing the services requested. The Children’s Trust first contracted with Ms. Hermantin in May 2015 to help expand and enhance the community engagement team capacity. Since then, she has been working with the Haitian American community in Miami-Dade County on The Trust’s behalf and has successfully supported the team’s mission, focus, and reach.

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 **20th day of July, 2020.**

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 20, 2020

Resolution: 2020-E

Strategic Plan Priority Investment Area: Operations

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

Recommended Action: 1) Rescind and replace resolution #2007-60 and #2007-60 (amended September 4, 2018); and 2) amend the procurement policy to reflect separate CEO spending authority for (a) certain categories of funding requests, and (b) purchases of operating goods and services for The Trust. CEO spending authority related to certain categories of funding requests will be limited to \$1,200,000.00 per fiscal year, with quarterly reports provided to the board of directors. CEO spending authority for operating goods and services will be limited to \$25,000.00 per vendor and approved by the board during the budget approval process.

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

Background: On May 7, 2007, the Board adopted resolution #2007-60, which authorized and approved a "funding allocation in an amount not to exceed \$100,000.00 per calendar month for each quarter of the Trust's fiscal year, . . . and further authoriz[ed] the President/CEO to negotiate and execute grants/contracts for funding requests under \$25,000" in certain areas (advocacy, training, research and innovation, events, community outreach, leverage and match, public awareness, natural disasters, and program promotions) with the provision of quarterly reports to the Board of all expenditures. (See attachment A).

On December 7, 2017, the Board adopted a procurement policy providing that "Per board Resolution 2007-60, the President/CEO has the authority to approve *the purchase of goods and services* and *direct community services* from a single vendor amounting to less than \$25,000.00 in a fiscal year, but such purchases shall not exceed a total of \$100,000.00 per month in total across multiple vendors" and requiring quarterly reports to the Board. (See attachment B, Section 2000, subsection C.).

On August 30, 2018, due to a higher volume of funding requests received by the Children's Trust during summer months, the President/CEO requested more flexibility in approving requests for funding under \$25,000.00. Accordingly, on September 4, 2018, the Board amended resolution #2007-60 to remove the spending cap of \$100,000.00 per calendar month and replace it with a yearly spending cap of \$1,200,000.00. The narrative for the amended resolution (#2007-60) included the phrase "purchase of goods and services" as part of the description of the President's/CEO's spending authority. (See attachment C). Likewise, Section 2000, subsection C. of the current procurement policy, also adopted by the Board on September 4, 2018, contains the phrase "purchase of goods and services." (See attachment D).

Current Status: Currently, the board receives quarterly reports of the President/CEO expenditures under \$25,000.00 in the following funding request categories which are, as indicated, awarded pursuant to the procedures outlined in the procurement policy: community engagement strategies and activities (Section 2010 procurement policy); community Resolution 2020-E CEO Spending Authority
July 20, 2020

outreach activities policy (Section 2008 procurement policy); capacity building, training, and professional development (Section 2007 procurement policy); match funding and funder collaboration (Section 2006 procurement policy); unsolicited requests for funds (Section 2005 procurement policy). These reports do not contain an account of all of the President/CEO "purchase[s] of goods and services" under \$25,000.00 that the Children's Trust expends, which include management, general, and administrative expenditures such as the various supplies, materials, goods, services, merchandise, equipment, information technology, or any other items purchased or leased by The Children's Trust, or certain professional or consulting services. Professional services may include evaluations, consulting, accounting, security, management systems, management consulting, educational training programs, meeting facilitation, planning, and research and development studies on the findings of consultants engaged therein.

Recommended Action: Rescind and replace Resolution # 2007-60 and Resolution # 2007-60 (amended September 4, 2018) with Resolution #2020-84 and likewise amend the procurement policy to reflect separate President/CEO spending authority under \$25,000.00 and guidelines for (a) the purchase of goods and services for the operations of the Children's Trust, (b) the above-noted funding request categories in the procurement policy.

The procurement policy, Section 2000A. Definitions, "Goods and Services", Section 2000. General Purchasing and Procurement Policy, subsections C. and D. will be amended in whole to read as follows:

Section 2000A. Definitions

Operational Goods and Services: Any of the various supplies, materials, goods, services, merchandise, equipment, information technology, or any other items purchased or leased by The Children's Trust *for use by The Children's Trust*, or professional services *for The Children's Trust*, excluding architectural and engineering services subject to section 287.055, Florida Statutes, or services that fall within the definition of "Direct Community Services" below. The professional services that may fall within the definition include, consulting, accounting, security, management systems, educational training programs, and research and development studies on the findings of consultants engaged therein.

Section 2000. General Purchasing and Procurement Policy

C. President/CEO Funding Authority

Per board Resolution #2020-84, the president/CEO has the authority to negotiate and execute grants/contracts for funding requests from a single vendor or organization or entity, amounting to less than \$25,000.00 in a fiscal year, up to \$1,200,000.00 per year across multiple vendors or organizations or entities, for the following funding request categories:

- community engagement strategies and activities (pursuant to procedures in Section 2010 procurement policy)
- Community outreach activities (pursuant to procedures in Section 2008 procurement policy)
- capacity building, training, and professional development (pursuant to procedures in Section 2007 procurement policy)
- match funding and funder collaboration (pursuant to Section 2006 procurement policy)
- unsolicited requests for funds (pursuant to section 2005 procurement policy).

The President/CEO shall provide, at a minimum, quarterly reports to the board for the items approved in Section 2000, subsection C. Funds awarded to a single vendor or organization or entity under this section (President/CEO Funding Authority) will be

considered independent and separate from direct community services funding and thresholds.

D. President/CEO Purchase Authority for Goods and Services less than \$25,000

Purchases per vendor per fiscal year with a value up to \$25,000.00 may be approved by the President/CEO or his/her designee without board approval. These operational expenditures are reported in annual budget categories disclosed within general administrative and capital expenditures. Such purchases shall follow the procedures outlined in D-1. and D-2 below depending on the purchase amount.

D-1. Purchases of Goods and Services up to \$5,000: Purchases per vendor per fiscal year up to \$5,000.00 shall be carried out using appropriate purchasing practices, which includes submission of a purchase requisition that is fully completed and approved by appropriate department staff.

D-2. Purchases of Goods and Services greater than \$5,000 and less than \$25,000.00: Purchases greater than \$5,000.00 and less than \$25,000.00 shall follow the informal quote and other procurement practices outlined in Section 2000, subsection E.

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 **20th day of July 2020.**

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: September 4, 2018

Resolution: 2007-60 (AMENDED)

Strategic Plan Priority Investment Area: Operations

Recommended Action: This resolution seeks to amend Resolution #2007-60 (Attachment A), approved by the Board of Directors on May 7, 2007, relating to the President/CEO's discretionary spending authority for funding requests under \$25,000.00, to replace the monthly restriction of \$100,000.00 with the equivalent yearly spending cap on the authority of the President/CEO for such expenditures. The procurement policy will be revised to reflect this amendment.

Budget Impact: No budget impact since funds contracted are for expenditures included in the approved operating budget.

Background:

In accordance with Resolution 2007-60 (Attachment A), Section 2000, part C of the current Procurement Policy adopted by the Board of Directors on December 7, 2017 authorizes the President/CEO to approve ~~the purchase of goods and services and~~ direct community services from a single vendor amounting to less than \$25,000.00 in a fiscal year, and provides that such purchases shall not exceed a total of \$100,000.00 per calendar month in total across multiple vendors. Such expenditures shall be presented, at a minimum, in quarterly reports to the Board.

Current Status:

Each month The Children's Trust receives unsolicited requests for funds via email or letter. Staff follows the process outlined in Section 2006 of the Procurement Policy in responding to these requests. If approved for any amount under \$25,000.00, staff documents these approvals and creates a report to be submitted to the Board on a quarterly basis. Approximately \$1,200,000.00 per year for funding is approved by the President/CEO through the referenced Procurement Policy. Due to the higher volume of funding requests received by The Children's Trust during the summer months, the President/CEO desires more flexibility in approving these requests for funding and to not be limited by the current restriction of \$100,000.00 per calendar month. The yearly spending cap of \$1,200,000.00 will be adhered to along with quarterly reports submitted to the Board.

Recommended Action:

It is recommended that the Board amend Resolution #2007-60 to remove the \$100,000.00 per calendar month cap on the President/CEO's discretionary expenditures and, instead, prospectively authorize and approve a funding allocation for this purpose in an amount not to exceed \$1,200,000.00 per fiscal year beginning October 1, 2018. No further changes to Resolution #2007-60 will be made. Individual funding requests remain capped at \$25,000.00, and the President/CEO will continue to provide quarterly reports to the Board of all expenditures. Funds approved by the Board for this allocation will not roll-over into the next Trust fiscal year quarter, but will be maintained in The Trust's general fund.

C. President/CEO ~~Purchase~~Funding Authority:

Per board Resolution #2007-60 (amended on September 4, 2018), the president/CEO has the authority to approve [funding awards for](#) ~~the purchase of goods and services and~~ direct community services from a single vendor amounting to less than \$25,000.00 in a fiscal year, but such purchases shall not exceed a total of \$1,200,000.00 per year across multiple vendors. The president/CEO shall provide, at a minimum, quarterly reports to the board for the items approved below this threshold and in accordance with Resolution #2007-60.

Purchases from a single vendor made under the CEO spending authority shall be considered independent and separate from funding procured for direct community services from the same vendor.

In the instances of community outreach, match funding and funder collaboration, capacity building, training and/or professional development services, and community engagement refer to match funding and funder collaboration policy No. 2006, capacity building, training and/or professional development services policy No. 2007, community outreach policy No. 2008, and community engagement policy No. 2010.

D. [President/CEO Purchases Authority up to less than \\$25,000:](#)

Purchases per vendor per fiscal year with a value up to [\\$25,000.00](#) may be approved by the president/CEO or his/her designee without board approval.

[D-1. ~~Such~~ Purchases up to \\$5,000.00](#) shall be carried out using appropriate purchasing practices, which includes submission of a purchase requisition that is fully completed and approved by appropriate department staff.

[D-2. Purchases greater than \\$5,000.00 and less than \\$25,000.00 shall follow procurement practices in section E.](#)

E. Purchases for Goods and Services greater than \$5,000 and up to and including \$50,000:

Informal quotes shall be requested in writing from three or more sources for purchases greater than \$5,000.00 and up to \$50,000.00. If three or more quotes cannot be obtained (i.e., only two quotes are available) then documentation must be included with the purchase requisition to substantiate the reason for fewer quotes.

Purchases with a value greater than \$5,000.00 and no more than \$50,000.00 shall be carried out using appropriate purchasing practices, which include, but are not limited to:

E-1. Submission of a purchase requisition that is fully completed and approved by appropriate department staff.

E-2. Three (3) written quotes along with a completed/signed quotation selection form.

Purchases exceeding \$24,999.99 require board approval.