



Finance & Operations Committee

Thursday, January 12, 2023

3150 S.W. 3rd Avenue – 8th Floor

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

Morris Copeland

Lourdes Diaz

Victor Diaz-Herman

Mary Donworth

Richard P. Dunn II

Gilda Ferradaz

Hon. Norman S. Gerstein (Ret.)

Lourdes P. Gimenez

Nicole Gomez

Valrose Graham

Mindy Grimes-Festge

Malou C. Harrison, Ph.D.

Nelson Hincapie

Marissa Leichter

Annie R. Neasman

Maria Norton

Clara Lora Ospina, Psy.D.

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**

Matthew Arsenault
Committee Vice Chair

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

Matthew Arsenault
Committee Vice Chair

9:45 a.m. **Approval of November 3, 2022, Finance & Operations Committee minutes summary**

(Addl. Items packet, Pgs. 2-3)

Matthew Arsenault
Committee Vice Chair

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

Matthew Arsenault
Committee Vice Chair

Resolution 2023-A: Authorization to release competitive solicitations, in alignment with the board's strategic priorities and projected available funding, across multiple investment areas with funding cycles that have ended or are ending within the 2022-2023 fiscal year. *(Pgs. 4-6)*

Resolution 2023-B: Authorization to release multiple competitive solicitations that support the infrastructure of The Children's Trust. *(Pgs. 7-10)*

Resolution 2023-C: Authorization to expend up to \$49,999.00 for Kaufman, Rossin & Co. to act as technical advisors for a term of 10 months, commencing retroactively on December 1, 2022, and ending September 30, 2023. *(Pgs. 11-12)*

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

James R. Haj
President/CEO

- *Monthly Financial Statements*
- *Quarterly CEO Reports (Pg. 13)*
- *Board Retreat – February 23, 2023*

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

Reminder:

Next Committee Meeting: Thursday, March 2, 2023

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
November 3, 2022
9:32 a.m.**

These actions were taken by the Finance & Operations Committee meeting held on November 3, 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 October 6, 2022 Finance & Operations committee meeting minutes was made by Constance Collins and seconded by Matthew Arsenault. Motion passed unanimously, 4-0.

Resolution 2023-A: Motion to recommend the resolution to the Board of Directors on November 14, 2022 was made by Javier Reyes and seconded by Constance Collins. Authorization to enter into a sponsorship agreement with Actors' Playhouse at the Miracle Theatre Inc. for presenting sponsorship of the Young Talent Big Dreams talent search, in an amount not to exceed \$65,000.00, for a term of 10 months, commencing on December 1, 2022, and ending on September 30, 2023. **Motion passed, 4-0. Recusal by Mark Trowbridge.**

Resolution 2023-B: Motion to recommend the resolution to the Board of Directors on November 14, 2022 was made by Matthew Arsenault and seconded by Constance Collins. Authorization to enter into a purchase agreement with Hitex Marketing Group, Inc. in a total amount not to exceed \$44,000.00, inclusive of \$4,000.00 contingency, for Trust-branded promotional items for a term of 10 months commencing on December 1, 2022, and ending on September 30, 2023. **Motion passed unanimously, 5-0.**

Resolution 2023-C: Motion to recommend the resolution to the Board of Directors on November 14, 2022 was made by Javier Reyes and seconded by Constance Collins. Authorization to negotiate and execute a contract renewal with Armstrong Creative Consulting, Inc. for event planning services, in a total amount not to exceed \$290,000.00, for a term of 10 months, commencing on December 1, 2022, ending on September 30, 2023, with two remaining 12-month renewals. **Motion passed unanimously, 5-0.**

Resolution 2023-D: Motion to recommend the resolution to the Board of Directors on November 14, 2022 was made by Hon. Isaac Salver and seconded by Javier Reyes. Authorization for a procurement waiver from a formal competitive solicitation to enter into a purchase agreement with DoubleTree by Hilton Miami Airport Convention Center in a total amount not to exceed \$55,984.50 inclusive of \$5,089.50 contingency, to host and cater the 2023 Champions for Children event. **Motion passed unanimously, 5-0.**

Resolution 2023-E: Motion to recommend the resolution to the Board of Directors on November 14, 2022 was made by Hon. Isaac Salver and seconded by Constance Collins. Authorization to (i) negotiate and execute a match contract with Miami-Dade County for the eighth year of the Summer Youth Internship Program (SYIP), in a total amount not to exceed \$1,500,000.00, for a term of 12 months, commencing March 1, 2023, and ending on February 29, 2024; (ii) authorization to allocate up to an additional \$500,000.00 to the SYIP initiative contingent on its inclusion of charter school students. **Motion passed unanimously, 5-0.**

Resolution 2023-F: Motion to recommend the resolution to the Board of Directors on November 14, 2022 was made by Constance Collins and seconded by Matthew Arsenault. Authorization to transfer unexpended fiscal year 2021-2022 funds authorized by resolution #2021-31 for educator scholarships and resolution #2021-32 for INCENTIVE\$ salary supplement program (now known as A\$CEND) to the high-quality tiered payments program authorized by resolution # 2021-28. The purchase order will be increased by a total of \$400,000.00 for a new total amount of \$10,400,000.00. Resolutions #2021-28, #2021-31, and #2021-32 will be amended accordingly. **Motion passed unanimously, 5-0.**

Meeting adjourned at 9:58 a.m.

The Children's Trust Board Meeting

Date: January 23, 2023

Resolution: 2023-A

Strategic Plan Priority Investment Area: Parenting: Group, Advocacy, Home Visitation, and Individual Parenting Supports; Health and Wellness: Public Benefits Enrollment; and Program & Professional Development: Supports for quality program implementation & fiscal/administrative functions.

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

Recommended Action: Authorization to release competitive solicitations, in alignment with the board's strategic priorities and projected available funding, across multiple investment areas with funding cycles that have ended or are ending within the 2022-2023 fiscal year.

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

Description of Services: This resolution authorizes The Children's Trust to release competitive solicitations across the initiatives below. The table presents each initiative's estimated timing to release the solicitation and to prepare the funding recommendation, as well as the funding amounts. All funding recommendations will return to the board for approval following the application reviews.

Priority Investment Area: Initiative (and funding cycle)	Estimated Release	Estimated Funding Recommendations	Current Allocation	Funding to Release for New Cycle
Parenting & Family Strengthening: Group, Home Visitation, and Individual Parenting Supports (5-year funding cycle starting October 2023)	February 2023	June 2023	\$17,191,866.00	\$18,733,596.00
Parenting: Parent Club (5-year funding cycle starting October 2023)	March 2023	July 2023	\$1,041,730.00	\$1,500,000.00
Health & Wellness: Public Benefits Enrollment (5-year funding cycle starting October 2023)	March 2023	July 2023	\$730,750.00	\$730,750.00
Program & Professional Development: Small Community Based Organizations (CBO) Capacity Building (2-year funding cycle starting October 2023)	April 2023	July 2023	\$600,000.00	\$600,000.00
			Total Funding	\$21,564,346.00

All services shall include children and youth with disabilities and their families. Programs and projects will also be encouraged to reach other vulnerable populations negatively impacted by poverty, lack of opportunity, and related neighborhood and social factors.

Services will be delivered throughout Miami-Dade County, with an expected concentration in under-served communities with high needs. Solicitations will require applicants to describe how they will appropriately address the needs of diverse populations across the county with the required evidence-based and best practices suitably adapted for the proposed populations. The intended populations, primary activities, and outcomes for each solicitation to be released are listed below.

Initiative	Intended Populations	Primary Activities & Program Structure	Expected Outcomes
Parenting & Family Strengthening: Group, home visitation, and individual parenting	Parents of children prenatal to 18 (up to 22 for families with child/youth with disabilities)	<ul style="list-style-type: none"> Evidence-based programs (EBP) or research informed curricula with prescribed service activities and levels based on the curriculum. Select EBPs engage both parent and child in required parenting program activities. Therapeutic and mental health EBPs for families with more intensive needs are delivered by licensed/supervised clinicians. Facilitated skill-building parenting activities delivered in groups, through home visiting or individually. Some activities may be delivered virtually. Developmental screenings conducted for children five years old and under receiving individual services, with follow-up referrals as appropriate. Prenatal screening for pregnant women enrolled in individual services. The proposed additional funding aims to expand evidence-based services during the prenatal period, for families' mental health needs, and for fatherhood programs. 	<ul style="list-style-type: none"> Increase positive parent-child interactions Decrease problem behavior or maintain appropriate behavior Decrease parenting stress Gain parenting and advocacy skills
Parent Club	Parents of children prenatal to 18 (up to 22 for families with child/youth with disabilities)	<ul style="list-style-type: none"> Programs that offer brief one session parenting workshops, develop research-informed high interest parent content, and/or follow a prescribed EPB, to deliver group-based activities that are universally available to any caregiver in Miami-Dade County. 	<ul style="list-style-type: none"> Promote positive parenting practices Strengthen social supports Referrals to support services for additional family needs
Health & Wellness Other Health Programs, Benefits Enrollment	Children and families in Miami-Dade County	<ul style="list-style-type: none"> One-on-one enrollment assistance in public benefits and other entitlement and assistance programs, supported by community partnerships and outreach efforts. Application tracking to determine disposition of applications. Community referral follow-up. Renewal application support and follow-up. 	<ul style="list-style-type: none"> Increase enrollment in eligible public benefits Complete successful community referrals

Initiative	Intended Populations	Primary Activities & Program Structure	Expected Outcomes
Program & Professional Development Small Community Based Organizations (CBO) Capacity Building Individual awards may not exceed \$60,000.00	Organizations that serve children and families in Miami-Dade with annual operating budgets under \$500,000	<ul style="list-style-type: none"> • Individualized programmatic and fiscal capacity building services with a monetary award to support capacity building plan. • Development and implementation of a capacity building plan. • Monthly educational seminars and networking opportunities designed to build staff knowledge, skills, leadership, and relationships. • On-site and/or virtual coaching and technical assistance to support the implementation of the capacity-building plan. 	<ul style="list-style-type: none"> • Organizational engagement in continuous learning and quality improvement practices • Improve organizational administrative practices and fiscal management • Increase delivery of high-quality, evidence-based services

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. New solicitations for the areas described above will be released as noted. The Parenting/Family Strengthening and Public Benefits Enrollment initiatives' current funding cycles end in September 2023, and the new five-year funding cycle will run through FY 2028-2029. The Small CBO Capacity Building initiative operates on two-year funding cycles, the last of which ended in March 2021. The new funding cycle will run through FY 2024-2025.

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 this 23rd **day of January 2023.**

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: January 23, 2023

Resolution: 2023-B

Strategic Plan Priority Investment Area: Administrative/Operational

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

Recommended Action: Authorization to release multiple competitive solicitations that support the infrastructure of The Children's Trust.

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

DESCRIPTION OF SERVICES

This resolution authorizes The Children's Trust to release multiple competitive solicitations across the core business systems and services listed below. The table presents each initiative's estimated timing to release the solicitation and to prepare the funding recommendation. All funding recommendations will return to the board for approval concurrent with the recommendation to award.

BACKGROUND

The information and data collection systems currently being utilized by The Children's Trust have been in place for an extended period. In September 2022, an organizational assessment was conducted for the Human Resources and Finance/Accounting departments. The outcome of that assessment supported the need to investigate replacement systems and to update processes used by each department as further described below.

Financial Software & Human Resources Solutions - This resolution authorizes The Children's Trust to release competitive RFPs to update the current financial accounting system and ancillary software applications for a more robust and flexible solution delivered in a software as a service (SaaS) model. The information and data collection systems currently being utilized by The Children's Trust have been in place for over 16 years. The recent report done by the organizational assessment highlighted the lack of functional capabilities within existing data collection and information systems that support core processes (e.g., Core Integrator, Great Plains, Trust Central, WebClock, and AlphaStaff). This results in manual input requirements, leading to workflow inefficiencies and rework due to inaccuracies. In addition, The Children's Trust has had a service agreement with the current provider, AlphaStaff, since June 2006 to administer payroll and employee benefits. Changes in the industry and the growth of the organization support a review of this service. Alpha Staff is also our single insurance broker, this may limit market comparables that could potentially result in missed opportunity cost savings.

Auditing Services - Section 218.39, Florida Statutes, requires The Children's Trust to have completed an annual financial audit of its accounts and records by an independent certified public accountant within nine months after the end of its fiscal year. The contract for financial auditing services is currently performed by Marcum LLP, which conducted the financial audit of The Children's Trust for the past four years and conducting the final year of contract this year. The bylaws of The Children's Trust require that The Children's Trust not use the same external auditor for more than five consecutive years. Consequently, authorization is being

sought to release a Request for Proposals (RFP) for financial auditing services for a term of 12 months commencing August 1, 2023, and ending July 31, 2024, with the option of four possible contract renewals.

Website Development –During 2020, The Children’s Trust conducted an in-house user experience analysis of the current website and identified areas that could be improved. Due to the pandemic, the scope of work was scaled down to only address the critical security issue of The Children’s Trust website. Currently, Trust staff is working to identify a long-term solution for the design, development, hosting, and maintenance of the Trust website. This resolution authorizes The Children’s Trust to release a competitive RFP for the design, development, hosting, and maintenance of The Children’s Trust website.

Integrated Data Repository (IDR)/Data Visualization - This resolution authorizes The Children’s Trust to release a competitive RFP for the design, development, hosting, and maintenance of The Children’s Trust IDR, and data visualization support. The RFP will allow the services to be delivered by one vendor or multiple vendors working as a team. The Trust currently has a limited IDR tied to the information collected in multiple systems, including Trust Central. A more robust and inclusive IDR is needed to allow for a long-term centralized solution for Trust data needs. In addition, creating the structure for long-term data storage will enable The Trust to leverage the IDR to meet the future data visualization and real-time data analysis needs.

Office Redesign – The Children’s Trust is in the process of defining how the new work environment should be designed to be most effective and efficient. To find the right mix of arrangements, the floor redesign is being done in phases. This request is to build out subsequent phases that will address the need for an office design that offers a flexible environment to allow for individual and team workspaces and that can easily transform to different configurations and be repurposed for larger meeting spaces. In addition, the Children’s Trust’s existing furniture was purchased and installed in 2007. The manufacturer is no longer in business, which makes finding replacement parts difficult. Despite ongoing maintenance, the current furniture shows wear and tear over the years and its replacement is necessary.

During fiscal planning for FY 2020-2021, the Board set aside \$10,000,000.00 for future capital expenses. At that time, the Trust staff was investigating purchasing a building for The Trust office. During the coronavirus-2019 pandemic (pandemic), staff reconsidered the need to purchase a building, and with Board approval, ultimately decided to extend the lease with the Children’s Advocacy Complex, LLC in lieu of buying a new facility. Our current lease is in effect until 2030. During fiscal planning for FY 2021-2022 the Board reduced the original \$10,000,000.00 allocation to \$400,000.00 for capital expenses and office reconfiguration. Resolution #2022-55 was approved by the Board of Directors on June 13, 2022, to utilize \$126,618.11 of these funds in the 2021-2022 fiscal year. This resolution requests approval to release a Request for Proposals (RFP) to complete the next phase of this project, utilizing the balance of \$280,199.91, which is included in the 2022-2023 budget for capital expenses.

Contract Management System (CMS) - The Children’s Trust currently manages more than 300 contracts annually without a centralized place to capture and manage the daily activities related to contract administration. The Children’s Trust uses multiple methods and systems to execute and amend contracts and manage different phases of the contract lifecycle. These systems are currently focused on collecting of programmatic data and fiscal reporting. However, The Children’s Trust currently lacks a platform for staff to efficiently manage contracts, which requires for real-time access to contract data, performance management, risk management, and provider relationship management to enhance communication and business processes. This resolution authorizes The Children’s Trust to release a competitive

RFP for a contract management system. The CMS will support comprehensive and efficient contract lifecycle management, including day-to-day contract administration, real-time access to contract data, dashboards, performance management, risk management, and provider relationship management. This platform must integrate seamlessly with other mission-critical systems and applications.

The anticipated competitive solicitations are as follows:

Solicitations	Amount	Estimated Release	Estimated Funding Recommendations
Financial Software Solutions	TBD	February - March 2023	April - June 2023
Auditing Services	TBD	February - March 2023	April - June 2023
HR Solutions to include Payroll, time and attendance, Benefits, Performance Management Process, Application Tracking System	TBD	February - March 2023	April - June 2023
Website Development	TBD	February - March 2023	April - June 2023
IDR/Data Visualization	TBD	February - March 2023	April - June 2023
Office Redesign	\$280,199.91	February - March 2023	April - June 2023
Contract Management System	TBD	February - March 2023	April - June 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 **23rd day of January, 2023.**

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: January 23, 2023

Resolution: 2023-C

Strategic Plan Priority Investment Area: Administrative/Operational

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

Recommended Action: Authorization to expend up to \$49,999.00 for Kaufman, Rossin & Co. to act as technical advisors for a term of 10 months, commencing retroactively on December 1, 2022, and ending September 30, 2023.

Budget Impact: Funding in the amount of \$49,999.00 for this resolution is allocated for FY 2022-2023.

Description of Services: The Children's Trust sought out professional consulting services with specialization in the following areas: Financial Software, Human Resources Information System (HRIS), or Software that includes but is not limited to Payroll, Benefits Administration, Benefits Broker, Performance Management, and possible assistance with Integrated Data Repository (IDR)/Data Visualization to:

1. Assist in the planning and development of the scopes of work to be developed for related competitive solicitations.
2. Assist in the design of a rating tool to score and rate proposals.
3. Participate in a Market Research/Industry Day for each competitive solicitation.
4. Act as technical advisor to The Children's Trust related to each competitive solicitation.
5. Assist The Children's Trust in interpreting data.
6. Assist The Children's Trust in development of Standard Operating Procedures (SOP) for the related areas.
7. Assist in the preparation of various documents and presentations.

Background: The information and data collection systems currently being utilized by The Children's Trust have been in place for an extended period. In September 2022, an organizational assessment was conducted for the Human Resources and Finance/Accounting departments. The outcome of that assessment supported the need to investigate replacement systems and updated processes used by each department. Currently, functional capabilities within existing data collection and information systems that support core processes (e.g., Core Integrator, Great Plains, Trust Central, WebClock, and Alpha Staff) are inadequate. This results in manual input requirements, leading to workflow inefficiencies and rework due to inaccuracies. The Children's Trust has had a service agreement with the current provider, Alpha Staff, since June 2006 to administer payroll and employee benefits. Insurance alternatives are provided by a single broker, limiting market comparables that can potentially result in missed opportunity cost savings.

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 in any single fiscal

year, bids were solicited for the consulting services. The solicitation was posted on The Children's Trust website from October 25, 2022, to November 10, 2022.

Kaufman, Rossin & Co. was the only entity to submit a bid for the opportunity. Staff reviewed the response 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.

Kaufman, Rossin & Co. a Florida professional association, with offices at 3310 Mary Street, Suite 501, Miami, Florida 33133 met the criteria listed above and demonstrated extensive experience providing the services requested and assist in scoping, identifying and selecting the right software partner that can address the different needs of the organization from an accounting, finance, and HR perspectives. They have experience working with private and public companies including non-profits/governmental organizations in the United States and abroad. Kaufman Rossin serves clients in all 50 states and has resources including approximately 500 employees and 70+ partners that add to their industry experience and resourcefulness.

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 **23rd** **day of January, 2023.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

THE CHILDREN'S TRUST President/CEO Agreements - </= \$25,000 October 1, 2022 through December 31, 2022				
Qty	Organization	# Served	Final Agreement Amount	Description
Promote Citizen Engagement and Leadership				
1	Believers of Authority Ministries Inc	420 youth	\$3,000.00	Youth empowerment activity
2	Miami Dade County League of Cities Inc	500 adults	\$7,500.00	Civic engagement and awareness conference
3	Pierre Toussaint Leadership and Learning Center Inc	7000 youth and adults	\$10,000.00	Series of family empowerment events
		Subtotal	\$20,500.00	
Public Awareness and Program Promotion				
1	Alhambra Music Inc	900 youth and adults	\$10,000.00	Spooky Symphony event sponsorship
2	Angelz on Deck Inc	20 youth	\$5,000.00	Community resource event
3	Be Strong International Inc	500 youth 1500 adults	\$2,500.00	Community resource event
4	Citrus Health Network Inc	80 youth 220 adults	\$10,000.00	National adoption day event sponsorship
5	Inspiring Community Health Inc	50 youth 50 adults	\$2,000.00	Community health fair
6	Magic Waste Youth Foundation Inc	10 youth 290 adults	\$6,000.00	Event to support foster youth
7	Miami Dade College Foundation Inc	15,000 youth 61,000 adults	\$10,000.00	Miami Book Fair Children's Alley sponsorship
8	Rise Up 4 Change Inc	150 youth 150 adults	\$5,000.00	Community empowerment event
9	South Dade Chamber of Commerce Inc	100 youth 100 adults	\$5,000.00	Community health fair
10	South Florida Foster and Adoptive Parent Association	350 youth 350 adults	\$2,500.00	Community event for foster youth
11	Voice of Love Training and Development Inc	130 youth 270 adults	\$7,500.00	Community resource fair
		Subtotal	\$65,500.00	
		Total	\$86,000.00	
	Program	Total Funded	# Agreements	
	Promote Citizen Engagement and Leadership	\$20,500	3	
	Public Awareness and Program Promotion	\$65,500	11	
	TOTAL	\$86,000.00	14	