



Finance & Operations Committee Meeting

Thursday, August 31, 2017
The Children's Trust
3150 S.W. 3rd Avenue, 8th Floor
Training Room
4:30 p.m. – 5:00 p.m.

Board of Directors

Laurie Weiss Nuell
Chair
Lily de Moya
Vice Chair
Kenneth C. Hoffman
Treasurer
Claudia Grillo
Secretary

Magaly Abrahante, Ph.D.
Daniel Bagner, Ph.D.
Miguel Balsera, Ph.D.
Rodester Brandon
Rep. Nicholas Duran
Dr. Antonia Eyssallenne
Gilda Ferradaz
Alvin Gainey
Mindy Grimes-Festge
Nelson Hincapie
Pamela Hollingsworth
Steve Hope
Esther Jacobo
Tiombe Bisa Kendrick-Dunn
Inson Kim
Marissa Leichter
Susan Neimand, Ph.D.
Marta Pérez, Ph.D.
Judge Orlando Prescott
Hon. Isaac Salver
Com. Xavier L. Suarez
Mark Trowbridge
David Turino
Karen Weller

David Lawrence Jr.
Founding Chair

James R. Haj
President & CEO

County Attorney's Office
Legal Counsel

AGENDA

- 4:30 p.m. **Welcome and opening remarks** Kenneth C. Hoffman
Chair
- 4:35 p.m. **Public Comments** Kenneth C. Hoffman
Chair
- 4:45 p.m. **Approval of July 6, 2017 Finance & Operations
Committee minutes summary**
(Add. Items packet, Pg. 2-3) Kenneth C. Hoffman
Chair
- 4:46 p.m. **Resolutions** Kenneth C. Hoffman
Chair
- Resolution 2017-A:** Authorization to release competitive solicitations, in alignment with the board's strategic plan and projected available funding, across multiple priority investment areas that have funding cycles ending in the next fiscal year (2017-18), with new funding cycles to begin in 2018. *(Pgs. 4-14)*
- 4:55 p.m. **CEO Report** James R. Haj
President/CEO
- *Update on two providers*
- 5:00 p.m. **Adjourn**

Reminder:

Next Committee Meeting: Thursday, September 28, 2017

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
July 6, 2017
9:35 – 11:45 a.m.

These actions were taken by the Finance & Operations Committee on July 6, 2017:

Motion to approve the June 8, 2017 Finance & Operations Committee meeting minutes was made by Hon. Isaac Salver and seconded by Nelson Hincapie. Motion passed unanimously, 4-0.

Motion to recommend the proposed budget for FY 2017-18 presented by staff to the board of Directors on July 10, 2017 was made by Isaac Salver and seconded by Nelson Hincapie. Motion passed unanimously, 4-0.

Motion to recommend the proposed millage rate for FY 2017-18 of .4673 which is the same as the rolled-back rate of .4613 mills, as amended to the board of Directors on July 10, 2017, was made by Isaac Salver and seconded by Nelson Hincapie. Motion passed, 3-2. Opposed by Esther Jacobo and Steve Hope.

Resolution 2017-A: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Nelson Hincapie and seconded by Steve Hope. Authorization to negotiate and execute a contract with Imaginart Media Productions, an agency selected from the 2016-2019 vendor pool for community outreach and media buying targeting the Creole-speaking Haitian community in Miami-Dade County; administration and oversight of The Children's Trust's leased Yellow Box displays; and English-Creole translation services, for a term of 12 months commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$156,215.00. Motion passed unanimously, 4-0.

Resolution 2017-B: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Isaac Salver and seconded by Steve Hope. Authorization to negotiate and execute a second year contract with Armstrong Creative Consulting Inc., an agency selected from the 2016-2019 vendor pool for urban media buying and community outreach targeting the African-American, faith-based community in Miami-Dade County, for a term of 12 months commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$163,785.00. Motion passed unanimously, 4-0.

Resolution 2017-C: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Steve Hope and seconded by Esther Jacobo. Authorization to negotiate and execute a second year contract with Madison South, an agency selected from the 2016-2019 vendor pool for the purpose of graphic design services, for a term of 12 months commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$50,000.00. Motion passed unanimously, 4-0.

Resolution 2017-D: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Nelson Hincapie and seconded by Steve Hope. Authorization to negotiate and execute a second year contract with the M Network, an agency selected from the 2016-2019 vendor pool for creative advertising production services, off-site Miami Heart Gallery project management, and select public relations projects, for a term of 12 months, commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$276,000.00. Motion passed unanimously, 4-0.

Resolution 2017-E: Motion to defer this resolution to the next Finance & Operations Committee meeting was made by Esther Jacobo and seconded by Steve Hope. Authorization to negotiate and execute a second year contract with WOW Marketing, an agency selected from the 2016-2019 vendor pool for media buying services and market research, for a term of 12 months, commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$1,031,000.00, inclusive of \$842,350.00 to purchase media and \$188,650.00 in agency fees and market research.

Resolution 2017-F: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Steve Hope and seconded by Isaac Salver. Authorization to expend monies to advertise The Children's Trust's funding announcements, activities, initiatives, events and programs with the Miami Herald Publishing Co., for a term of 12 months, commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$90,000.00. **Motion passed unanimously, 4-0.**

Resolution 2017-G: Motion to defer this resolution to the next Finance & Operations Committee meeting was made by Isaac Salver and seconded by Esther Jacobo. Authorization to issue monthly payments pursuant to a service order agreement with Rex 3 to print and prepare for distribution The Children's Trust's trilingual monthly parenting newsletter, for a term of 12 months, commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$56,000.00. **Motion passed unanimously, 4-0.**

Resolution 2017-H: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Nelson Hincapie and seconded by Isaac Salver. Authorization to issue payments pursuant to a service order agreement with Actors' Playhouse at the Miracle Theater Inc., for co-production and presenting sponsorship of the Young Talent Big Dreams talent search, for a term of 12 months, commencing on October 1, 2017, and ending on September 30, 2018, in an amount not to exceed \$50,000.00. **Motion passed unanimously, 4-0.**

Resolution 2017-I: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Nelson Hincapie and seconded by Steve Hope. Authorization to negotiate and execute a contract with Branger_Briz for Phase III of The Children's Trust digital footprint redesign as well as hosting and maintaining services, for a term of 12 months commencing on October 1, 2017, and ending on September 30, 2018, in a total amount not to exceed \$162,200.00. **Motion passed unanimously, 4-0.**

Resolution 2017-J: Motion to recommend the resolution to the Board of Directors on July 10, 2017 was made by Isaac Salver and seconded by Nelson Hincapie. Authorization to renew The Children's Trust data center services with Quality Investment Properties Miami, LLC (QTS) for a term of seven months, in a total amount not to exceed \$62,500.00, commencing August 1, 2017 and ending February 28, 2018. **Motion passed unanimously, 4-0.**

Meeting adjourned at 11:48 a.m.

The Children's Trust Board Meeting

Date: September 11, 2017

Resolution: 2017-A

Strategic Plan Priority Investment Area: All

Strategic Plan Headline Community Result(s): All

Recommended Action: Authorization to release competitive solicitations, in alignment with the board's strategic plan and projected available funding, across multiple priority investment areas that have funding cycles ending in the 2017-18 fiscal year, with new funding cycles to begin in contract year 2018.

Budget Impact: Funding for this resolution is allocated to begin at the end of FY 2017-18, with a projected availability in FY 2018-19.

Background: The Children's Trust's current and future investment priorities were discussed at strategy check-in meetings held on April 24 and May 2, 2017. The board is supportive of all the current priority investment areas and also expressed the desire to increase some investments. Specifically, early childhood development, parenting and youth development investments will be increased, and further funding consideration will be given to health and wellness needs, especially behavioral health. Other investment areas are recommended to remain constant.

This resolution to release competitive funding has been crafted to align with The Children's Trust's strategic plan and the board's guidance. The table below, which comprises a majority of The Trust's program investments, presents a comprehensive overview of The Trust's initiatives due for competitive solicitation during the 2017-2018 fiscal year. Solicitations will be issued on a staggered timeline, which will allow for adequate planning and response time for applicants and reviewers. Recommendations will be reviewed simultaneously across initiatives, with the goal of providing the board with a coordinated review and approval process for funding recommendations. All investment areas entering the final year of the current funding cycle will be competitively solicited to begin a five-year funding cycle in 2018. An extended funding cycle will allow more adequate time than we currently have to learn from funded contract results about what is working and what adjustments are needed. Ongoing program metrics, with annual renewal reviews and recommendations will continue as usual.

Details about the populations, activities and outcomes for each initiative are included in the second table below.

Description of Services: This resolution authorizes The Trust to release competitive solicitations (i.e., requests for proposals or RFPs) across nearly all our major service initiatives, in alignment with the board's strategic plan and projected available funding, as shown in the following table.

Priority Investment Area and Initiative	Estimated Release	Estimated Recommendations	2016-17 Allocation	2018-19 Funding to Release
Parenting Group and Individual/ Home Visitation Programs	Nov. 2017	May 2018	\$10,605,000	\$14,805,000
Parenting Read to Learn Programs	Nov. 2017	May 2018	\$867,664	\$1,217,664
Early Childhood Development Screening, Assessment and Early Intervention	Nov. 2017	May 2018	\$2,651,810	\$3,651,810
Early Childhood Development Early Learning Assessment and Mental Health Consultation	April 2018	June 2018	N/A	\$4,000,000
Early Childhood Development Child Care Quality Improvement	April 2018	June 2018	\$9,948,454	\$9,908,454
Youth Development Elementary After-school and Summer	Oct. 2017	May 2018	\$32,339,819	\$36,339,819
Youth Development Middle and High School Youth Enrichment Programs	Oct. 2017	May 2018	\$8,132,685	\$12,132,685
Youth Development Specialty Enhancement Programming (STEM, arts, etc.)	April 2018	June 2018	N/A	2,000,000
Health and Wellness School-based Health	Sept. 2017	May 2018	\$12,600,000	\$16,250,000
Health and Wellness Vision and Oral Health Supports	April 2018	June 2018	\$600,000	\$750,000
Health and Wellness Insurance Benefits Enrollment	April 2018	June 2018	\$600,000	\$600,000
Health and Wellness Injury Prevention Education	April 2018	June 2018	\$250,000	\$250,000
Health and Wellness Food and Nutrition in Youth Programs	April 2018	June 2018	\$850,000	\$850,000
Program and Professional Development Supports for Quality Program Implementation	April 2018	June 2018	\$2,760,000	\$2,760,000
Program and Professional Development Innovation Fund (1 year funding cycle only)	May 2018	Sept 2018	\$1,000,000	\$1,000,000
TOTALS:			\$83,205,432	\$106,515,432

Note: A number of initiatives are not included in the table above because they are funded through match funding partnerships (e.g., early care and education slots, summer youth employment) and/or are on a different funding cycle (i.e., family strengthening programs, family and neighborhood support partnerships, early childhood community research projects, summer reading enhancements, 211 Helpline).

The content and requirements for each solicitation will be informed by evaluation of currently funded efforts, review of best practices in the field, input from parents, youth and community service providers, and policy guidance from the board.

All services shall include children and youth with disabilities and their families, as specified in prior board and solicitations policies. Programs will also be encouraged to include other disadvantaged special populations, as prioritized in the strategic plan, including children in foster care, under the jurisdiction of the juvenile justice system or who are experiencing homelessness.

Services will be delivered throughout Miami-Dade County, with an expected concentration in under-served communities with high need. Solicitations will require applicants to describe how they will appropriately address the needs of our diverse populations across the county with evidence-based and best practices appropriately adapted for the proposed populations. Descriptions of the target populations, primary activities and outcomes for each solicitation to be released are detailed in the following table.

Initiative	Population	Activities	Outcomes
Parenting Group Parenting and Advocacy Programs	Universal and targeted populations of parents/caregivers with children birth to 18	Evidence-based and promising program curricula delivering group parenting education offer parents the opportunity to connect with and support each other, as they learn and practice new parenting skills through structured parent and parent-child activities. Session content includes strategies for effective communication, age appropriate child development, behavior management, child safety and injury prevention. Advocacy programs emphasize parent leadership development and civic involvement, allowing parents to become more engaged in child-serving systems and to advocate for their own child's success as well as for improved family-centered services. Programs generally offer about 10 group sessions over a period of three to six months, with some programs offering individual sessions on an as-needed basis.	Parents/primary caregivers will: <ul style="list-style-type: none"> • Increase positive parent-child interactions • Decrease parenting stress • Increase parenting skills Children/youth will: <ul style="list-style-type: none"> • Decrease problem behavior or maintain appropriate behavior Participants attending advocacy programs will: <ul style="list-style-type: none"> • Increase community involvement and volunteerism • Increase leadership and advocacy skills

Initiative	Population	Activities	Outcomes
<p>Parenting Individual/Home Visitation Programs</p>	<p>Targeted populations of parents/caregivers with children primarily birth to 12</p>	<p>Evidence-based programs are implemented in homes, pediatric offices and other therapeutic settings to offer individualized education and skills-building for parents. Programs focus on child health, development and school readiness through encouraging nurturing parent-child relationships and safe homes.</p> <p>Additionally, through the use of developmental screenings, parents gain understanding of developmental milestones and are connected to additional resources and further assessment if risks are identified.</p> <p>Families receive six months to five years of home visiting and individual services, with visit frequency ranging from twice per week to once every other month, based on level of need and risk. On average, families receive 13 visits per year.</p>	<p>In addition to the outcomes required for group parenting, parents/primary caregivers receiving home visitation will demonstrate:</p> <ul style="list-style-type: none"> • Home environments that foster child development
<p>Parenting Read to Learn Programs</p>	<p>Young children and their parents/caregivers</p>	<p>Promote and develop pre-literacy skills and literacy development through outreach events, making free books available in public places, distribution of new parent informational support packets, mailing age and culturally appropriate books to young children with written guidance to parents on reading with their child, and implementing Reach Out and Read with pediatric health care providers.</p>	<p>Parents/caregivers will:</p> <ul style="list-style-type: none"> • Read to their child three or more days per week • Increase understanding of school readiness skills • Report their health care provider talked about and modeled the importance of early literacy and reading with their child

Initiative	Population	Activities	Outcomes
<p>Early Childhood Development Screening, Assessment and Early Intervention</p>	<p>Young children with developmental disabilities</p>	<ul style="list-style-type: none"> • Autism spectrum disorder (ASD) diagnostic evaluation services • Comprehensive early intervention services including domain-specific assessments and therapies • Structured and non-structured developmentally appropriate activities during the summer which incorporate evidence-based best practices and provide continuity of school year interventions to address risk of summer learning loss 	<ul style="list-style-type: none"> • Children are evaluated, results and treatment options shared with parents and connected with services <p>Children will:</p> <ul style="list-style-type: none"> • Improve speech/ language skills • Improve fine or gross motor skills • Improve social/ emotional skills • Improve overall development <p>Children will:</p> <ul style="list-style-type: none"> • Improve or maintain pro-social, appropriate behavior • Improve or maintain self-help skills • Improve or maintain early literacy skills • Improve or maintain cognitive development

Initiative	Population	Activities	Outcomes
<p>Early Childhood Development Early Learning Assessment and Mental Health Consultation</p>	<p>Young children from birth through kindergarten, families, early care and education directors and teachers</p>	<p>Supports for an ongoing observational system to assess early learning will be designed to ensure consistent, high quality implementation across early learning providers. Results will be used for teachers to tailor early childhood education opportunities to the needs of young children, and can also be used secondarily to track child development outcomes.</p> <p>Infant and early childhood mental health consultation:</p> <ul style="list-style-type: none"> • Multilevel approach working with teachers, parents and children. • Early childhood mental health consultants work to build children's social and emotional well-being by increasing the capacity of early child care staff, parents and other caregivers to promote healthy child development and manage challenging behaviors effectively. 	<p>Children will:</p> <ul style="list-style-type: none"> • Decrease problem behaviors • Improve emotional competence, social skills and peer relationships • Improve school readiness <p>Teaching staff will:</p> <ul style="list-style-type: none"> • Increase sensitivity when working with children • Improve teaching skills and communication with families • Accommodate individual needs of children more proficiently <p>Families will:</p> <ul style="list-style-type: none"> • Improve parenting skills • Increase access to needed mental health services
<p>Early Childhood Development Child Care Quality Improvement</p>	<p>Early care and education program directors, teachers, staff, directly, and young children, indirectly</p>	<p>Provide technical assistance and financial supports to early care and education programs, and professionalize the child care workforce through intentional coaching, professional development, career advising, scholarships and wage supplements.</p>	<p>Early care/education programs will:</p> <ul style="list-style-type: none"> • Improve program quality <p>Child care workforce will:</p> <ul style="list-style-type: none"> • Increase knowledge/skills • Improve teacher-child interactions <p>Young children will:</p> <ul style="list-style-type: none"> • Increase attendance in higher quality programs • Improve developmental outcomes • Improve school readiness

Initiative	Population	Activities	Outcomes
Youth Development Elementary After-school and Summer Programs	Elementary-age youth in grades Pre-K through 5	Daily, structured and developmentally-appropriate youth programming during after-school and summer hours that incorporates: <ul style="list-style-type: none"> • Literacy and academic supports • Physical activity and fitness • Life and social skills, with a focus on building emotional intelligence 	Children/youth will: <ul style="list-style-type: none"> • Improve oral reading fluency and comprehension • Improve fitness • Improve social-emotional learning skills, such as communication, interpersonal relationships, problem-solving, and decision-making
Youth Development Middle and High School Youth Enrichment Programs	Middle and high school-age youth in grades 6-12	Weekly, structured and developmentally-appropriate youth programming during after-school and summer hours that incorporates: <ul style="list-style-type: none"> • Academic supports • Life and social skills, with a focus on building emotional intelligence • Specialized skill-building areas: STEM (science, technology, engineering and mathematics), arts/ culture, community service/ service learning, sports, college readiness, career/technical certifications, entrepreneurship and job training/ employment 	Youth will: <ul style="list-style-type: none"> • Increase school engagement and positive attitudes • Improve social-emotional learning skills • Improve skills in special interest areas, such as work readiness, employability, financial literacy, arts, STEM and civic engagement • Achieve successful job placements
Youth Development Specialty Enhancement Programming (STEM, arts, etc.)	Elementary, middle and high school age youth in Trust-funded youth programs	This funding will create a vendor pool of specialty enhancement programming that can be offered within ongoing youth programs that will expose children to opportunities they might not otherwise have, such as specialized science/ technology/ engineering/ math, arts, etc.	Children and youth will improve knowledge and skills in the specialty enhancement areas

Initiative	Population	Activities	Outcomes
<p>Health and Wellness School-based Health</p> <p>NOTE: In accordance with page 4, #6 of The Children’s Trust’s Procurement Policy #2000a, which states health services are not subject to competitive solicitation requirements, and to ensure continuity of such services, the funding increase will be used to enhance services at current high-performing school health provider sites (no new sites will be added).</p>	<p>Universal, school-age children and youth attending Miami-Dade County Public Schools</p>	<p>Nursing activities range from routine healthcare to comprehensive nursing assessments and interventions. Services include screenings for oral health, vision and growth and development (evaluated through the body mass index/BMI), and interventions and/or referrals when appropriate. Health technician and ARNP supports will be added in selected schools with the increased funding.</p> <p>Mental health services delivered by social workers include mental health screening, assessment and intervention for students with developmental and behavioral concerns, as well as preventive education and support services. Increased funding will expand non-licensed mental health professionals in more than 100 schools.</p>	<p>Students in schools with health suites:</p> <ul style="list-style-type: none"> • Return to class following health encounter • Have all age-appropriate immunizations • Referred for weight-related concerns receive services from primary care physician, increase physical activity and improve BMI • Referred for vision concerns receive needed services • Referred for oral health concerns receive services • Referred for mental health concerns receive services
<p>Health and Wellness Vision and Oral Health Supports</p>	<p>Children and youth ages 3-18 in need of vision and/or oral health follow-up services who do not have access due to low income status and/or lack of insurance coverage</p>	<p>Vision services include eye examinations and prescription eyeglasses, if needed.</p> <p>Oral health supports include professional development for school-based health nurses and will also be expanded to include direct services for children. School-based health nurses receive training and coaching on screening, education, varnish application and referrals to dental homes. Direct services may include oral health screenings, varnish and sealants applications, and follow-up exams and services.</p>	<p>Children/youth:</p> <ul style="list-style-type: none"> • Receive eye exams and corrective eyeglasses, if needed • Receive oral health screenings • Receive oral health varnish or sealants and follow-up services if needed <p>School nurses:</p> <ul style="list-style-type: none"> • Effectively administer oral health screening, education, treatment and referrals

Initiative	Population	Activities	Outcomes
Health and Wellness Insurance Benefits Enrollment	Low income parents/caregivers with children birth to 18	Programs assist families with public health insurance applications for their children. Participants also receive assistance with applications for other benefits such as food stamps and temporary cash assistance.	<ul style="list-style-type: none"> • Children/youth and parents/caregivers enrolled in subsidized health insurance • Parents/caregivers approved for other benefits • Families access medical services
Health and Wellness Injury Prevention Education	Staff from Trust-funded agencies and their program participants	Training and resources for Trust-funded providers on motor vehicle, home and water safety, as well as a four-day car passenger safety certification course. Trainings are also delivered directly to parents and caregivers.	<p>Participating staff:</p> <ul style="list-style-type: none"> • Increase knowledge and awareness of passenger and home safety • Become certified as Car Passenger Safety Technicians <p>Parents/caregivers successfully demonstrate ability to properly install a child safety seat</p>
Health and Wellness Food and Nutrition in Youth Programs	School-age children and youth attending Trust-funded programs	This program provides snacks and supper, including monitoring, food acquisition and distribution, meal planning and facilitation of applications to Florida Department of Health (DOH) for federally subsidized food.	<p>Trust-funded program sites are approved by the Department of Health for federal reimbursement</p> <p>Children receive healthy food and beverages in programs</p>

Initiative	Population	Activities	Outcomes
<p>Program and Professional Development Supports for Quality Program Implementation</p>	<p>Trust-funded providers</p> <p>Non-funded small community-based organizations (CBOs)</p>	<p>Services include initiative-specific content delivered through training (face-to-face and online), technical assistance and individualized coaching (onsite and telephone) to ensure high quality program implementation and continuous learning that will support child and family engagement and outcomes.</p> <p>Small CBO supports include agency-level development of administrative, fiscal and programmatic capacities that increase agencies ability to achieve their mission.</p>	<p>Trust-funded providers will:</p> <ul style="list-style-type: none"> • Increase knowledge and/or skills in training topic areas • Meet improvement goals after receiving intensive coaching and technical assistance • Deliver high quality program services <p>Small CBOs will:</p> <ul style="list-style-type: none"> • Increase agency administrative, fiscal and programmatic capacity based on an individual development plan • Diversify funding streams
<p>Program and Professional Development Innovation Fund (1 year funding cycle)</p>	<p>Children and families in Miami-Dade County</p>	<p>Fund innovative projects and test new ideas that address an existing community need and have not been previously implemented in our community. Successful proposals will demonstrate invention, theoretical reason for success and courage to explore uncharted territory.</p>	<p>Progress in developing and sharpening ideas and methods for further testing or wide-scale implementation</p>

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 11th day of September, 2017.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____