



Fiscal Year 2017-2018

Annual Report to the Board of County Commissioners Miami-Dade County

As of December 2018



Introduction

The Children’s Trust submits this annual report in the statutory format to the Board of County Commissioners of Miami-Dade County to summarize our goals and activities in accordance with Section 2-1525(e) of the Miami-Dade County Code for fiscal year 2017-18. The programs, objectives and activities of The Children’s Trust are consistent with the goals established by Section 125.901, Florida Statutes, to provide and maintain preventive, developmental and other services for all children’s general welfare; to collect information and statistical data as well as to conduct research helpful to determining the needs of children in the county; and to consult and coordinate with other agencies dedicated to the welfare of children to prevent overlapping services and to fill critical gaps. Our mission places great emphasis on our role within the community, as does our vision, which is one of shared efforts:

Mission: The Children’s Trust partners with the community to plan, advocate for and fund strategic investments that improve the lives of all children and families in Miami-Dade County.

Vision: The Children’s Trust envisions a community that works together to provide the essential foundations to enable children to achieve their full potential.

Fiscal year 2017-18 marked the end of the first funding cycle under the board’s strategic plan and funding guidance adopted at the end of 2014, including priority investments made through 251 contracts with 144 agencies (see pages 28-30 for list of contracted service providers and map of service sites) in the areas of:

- Parenting
- Early Childhood Development
- Youth Development
- Health & Wellness
- Family & Neighborhood Supports
- Community Awareness & Advocacy
- Program & Professional Development

With the board’s continued strategic and funding guidance, The Children’s Trust released 19 grant opportunities last year, reviewing nearly 400 applications and awarding more than \$100 million for community services supporting Miami-Dade children, youth and families across the above investment areas. As part of the implementation of these competitive solicitations, staff significantly improved Trust grants processes, including:

- simplified content and application questions,
- improved application training tailored for new and existing providers,
- integrated past performance within applications,
- simplified and strengthened review processes and scoring rubric,
- improved reviewer selection and training (with more than 100 volunteer reviewers),
- targeted community awareness and engagement around funding opportunities,
- separated parallel application reviews for new and existing provider applicants, and
- a cross-portfolio review.

As part of these improvements, The Trust developed and deployed a new, more user-friendly online grants module integrated within Trust Central, The Children’s Trust’s broader business process management system. Because of many of these improvements, The Children’s Trust had no appeals to funding decisions. Furthermore, agencies with no prior Trust funding experience significantly increased their success rates to 59 percent, from only eight percent in the previous funding cycle.

The main content of this document (pages 6-26) highlights our investments over the past year, including a description, rationale for investing and program results for each initiative. No organization that aims at the sort of results we do can succeed on its own (see our Headline Community Results on pages 5 and 31-33). Partnerships and collaborations are critical. No single strategy or program can be responsible for improving community-level indicators. Rather, the combined efforts of other funders, public and private children’s agencies, faith-based communities, families, community stakeholders and residents are needed to effect community change. We fully understand this and work hard to collaborate with other funders and policymakers.

Spending over the past year has been in line with the board’s priorities and the approved budget (see page 27). We were able to invest in program expansion and several new initiatives. Youth development remains our largest investment area, but funding was also increased for parenting and early childhood programs, as well as school-based mental health. The Children’s Trust will continue to fund an expansive and high-quality portfolio of prevention and early intervention programs for all children, and especially for those at greater risk due to family and community conditions. We have continued our commitment, both in number and quality, to the full participation of children with special needs in all programs we fund.

The Children’s Trust Budget and Millage Rate for FY 2018-19

In the 2018-19 fiscal year, the board, following the recommendation of its finance and operations committee to strategically and prudently draw down the fund balance, adopted the rolled-back rate of 0.4415 mills. This millage rate allows The Children’s Trust to collect the equivalent amount of ad valorem tax revenues that was collected in the previous fiscal year. The board also authorized increased expenditures of 18.34 percent from the previous fiscal year. This will enable us to deliberately increase investments in programs for children and families by expanding our reach in nearly all the areas prioritized by the board within our strategic plan.

We have continued along a path of decreasing The Trust’s management expenses to leverage as many resources as possible for contracted services. As a result, this year we will realize \$30,000 savings, which is in addition to the more than \$787,000 savings in the prior 2 budget years. In 2018-19, staff are managing 325 contracts with 178 agencies. For the 2018-19 fiscal year The Trust’s management expenses are only 6.32 percent of the total budget—the lowest in Trust history—leaving 91.4 percent dedicated to funding supports for children and families.



The Children’s Trust is proud to offer this year’s 2018-19 budget to our community, with total expenditures of approximately \$164.3 million and total ad valorem tax revenues of approximately \$122.6 million, which represent an increase of 18.34 percent and 0.55 percent when compared to the prior year, respectively. This increase includes approximately \$27.8 million, per year, invested in additional services for children.

Following the programmatic updates below, a detailed budget is presented for continuing activities, services and programs offered by The Children’s Trust (see page 27). The board adopted the rolled-back millage rate of 0.4415 to align with our strategic plan and enable The Trust to fully fund existing programs and continue to expand services across priority investment areas in response to great community needs. The median taxable value for residential property with a \$50,000 homestead exemption for the 2018-19 tax year is \$43.00 versus \$41.87 in 2017-18, when using the adopted millage rate for the applicable year, representing a minimal increase of \$1.13 from the prior year.

The Children's Trust 2017-18 Management Letter and Audited Financial Report will be submitted to the Board of County Commissioners upon completion, by April 15, 2019.



Strategic Plan Priority Investments

Parenting (pp. 6-7)

- Group parenting & advocacy
- Home visitation & individual parenting

Early Childhood Development (pp. 8-10)

- Child care quality improvement system
- Early care & education slots
- Developmental screening, assessment & early intervention

Youth Development (pp. 11-13)

- After-school programs
- Summer camps & reading enhancements
- Youth enrichment programs

Health & Wellness (pp. 14-15)

- Comprehensive school-based health
- Other health programs: insurance enrollment, injury prevention education, food & nutrition

Family & Neighborhood Supports (pp. 16-18)

- Place-based service partnerships
- Countywide partnerships
- 211 Helpline

Community Awareness & Advocacy* (pp. 19-22)

- Promote public policy, advocacy & legislative agendas
- Public awareness & program promotion
- Promote citizen engagement & leadership
- Cross-funder collaboration of goals, strategies & resources

Program & Professional Development* (pp. 23-25)

- Supports for quality program implementation & fiscal/administrative functions
- Program evaluation & community research
- Innovation fund to pilot new strategies, methods, instruments & partnerships

Services for Special Populations* (p. 26)

Budget for The Children's Trust (p. 27)

Contracted Service Providers (pp. 28-29)

Map of Funded Service Sites (p. 30)

Headline Community Results Snapshot (pp. 31-33)

End Notes (pp. 34-36)

Headline Community Results Association with Investments

Family & Community Supports

Children attend quality child care



Children regularly access medical, dental & behavioral health care



Children are supported by nurturing & involved parents



Child Well-Being

Children are ready for kindergarten



Students are succeeding academically



Children meet recommended levels of physical activity



Children behave appropriately in schools, homes & communities



Youth successfully transition to adulthood



* * * Priority investments in the last three sections support all headline community results.

PARENTING

NUMBERS AT A GLANCE

\$7.6 million
in 2017-18 budget

107
sites
17 programs
implementing
11 EBPs

3,058
families served

5,723
children
supported

52%
of families have
children with
disabilities

54%
of families live in
a high-poverty
neighborhood

Group Parenting & Advocacy

Programs offer parents of children birth to 18 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.



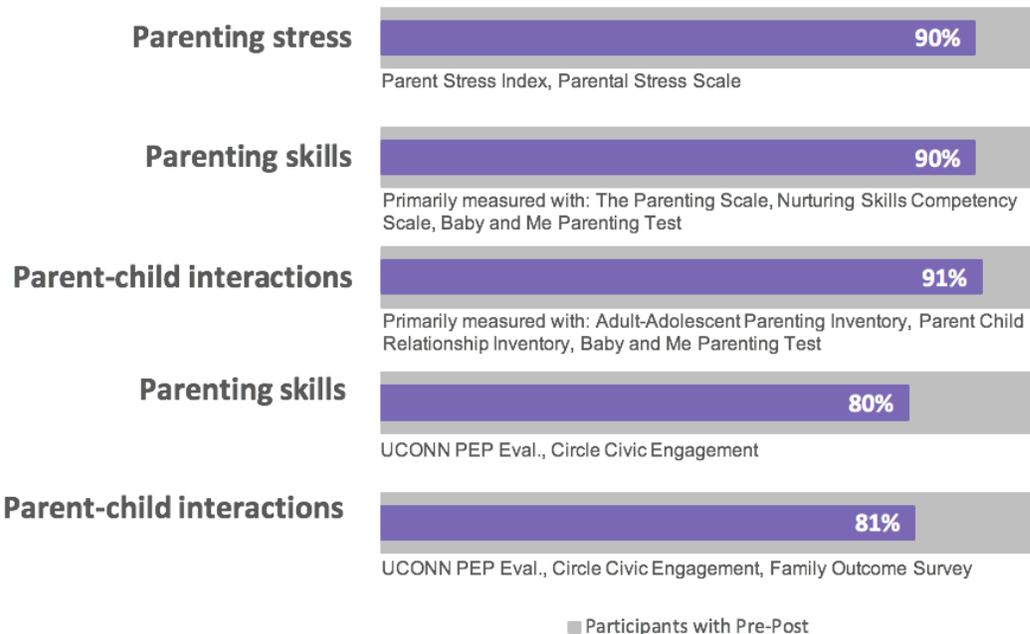
Why invest?

- All parents have questions and concerns about their children, but not everyone has trusted places for answers and support. Research shows high quality information for parents can make a difference for all families.¹
- Programs have documented a 3:1 return on investment, with a higher ratio of almost 6:1 for high-risk parents. Children of parents who participated in high-quality, more intensive programs were as much as 22 percent less likely to later commit a crime.²

Initiative results:

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. On average this year, families attended nine sessions.

Families showed improvement on:



PARENTING

NUMBERS AT A GLANCE

\$8.5 million
in 2017-18 budget

23
programs implementing
12 EBPs

2,237
families served

4,416
children supported

34%
of families have children with disabilities

59%
of families live in a high-poverty neighborhood

Home Visitation & Individual Parenting

Evidence-based programs (EBPs) – implemented in homes, pediatric offices and other therapeutic settings – offer education and skills-building opportunities for parents of children ages birth to 18 years. Programs focus on child health, development and school readiness through encouraging nurturing parent-child relationships and safe homes. Some programs serve the needs of specific at-risk subgroups and provide further individualized and family clinical services. Additionally, developmental screenings help parents understand developmental milestones and connect them to resources and further assessment if needed.



In April 2017, combining funds from the parenting, health, and the family and neighborhood supports budget lines, The Trust awarded \$3.2 million for ten new contracts to provide family strengthening services using evidence-based programming. This initiative provides individualized parenting and family therapy for families experiencing challenges with child behavior, parent-child relationships and/or consequences of youth violence, parent mental health/substance abuse, adding to our already-existing portfolio of \$5.3 million in home visitation and individual parenting programs. Services are delivered in close coordination with a number of key community initiatives that have similar aims and target populations, including other Trust funded programs, the Together for Children collaborative and the delinquency and dependency systems.

Why invest?

- Home visiting programs for high-risk or low-income families are especially effective. Well-established and -researched programs have been found to have a net benefit (to child and society) valued at \$21,000 per child served. Overall, home visiting programs for at-risk families offer an estimated five to seven percent rate of return on investment.³
- Nurturing families are key to ensuring children are safe and thriving, yet children continue to enter the child welfare/dependency court system, primarily due to abandonment, abuse or neglect by parents/primary caregivers.⁴ The immediate and long-term annual cost of child abuse and neglect is estimated at \$64,000 per maltreated child⁵ or a lifetime cost of \$210,012 per maltreated child.⁶

Initiative results:

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 this year, families received 13 visits.

Families showed improvement on:



■ Participants with Pre-Post

EARLY CHILDHOOD DEVELOPMENT

NUMBERS AT A GLANCE

\$13.6 million
in 2017-18 budget

395
programs participating

15,485
hours of quality improvement support provided

26,382
children supported

416
children received short-term behavioral intervention

73%
of programs located in a high-poverty neighborhood

Child Care Quality Improvement System

Since 2007, Quality Counts has been a communitywide initiative to improve the quality of Miami-Dade County's early care and education programs and professionalize the child care workforce. This voluntary quality rating and improvement system is based on nationally-recognized standards of quality and offers technical assistance and financial supports for programs, as well as ongoing, intentional professional development, career advising, scholarships and wage supplements to reduce teacher turnover. It also supports a community of practice model for directors and teachers.



Short-term behavioral interventions and consultation with parents and caregivers are also provided for identified children whose behavior requires additional supports.

Why invest?

- Only 1 in 3 Miami-Dade kindergartners arrive at school meeting expectations for readiness.⁷
- High-quality early care and education programs combining evidence-based curricula with trained, qualified teachers and coaching supports produce positive effects across multiple school readiness domains, such as social-emotional, academic and health outcomes, well into adulthood.^{8, 9, 10, 11}
- Quality programs can yield a \$7 to \$17 return for every dollar invested in reduced costs to a myriad of social systems.^{12, 13, 14} Return on investment estimates for universal prekindergarten programs range from \$3 to \$5 for every dollar invested.¹⁵

Initiative results:



Across Quality Counts programs this year:

- 75 percent improved (44 percent) or maintained (31 percent) their learning environment quality.
- 80 percent of teaching staff without a Florida Staff Credential earned one.
- Turnover amongst practitioners receiving WAGE\$ supplements was 14 percent (vs. 17 percent for all Quality Counts programs and 30 percent industrywide).
- 67 percent are Gold Seal accredited.

In August 2018, The Trust established Thrive by 5 to integrate and better coordinate across early childhood development programming. As part of this transition, Quality Counts was replaced by a quality improvement system (QIS) that increases access to high-quality early learning for those in greatest need. This QIS includes financial incentives for programs that offer exceptional early learning experiences; scholarships for children who do not qualify for a federal school readiness subsidy but still cannot afford the high cost of quality child care; and salary supplements and continuing education scholarships for early learning professionals.

NUMBERS AT A GLANCE

\$2.5 million
in 2017-18 budget

3,771
children served through 2,553 contracted slots

93%
of programs are located in a high-poverty neighborhood

\$1.7 million
in 2017-18 budget

12
sites funded through eight contracts in Summer 2018

598
children served for an average of 38 days of camp

69%
of children live in a high-poverty neighborhood

EARLY CHILDHOOD DEVELOPMENT

Early Care & Education Slots

Child Care Slots Match

The Trust leverages federal and state funding through match grants to community partners, including Early Head Start programs and the Child Care Executive Partnership fund that helps low-to-moderate wage-earning families and farmworkers with child care costs. All slots focus on children whose parents are economically disadvantaged, with priority for children with disabilities and those deemed at risk for neglect or abuse.



Why invest?

- 1 in 3 parents of young children in Miami-Dade report difficulty finding affordable, high-quality early care and education, a task even more difficult for low-income and single parents.¹⁶ Less than half of income-eligible children (birth to 5 below 150 percent of poverty level) have a school-readiness or Head Start/Early Head Start programs available to them.
- Funding child care slots increases labor force participation for low-income workers as child care costs can be more expensive than college tuition.¹⁷

Early Intervention Summer Programs

Summer camp programs for young children with disabilities using evidence-based curricula promote school readiness through the development of literacy, numeracy, motor and social-emotional skills. These programs fill a gap in services during the summer months for children who receive school-year early intervention and special education programming. Some programs also offer parenting workshops and parent-child interaction therapy.

Why invest?

- Early intervention for young children at risk for developmental delays is positively associated with outcomes across developmental domains including health, language and communication, cognitive development and social-emotional development.¹⁸
- Positive early experiences for children with developmental delays and disabilities are critical for success in school, the workplace and the community.¹⁹ Families benefit by being able to better meet their children's special needs from an early age and throughout their lives.²⁰
- Benefits in children's development may also reduce the need for special education placements and remedial education, thereby lowering public school expenditures.²¹

Children maintained or showed improvement on:



EARLY CHILDHOOD DEVELOPMENT

NUMBERS AT A GLANCE

\$3.0 million
in 2017-18 budget

8
Community-based research projects

490
children with new cases opened

120
children assessed of which 90% were diagnosed with ASD

542
children served for an average of 12 sessions

57%
of children live in a high-poverty neighborhood

Developmental Screening, Assessment & Early Intervention

Investments are focused along a continuum ranging from research projects and universal early screening to more thorough assessment and early intervention referrals and services as needed.

Why invest?

Miami-Dade County has a higher prevalence of children birth to 5 with special needs than the state or nation.²² Screening and supporting young children's physical, social and behavioral development is an effective, efficient way to catch problems and promote optimal outcomes during the critical early years when a child's brain and body are rapidly developing. Early detection of delays and intervention can ameliorate or prevent developmental problems, reduce later grade retention and educational costs, and improve parent-child and family relations:²³



Early Childhood Community Research Demonstration Projects advise The Trust about future early childhood programs and services that address the needs of our most vulnerable children and families. Some projects study the effects of specific teacher trainings and professional development on student outcomes such as school readiness and literacy, while others target mothers' and children's social-emotional development and well-being.

Help Me Grow is a national initiative intended to identify children birth to 8 years who are at risk for developmental or behavioral disabilities and connect them with community-based programs for health and developmental services. This is funded as an integrated part of our 211 Helpline.

Autism Spectrum Assessment includes psychoeducational evaluations for children ages 2 to 5 who present with complex behavior suggestive of an autism spectrum disorder (ASD). Children referred by Miami-Dade County Public Schools or Early Steps receive evaluations by specialized clinicians. Upon completion, families receive feedback of their child's test results, diagnosis and recommended interventions, as well as connections to specialized school and intervention services.

Early Discovery provides assessment, care coordination and early intervention services for children birth to 5 who do not meet eligibility requirements for the Individuals with Disabilities Education Act, Parts B/C, but nonetheless have mild developmental delays (10-29 percent) and can benefit from intervention. Children are referred from Early Steps and Florida Diagnostic and Learning Resources System (FDLRS) when they do not meet state eligibility. Services include short-term speech/language, occupational, behavioral and/or developmental intervention in the child's home, early care and education program or provider's office.

Children showed improvement on:



■ Participants with Pre-Post

88%
of participants enrolled in public schools did not need special education services following their interventions

YOUTH DEVELOPMENT

NUMBERS AT A GLANCE

\$21.2 million
in 2017-18 budget

172
sites across
71 contracts

12,675
children and youth served
through 10,904
contracted slots

140
days attended
on average

21%
of children and youth served
report living with
disabilities

61%
of children and youth live in a
high-poverty
neighborhood

After-School Programs

Programs support and expand the school environment, providing elementary and middle school students with a valuable safety net of care during hours when many parents are working.

These programs stimulate academic, athletic, cultural and social learning in nurturing, supervised environments that implement evidence-based practices in reading/literacy, fitness, homework completion and social skills, as well as provide nutritious food and family involvement activities.



Why invest?

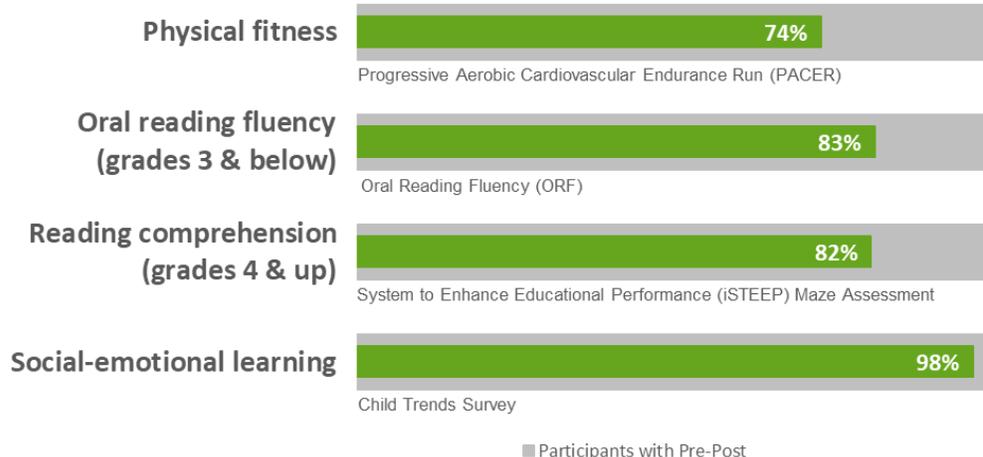
- After-school programs can reduce risk factors associated with high school dropout, such as academic and homework failure, high absenteeism and lack of school bonding. Just one high school dropout costs society \$390,000 to \$580,000.²⁴
- Children and youth in after-school programs can increase annual earned income by \$830 million, increase annual revenues by almost \$76 million, save more than \$12 billion in lifetime health costs and save more than \$63 million annually in crime-related costs.²⁵
- For every dollar invested in quality after-school programs, tax payers save approximately \$3. Additionally, benefits from crime reduction increase the savings from \$8 to \$12.²⁶

Initiative results:

The 2017-18 after-school programs were impacted by Hurricane Irma, which resulted in schools being closed for seven days. This impacted the average days attended for 2017-18.

After-school programs assess fitness and literacy skills three times per year to identify children and youth who require additional supports, as well as track outcome achievement.

Children showed improvement on:



YOUTH DEVELOPMENT

NUMBERS AT A GLANCE

\$14.8 million
in 2017-18 budget

149
sites across
73 contracts in
summer 2018

18,219
children and
youth served

31
days attended
on average

1,036
young struggling
readers received
additional small-
group reading
intervention

22%
of children and
youth served
report living with
disabilities

57%
of children and
youth live in a
high-poverty
neighborhood

Summer Camps & Reading Enhancements

Summer camps engage elementary and middle school children and youth in enriching, structured activities during a time when many students lose about two months of grade-level equivalency in math and reading.

Camps offer literacy, fitness, arts and social learning opportunities, while providing working parents a valuable safety net of care. Young children entering kindergarten, first and second grade identified as struggling readers receive small group reading intervention four days/week from the Summer Reading Explorers program.



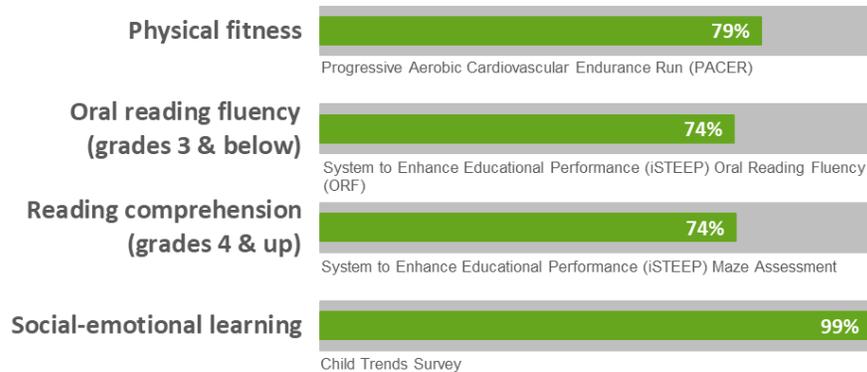
Why invest?

- Summer programs that include academic and other activities have the potential to close the achievement gap and improve academic and social outcomes for children who might not have access to educational, social and cultural resources.²⁷
- Summer learning losses when students are not engaged educationally over the summer typically require teachers to spend the first four to six weeks of a new school year re-teaching forgotten material.²⁸
- Two-thirds of the income-based achievement gap is attributed to summer learning loss by the start of high school.²⁹

Initiative results:

- Standard programming includes an hour of fitness activities and an hour of reading supports daily for all children, typically over the course of a six-week program (30 days).
- Summer camps assess literacy and fitness skills twice during the summer to identify children and youth who require additional supports, as well as track outcome achievement.
- The 2018 Summer Reading Explorers program assessed more than 1,800 rising kindergarten, first and second graders at 62 camp sites, identifying 1,036 as struggling readers who then received small group intervention for an average of 19 sessions over the summer:
 - 82% of students increased or maintained reading levels at instructional or higher.
 - 190 children ending the summer at frustrational levels were referred for continued reading intervention supports in school.

Children showed improvement on:



YOUTH DEVELOPMENT

NUMBERS AT A GLANCE

\$10 million
in 2017-18 budget

123
sites across 42 contracts and

784
summer employment locations

7,994
youth served

420,000+
hours of programming received

22%
of youth served report living with disabilities

66%
of youth live in a high-poverty neighborhood

Youth Enrichment Programs

Programs offer disadvantaged middle- and high-school age youth (as well as young adults transitioning from the foster care system or living with disabilities) the ability to expand their horizons; develop important social, emotional, cognitive and physical skills; and explore opportunities that can lead them to develop lifelong interests and success.

School-year programs focus on academic, social/life skills, youth employment, arts, STEM, sports, and/or service learning, while summer only programs focus on technical education, college prep, and/or business entrepreneurship.

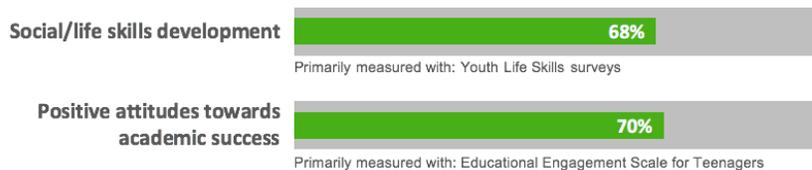


Why invest?

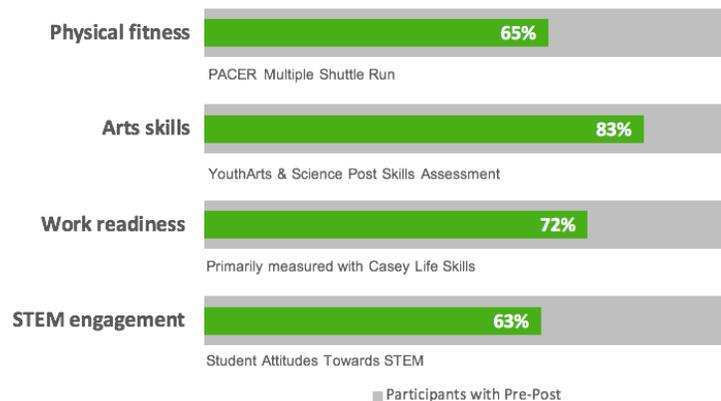
Youth participating in enrichment activities³⁰ can: increase academic achievement and attachment to school and learning,³¹ decrease risky behaviors and delinquency,³² improve relationships with others,³³ improve growth in personal and physical development, and increase post-secondary preparation while successfully transitioning to adulthood.

Initiative results:

For the initiative required outcomes, youth **showed improvement on:**



Based on primary activity focus, youth **showed improvement on:**



Partnering for Impact in Arts and Summer Youth Employment

Miami-Dade County Public Schools, the Foundation for New Education, Miami-Dade County and its Department of Cultural Affairs serve additional youth with leveraged funding:

- Our match funding of \$1.2 million to Cultural Affairs has led to arts programming for 47,473 children and youth across the county. Although last year's programming was somewhat disrupted by Hurricane Irma, their inclusion-based arts programs successfully reached more than 2,500 additional children and youth with disabilities than prior years.
- In 2018, summer youth employment match funding of \$1.5 million resulted in 2,593 at-risk youth gaining paid employment opportunities – as well as high-school/college credit – across Miami-Dade County.

HEALTH & WELLNESS

NUMBERS AT A GLANCE

\$13.7 million
in 2017-18 budget

145
public school sites across six contracts

90,847
unduplicated students served through 308,456 visits

85%
of students returned to class after receiving school health services

68%
of schools are located in high-poverty neighborhoods

Comprehensive School-Based Health

This collaborative partnership between The Trust, Miami-Dade County Health Department and Miami-Dade County Public Schools provides nursing, social work and mental health services, as well as oral health training, vision screening and a comprehensive school health services reporting system.

The program is designed to improve access to quality health care through delivery of basic services in the school and appropriate referrals for community care.



Why invest?

- Schools and students with access to school nurse services benefit in many ways, including: academic achievement (reduced absenteeism and early dismissals, better grades, better education outcomes),^{34,35,36} better health and education outcomes for students with special health needs,³⁷ reduced teacher time spent on student illness or injury,³⁸ early detection of potential vision deficits and appropriate referrals for treatment,³⁹ and reduced inappropriate use of emergency rooms.^{40,41}
- School-based health centers reduced health care access disparities among African American students and those with disabilities, with more dental services, less prescription drug use, more mental health services and fewer hospitalizations, with an estimated Medicaid savings of about \$35 per student per year.⁴²
- More than 51 million school hours are lost each year due to dental-related illness.⁴³ One study found children with poor oral health status were nearly three times more likely than their counterparts to miss school as a result of dental pain, and absences caused by pain were associated with poorer school performance.⁴⁴

Initiative results:

- 24 percent (72, 633) of school health visits resulted in a referral – most were to medical providers/primary care physicians (95 percent).
- Social workers completed 12,717 encounters, of which 57 percent were for counseling.
- 182 school health staff were trained to conduct oral health assessments, screen for oral diseases, provide oral health education, apply fluoride varnishes and identify children requiring further assessment, resulting in 7,390 children screened for oral health and 1,535 children referred for further services.
- 34,807 students were screened for vision, and 8,077 financially-disadvantaged children received comprehensive eye exams, resulting in 5,554 receiving corrective eyeglasses.
- 36,030 students were screened for weight, and 8,072 children/youth were referred for further services.

Students screened for:

Weight



Vision



■ Students in mandated grades

NUMBERS AT A GLANCE

\$1.7 million
in 2017-18 budget

5,595
children enrolled in health insurance

1,970
adults approved for health insurance or other public benefits

903
individuals trained through 108 sessions on passenger, home, water & playground safety

1,418
staff and parents trained on healthy eating

497,924
snacks distributed to 77 sites

166,298
suppers/ lunches distributed to 55 sites

Other Programs

The Trust funds other programs that support comprehensive health and wellness services for children and families through community partners. These programs work directly with families while also supporting service providers funded within other investment areas.



Insurance Enrollment

programs assist vulnerable and hard-to-reach families apply for public health insurance for their children. The initiative embeds culturally competent health navigators in local clinics to overcome barriers to care. Participants also receive assistance with applications for other benefits such as food stamps and temporary cash assistance.

Why invest?

- Health insurance increases access to preventive services, prescription benefits, and mental health and other services, impacting continuity of care.⁴⁵ Coverage improves access to care for children and youth with disabilities by ensuring a primary care provider, reducing unmet medical and oral health needs, and allowing access to specialty and ancillary services.⁴⁶
- About 35,000 Miami-Dade County children and youth under 18 lack health insurance⁴⁷ coverage due to barriers such as unawareness, limited family literacy and English proficiency, differing family immigration statuses, excessive paperwork and other procedural hurdles.⁴⁸

Injury Prevention Education

includes 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.

Why invest?

- In the U.S., childhood unintentional injuries are the leading cause of death among children ages 1 to 19, representing about 43 percent of all deaths. Each year, nearly 9.2 million children and youth are seen in emergency rooms for injuries – and 12,175 of them die.⁴⁹
- Injury treatment is the leading medical expense for children and youth. Unintentional injuries in the U.S. have an estimated cost of nearly \$300 billion per year.⁵⁰ In Miami-Dade County, drowning is the leading cause of death among children ages 1 to 5 years.⁵¹

Food & Nutrition

are important for growth and development during childhood and adolescence. All after-school and summer programs provide nutritious snacks that meet the U.S. Department of Agriculture requirements. This funding 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.

Why invest?

- Children whose basic nutritional and fitness needs are met attain higher levels of academic achievement.⁵²
- The \$850,000 of Trust funding leveraged an additional \$838,731 in federal funding.

FAMILY & NEIGHBORHOOD SUPPORTS

Placed-Based Service Partnerships



\$5.6 million
in 2017-18 budget

23
geographic areas served

5,480
participants served across 1,889 families

4,689
students served through iAttend program

31%
of children/youth with disabilities served

87%
of participants live in a high-poverty neighborhood

Comprehensive programs are designed to address challenges associated with concentrated poverty at the neighborhood level, such as low educational achievement, high rates of youth violence and other harmful conditions that threaten individual and community health. Individualized, needs-based wraparound services are designed to stabilize the environments of high-risk children and their families.

Cross-sector collaborations are also established to assist families and communities in becoming more engaged, connected and resilient.

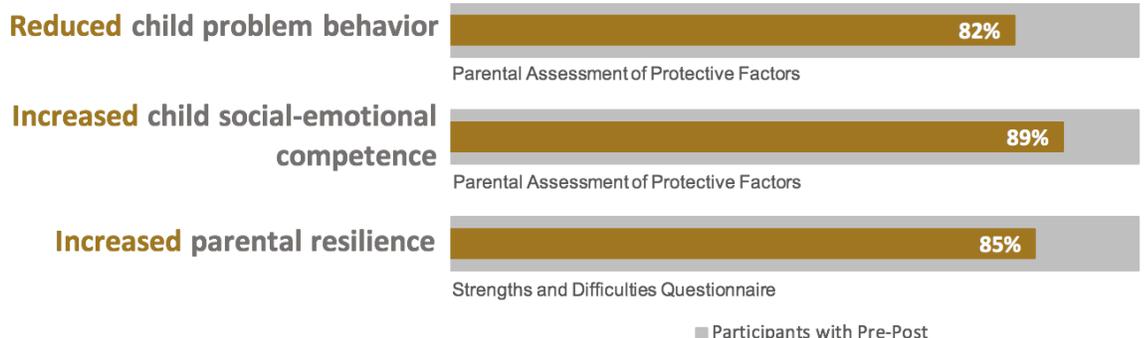
Why invest?

- Children growing up in high-poverty neighborhoods are much less likely to have access to high-quality schools, other public services and safe places to play that can help them thrive. Relatedly, they are more likely to have poor physical and mental health, cognitive delays, risky sexual behavior and delinquency.⁵³
- Children who reside in disadvantaged neighborhoods for sustained periods of time are less likely to achieve important adult milestones, such as graduating from high school and enrolling in and completing college.⁵⁴ Just one high school dropout costs society \$390,000 to \$580,000.⁵⁵

Initiative results:

- Geographic areas served: Allapattah, Brownsville, Coconut Grove, Cutler Bay, Flagami, Florida City, Goulds, Hialeah, Homestead, Leisure City, Liberty City, Little Haiti, Little Havana, Miami Beach, Miami Gardens, Naranja, North Miami, North Miami Beach, Opa-Locka, Overtown, South Perrine, Richmond Heights and West Little River.
- Families receive an average of six months of care coordination services that include engagement in family team meetings and communitywide events.
- In addition to this programming, the iAttend Truancy Prevention Program, part of the Together for Children Collaboration, served 4,689 students, conducted 773 home visits, and provided 267 referrals for services. The iAttend program is a countywide systematic approach to reducing youth violence by identifying children most at risk and providing them with the necessary prevention and intervention services to increase school attendance.

Families & children receiving care coordination:



FAMILY & NEIGHBORHOOD SUPPORTS

NUMBERS AT A GLANCE

\$3.5 million
in 2017-18 budget

1,800 participants, representing 1,141 families served

61% of participants live in a high-poverty neighborhood

Countywide Partnerships

Countywide partnerships aim to provide critical supports for children, youth and families facing specific challenging life experiences.

Programs provide behavioral health interventions and parent support services for children exposed to intensive family conflict and domestic violence; strengthen parent-child relationships for children of incarcerated parents; increase cultural competency and support for at-risk gay, lesbian, bisexual, transgender or questioning youth; prepare foster youth involved in the child welfare system for successful transition into adulthood; help families with children with disabilities navigate the service system; and improve legal education and representation for undocumented children living alone in the United States.



Why invest?

Children Exposed to Family Conflict & Domestic Violence exhibit a host of behavioral and emotional problems. For most children, a strong relationship with a parent is a key factor in helping a child heal from the effects of domestic violence.⁵⁶

Children of Incarcerated Parents lack the opportunity to form or develop a strong parent-child bond. The trauma of being separated from a parent, along with a lack of sympathy or support from others, can increase children's mental health issues and hamper educational achievement.⁵⁷

Youth Involved in the Child Welfare System generally face life "on their own" and often confront the harsh realities of life as an adult without family relationships and resources to support them. Foster youth must be aware of their rights to successfully transition into adulthood.⁵⁸

Families Living with Disabilities may be headed by a parent with a disability and/or have children with disabilities. They often interact with multiple service systems and providers, and high-quality care coordination can help reduce families stress and increase resilience.

Unaccompanied, Immigrant Minors are not provided with legal representation unless voluntarily provided by social service agencies. Without legal representation, unaccompanied minors can spend months to years in detention, face a judge alone or be unjustly deported.⁵⁹

Initiative results:

Caregivers reduced risk associated with child abuse or neglect:



Children increased sense of attachment to incarcerated caregiver:



Youth increased knowledge of their legal rights:



Caregivers reduced levels of parental distress:



Youth increased knowledge of their dependency legal rights:



■ Participants with Pre-Post

FAMILY & NEIGHBORHOOD SUPPORTS

NUMBERS AT A GLANCE

\$1.4 million
in 2017-18 budget

39,513
callers assisted with 52,685 needs

7,813
individuals making 16,995 online searches for services

4,086
services provided by **1,200**
agencies listed in the online HELP Pages

61%
of callers live in a high-poverty ZIP code

211 Helpline

Miami-Dade County's 211 Helpline, fully funded by The Children's Trust, connects children and families to needed services by providing an efficient source of information and referrals for available health and human services programs. The Helpline is trilingual, available 24 hours a day, every day of the year and also offers crisis counseling. Trained counselors use a continuously updated resource directory, known as the online HELP Pages, to provide information and referrals. The HELP Pages information is also searchable by web-based users.



Why invest?

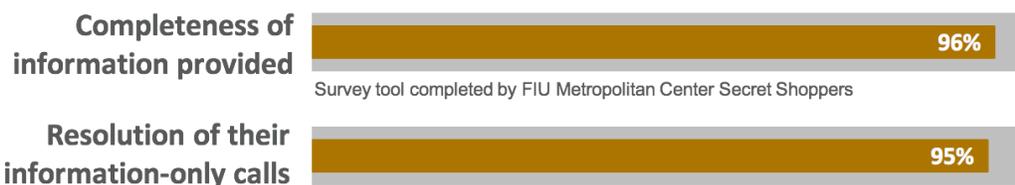
- The ability to link individuals in need to available information, resources and social services is the first step to providing access to services and plays a crucial role during emergencies and natural disasters.
- A 2009 cost-benefit study identified a total social value associated with 211 services at 2.6 times their operational costs.⁶⁰

Initiative results:

Problems/Needs of 211 Helpline Callers (July 2017-June 2018: 52,685 problems/needs identified)



211 Helpline callers **satisfied** with:



Survey tool completed by FIU Metropolitan Center Secret Shoppers

■ Total Secret Shopper Calls

COMMUNITY AWARENESS & ADVOCACY

NUMBERS AT A GLANCE

\$0.2 million
in 2017-18 budget

Promote Public Policy, Advocacy & Legislative Agendas

The Trust plays a leading role advocating on behalf of Miami-Dade children, and continues to build a statewide coalition through legislative leadership with several statewide organizations and coalitions such as the Florida Children's Council, First 1,000 Days Coalition, Early Childhood Consortium, Florida Juvenile Justice Association, Florida Covering Kids and Families, United Way and The Florida Children's Movement.



The Trust also continues its legislative leadership and advocacy efforts at the local level with partners such as United Way of Miami-Dade County and the Early Learning Coalition of Miami-Dade/Monroe to continue the Miami-Dade Advocacy Institute (MDAI), which provides advocacy trainings to child care providers, parents and advocates. Additionally, The Trust produces the weekly newsletter *Capitol Connection* during the legislative session to keep the community informed about legislative progress and actions to take on behalf of children.

Why invest?

- Miami-Dade has great disparities, poverty and challenges in some communities. Laws and public policies that improve the lives of our children are greatly needed. In order to effectuate passage of these laws at the state, local and federal levels, it is necessary to advocate for child and family issues and to sensitize legislators to the needs of our community.

Initiative results:

This past session, the public policy team worked to secure funds and the passage of several bills for children in the areas of early learning and care, health, safety, child welfare and juvenile justice, including:

- Nearly 90 percent of our 2017-18 legislative goals were accomplished.
- The Council, alongside state legislators, played an instrumental role in the creation and passage of HB 1091 during the legislative session. The bill reinforces and strengthens accountability measures in the publicly-funded school readiness programs and restores local flexibility in determining eligibility so early learning coalitions can prioritize children at greatest risk of school failure.
- The Council and The Children's Trust worked with community and state partners and the National Grade-Level Reading Campaign to create a statewide movement to ensure all children read on grade-level by the end of third grade through promoting school readiness and quality instruction, tackling chronic absenteeism, and improving summer learning, as well as engaging parents as their children's first teachers.
- The Council worked to implement strategic state-wide two-generational approaches (2Gen) to serve low-income children and families in Florida to ensure stability and security for the whole family and positive development for the children. The 2Gen report was released in conjunction with the Florida Chamber of Commerce Prosperity Summit in May 2018 outlining the analysis, findings and recommendations for more effective policy solutions.
- The Council in partnership with the Florida Afterschool Network (FAN) and other stakeholders worked to advance systems change for after-school and expanded state-wide learning opportunities for children.

COMMUNITY AWARENESS & ADVOCACY

NUMBERS AT A GLANCE

\$3.0 million
in 2017-18 budget

2,107,518
Trust website page views

15,048
average monthly searches in The Trust program directory

10,000
children, youth and family members attended The Trust Family Expo

Public Awareness & Program Promotion

Communication and outreach efforts foster awareness, understanding and support for our many programs and services, all geared toward building stronger families and helping children reach their fullest potential. Through a focused, strategic approach, we utilize a full array of modern media in the three principle languages of our community – English, Spanish and Haitian Creole.



Efforts include the execution of signature events and sponsorships (Champions for Children, Family Expo and the Young Talent Big Dreams talent competition); grassroots community outreach; public awareness campaigns that utilize tools such as broadcast, digital and print advertising; a mobile-friendly and easy to navigate website; a mobile app; media appearances; our own televised talk shows; printed resource materials; print and e-newsletters; and feature editorial articles published in local newspapers. Our websites demonstrate substantially increased traffic, our email marketing list grows weekly, and we have solidified our presence and increased our following on five social media networks – Facebook, Twitter, LinkedIn, Google+ and Instagram. These many vehicles help to advance The Trust's position as a recognized leader in planning, advocating for and funding quality services that improve the lives of children and families.

Initiative results:

- The Children's Trust social media presence helped increase our overall name recognition in Miami-Dade County above 53 percent. Name recognition among parents with children in the home ages birth-18 years has hit nearly 67 percent.
- The Children's Trust mobile app was downloaded by 71,629 users, supporting the findings in our 2018 survey, which indicated that 79 percent of low-income Hispanics and 88 percent of low-income blacks use apps on their cell phones.
- More than 178,000 copies of our monthly parenting newsletter, *Parenting Our Children* – published in English, Spanish and Haitian Creole – were printed and distributed throughout the county; the e-version reaches nearly 19,000 subscribers in Spanish and more than 15,000 subscribers in English each month.
- viewers on average tune in for each *Our Children* television show episode, broadcast five times a year on WSVN 7.
- The Children's Trust Facebook page closed the fiscal year with 23,702 new page likes. Our Facebook posts reached 7.2 million people; 807,015 organically and 7,137,940 paid (boosted).
- Each month, the Heart Gallery website registers 14,549 page views on average, for a total of 174,589 over the past 12 months. Since its launch in 2008, nearly 350 children have been featured; approximately half have been adopted or are in the process of being adopted.

NUMBERS AT A GLANCE

\$1.7 million
in 2017-18 budget

26,135
members in Read to Learn Book Club across the years

231,856
books distributed in 2017-18

Read to Learn increases citizen engagement around grade-level reading.

- The Read to Learn Book Club distributes free books countywide in English, Spanish or Haitian Creole to 3-year-old children each month. Age-appropriate books are accompanied with instructions for parents/caregivers on how to maximize learning with each book.
- Reach Out and Read is a national evidence-based model supporting medical providers in promoting early literacy and school readiness by giving new books to children and advice to parents about the importance of reading with their child.
- Miami Book Fair@Miami Dade College implements the Read to Learn Books for Free program, an initiative designed to ensure children and youth living in disadvantaged communities have access to books by maintaining 55 strategically placed public book shelves throughout the county where children can take home free books.



Promote Citizen Engagement & Leadership

Community engagement is a catalyst to release and support the capacity for communities to find their own solutions to problems. The Trust understands that no amount of funding will suffice if residents themselves do not participate in the effort, through decision-making and consultation, to improve the well-being of children and families. Team members work across the county – listening, connecting and engaging – supporting participatory decision-making and helping to reveal and mobilize community assets, strengths and resources.



Using a collective impact model, community groups lead the way supported by the Trust as a backbone organization that convenes and coordinates partners. With community support and working strategically, the team engages neighborhoods throughout the county to revitalize underutilized community space. Team members serve as ambassadors for The Trust. They listen and lend support in a multitude of ways, including leveraging resources from other partners to build trust and support community goodwill.

Initiative results:

Trust-building, community empowerment and collaboration are by nature more challenging to quantify than other components of our operation. That said, the Trust has made significant inroads and progress in these endeavors, including:

- Hosting nearly 1,500 members of the local nonprofit community at 53 countywide engagement meetings to discuss The Trust's investment strategies.
- Recruiting and engaging more than 100 community volunteers to participate in the grant review process.
- The Riverside Park and Kiwanis Park Projects continue to thrive. The leadership of these groups are now entirely community led.
- Helping residents to successfully advocate for improve capital investment in the Southridge neighborhood.
- The Trust's Youth Advisory Committee (YAC) expanded from one to three geographic areas, increasing access to more leadership development opportunities for high school youth throughout the county.
- Launching community reading groups in North Miami and Liberty City with residents who are committed to raising the reading level of children.

NUMBERS AT A GLANCE

\$7.4 million
in 2017-18 including all investment area match funding & cross-funder collaboration

\$36 million
in total leveraged funds

\$4.86
return on each Trust dollar invested

14
contracts

57
collaborators

70,348
participants

Cross-Funder Collaboration

Cross-funder collaboration around shared goals, strategies and resources takes the form of multiple funders acting as one to align purposes and interests, pool resources and knowledge, and fund organizations that address complex issues, resulting in more than can be accomplished alone. Collaboration offers local match dollars to bring outside funding to Miami-Dade County.



Why invest?

Collaborating and providing match funding permits The Trust to learn from other funders' experiences and make more effective investments; scale efforts to efficiently use resources and provide community impact; strengthen Miami-Dade's presence regionally and nationally to attract external funds; and share responsibility for providing organizational capacity-building.

Projects funded and results:

Four contracts are directly funded through this area; another 24 contracts requiring match dollars are funded in other investment areas.

In this investment area The Trust supports:

- **Miami Children's Initiative (MCI)** is a large-scale social change effort in Liberty City with a cradle-to-career strategy of providing wraparound supports and programs to children and families. The Trust's \$235,000 leverages \$850,000 more to support more than 1,000 participants in MCI's early childhood, after-school, summer and youth programs. School-age youth have made great gains in reducing school absences and improving academic grades.
- **Catalyst Miami's Public Allies** program, leadership training for youth and young adults interested in guiding positive community change, combines a \$100,000 Trust investment with \$336,053 in other funds to give 15 youth apprenticeships that build leadership skills.
- **Community-Based Care Alliance**, which guides the provision of Miami-Dade County's child welfare services with the Florida Department of Children and Families, is supported with a \$55,000 investment from The Trust.
- **US Soccer Foundation** leverages more than twice The Trust's \$100,000 investment to offer evidence-based, health-centered, after-school soccer programs to about 1,000 youth.

The 24 contracts funded within other investment areas include:

- Youth Development: **summer youth internships, summer camps and cultural arts programming** in coordination with Miami-Dade County and other partners.
- Family Strengthening: **iAttend Truancy Prevention** taking place through the **Together for Children** initiative with Miami-Dade County and Miami-Dade County Public Schools.
- Early Childhood Development: **child care slots** for Early Head Start infants and toddlers and preschool children in partnership with the Early Learning Coalition, United Way and Redlands Christian Migrant Association.
- Supports for Quality Program Implementation: assisting **small community-based organizations** develop administrative capabilities, deliver quality services and establish sustainability.

PROGRAM & PROFESSIONAL DEVELOPMENT

NUMBERS AT A GLANCE

\$3.8 million
in 2017-18 budget

2,308 training sessions attended by
5,354 agency staff last year

136 agencies received
836 on-site coaching sessions

21 Small CBOs received
656 hours of coaching

90% of funded small CBOs successfully competed to receive an additional
\$5.0 million from The Trust & other funders

Supports for Quality Program Implementation & Fiscal/Administrative Functions

This investment enhances staff knowledge and skills to strengthen providers' abilities to effectively deliver services and manage operations. Services include training, coaching, networking and access to resources.

The aim is to support agencies to:

- Deliver evidence-based services with fidelity
- Practice strong administrative and fiscal management
- Engage in continuous learning and quality improvement
- Ensure financial sustainability and diverse revenues
- Advance parent and community engagement and resident advocacy



Why invest?

- The National Implementation Research Network notes factors such as staff competencies and organizational supports as critical to sustaining implementation of high-quality programs.^{61,62}
- Staff benefit from individualized coaching when learning new skills or based on identified needs. This includes the opportunity for supportive, direct observation of staff service delivery, with real-time feedback, modeling and opportunity to practice skills.⁶³ This level of support improves implementation and increases job satisfaction.^{64, 65}
- Foundations and public agencies provide capacity building for funded providers as a means to improve contract performance, meet accountability requirements, efficiently use resources and contribute to public policy goals.^{66, 67,68}

Initiative results:

Universal Supports:

- Evidence-based program training supports
- Inclusion of children/youth with disabilities
- Injury prevention education and resources
- Nutrition education for programs offering participant snacks/suppers
- Annual school health conference
- Access to and trainings on a national funder database through the Foundation Center
- Trust trainings around finance reporting, program implementation, grant writing, etc.

Targeted Supports:

- Peer mentoring pilot for fiscal and programmatic capacity building
- Accelerated Growth Nonprofit Forum, leadership development for executives of high-performing agencies
- On-site coaching around program delivery, inclusion of children/youth with disabilities, fiscal and contract management
- Funding and individualized supports for small community-based organizations (CBOs)

Participants demonstrated knowledge or awareness on:



■ Participants with Pre-Post

NUMBERS AT A GLANCE

\$1.0 million
in 2017-18 budget

Program Evaluation & Community Research

The Trust leads on ensuring the availability of key data and information to inform policy decisions in support of children and families in Miami-Dade County. Research and evaluation take place at multiple levels – from county and sub-county community research to cross-site initiative-level program evaluation and individual contract-level performance monitoring and review.

There is an emphasis on applying lessons from the field to incorporate best practices in Trust-funded programming, as well as on evaluating and continuously learning from our efforts and disseminating that learning across the community.



Why invest?

- Knowing and understanding factors related to children’s well-being across Miami-Dade County’s distinct neighborhoods, from their strengths and assets to their disadvantages and needs, requires community research.
- Program evaluation helps us understand and strengthen initiative effectiveness, as well as improve performance. Evaluation is a powerful tool to inform how to optimize scarce resources for maximum impact.
- As a steward of public dollars, it is critical to ensure effective accountability processes and tools for reviewing contract performance, with an emphasis on continuous learning and improvement and connection to needed capacity development supports. The Trust’s success depends on the success of funded providers.

Selected current projects

- Partnering with the Miami-Dade County Public School district (M-DCPS) over the past several years to collect data on kindergarteners’ school readiness using the **Early Development Instrument (EDI)** as part of a national effort to improve early childhood services and systems.
- Assessing the **educational impact of Trust-funded programs** (attendance, behavior, academic achievement) to ensure alignment and efficiency of these services in coordination with M-DCPS.
- Creating an **early childhood integrated data system** to inform school readiness practice and policies, through a researcher-practitioner partnership with University of Miami, M-DCPS, Early Learning Coalition and Miami-Dade County Head Start.

PROGRAM & PROFESSIONAL DEVELOPMENT

NUMBERS AT A GLANCE

\$1.0 million
in 2017-18 budget

Innovation Fund to Pilot New Strategies, Methods, Instruments & Partnerships

The Innovation Fund seeds new ideas and pilots new program designs promoting the optimal development of children. These are ideas and programs that have not previously been developed or tested in our diverse community.

The Trust expects to build on existing community assets and encourage collaboration by offering community partners the opportunity to identify an issue, develop a potential solution or implement imaginative strategies. Not all ideas are expected to be successful, as greater discovery and insight often result from ideas or approaches that do not work as expected than from those that do.



Why invest?

- Innovation is a driver of economic growth and an important basis for developing solutions to persistent economic and social challenges. While evidence-based programs yield proven results when implemented with fidelity, there is also a need for practice-based innovation to identify and address new or evolving social problems.
- Social innovation “becomes an imperative when problems are getting worse, when systems are not working or when institutions reflect past rather than present problems.”⁶⁹ Thus, public investment in innovation is needed and justified when there is persistent “market failure,” meaning free-market actors fail to allocate resources so as to optimize social welfare.⁷⁰

Projects funded:

In 2016-17, the 13 projects were funded with \$897,000 in innovation dollars. Several of these projects were continued into 2017-18 at no additional cost. Due to the high volume of other grant opportunities last year, no new innovation projects were funded. A new cohort of projects is scheduled to begin in 2018-19. Several success stories from our first cohort of innovation projects are summarized below.

- **First Star University** brings rising 9th grade students living in foster care to live on the University of Miami campus each summer throughout high school. The First Star model is based on a four-year college-preparatory program that supports youth throughout their high school lives. First Star will continue to serve the current cohort of youth until they graduate high school, with the goal of adding additional cohorts in the coming years. Additional funding was secured to support sustainability.
- **Universal Children’s Savings Accounts** will be launched for the first cohort of kindergarten students in Fall 2019, through a funder collaboration with the City of Miami. It is expected to reach scale of opening college savings accounts for all public-school kindergarten students within a five-year period.
- **Sandy Hook Promise** launched the Say Something Anonymous Reporting System (ARS) into Miami-Dade Public Schools to provide students, parents and teachers/administrators with a telephone, text, mobile and web-based reporting platform that allows anonymous reporting of any concerns, threats or at-risk behavior by an individual BEFORE they may want to hurt themselves or others.
- **Therapeutic Child Care Program**, for high special needs homeless children and their mothers, addressing trauma and mental health. A high-quality Early Head Start partnership program with a therapeutic overlay serving 48 infants and toddlers was integrated into Lotus Village.

\$33 million

invested across service areas for children and youth with disabilities in 2017-18

28,274

children and youth served who reported living with a disability

951

children and youth served who were reported to be in the dependency system

458

youth served who were reported to be in the delinquency system

SERVICES FOR SPECIAL POPULATIONS

Programs for Children & Youth with Special Needs

Removing barriers to services for children and youth with disabilities is a cross-cutting strategy of The Children's Trust, with a significant commitment to include children, youth and families living with disabilities in all funded programs and services.

This involves programs designed specifically to support children and families with significant adaptive needs, as well as an emphasis on inclusive program practices. In support of the latter effort, a capacity building contract educates and supports all funded agencies in appropriately providing services that meet the needs of children and youth with disabilities.



Why invest?

- Florida has a higher prevalence of children and youth with special needs than the nation – 22 percent versus 19.⁷¹
- The estimated average annual cost for a family with a child with a disability is \$30,500, including child care, reduced work hours or labor force participation, health care and other social program costs.⁷² More specifically, average expenditures for individuals with autism spectrum disorder are 4.1 to 6.2 times greater than for those without this condition.
- 10 percent of parents of adolescents with special health care needs spent 11 or more hours weekly providing, arranging or coordinating care for their adolescent, a figure that is even higher among families with lower incomes.⁷³
- Although children with disabilities make up a small percentage of the overall child population, they account for a higher share of health-related costs.⁷⁴

Initiative results:

- Trust-funded programs served 16% percent children with disabilities across most initiatives.
- Disability types reported include autism spectrum disorders, developmental delays, intellectual disability, hearing impairment, learning disability, medical conditions, physical disability, problems with aggression, problems with attention or hyperactivity (ADHD/ADD), problems with depression or anxiety, speech or language conditions, and visual impairment.

Examples of programs doing an exceptional work serving special needs populations include:

- United Community Options of South Florida's Early Beginnings Academy integrates music therapy as a fun and engaging way to facilitate learning while promoting the development of social skills, academic concepts, communication, motor skills, emotional awareness and self-expression. In addition to 81% of children increasing literacy skills, 97% increased cognitive skills and 98% increased motor skills.
- Easter Seals' program develops children's French proficiency while building strategies to solve daily life problems. The French Heritage Language program has a strong African and Haitian cultural awareness component where music, dance and art are part of the weekly instruction, and supported 98% of children improving their social emotional skills.
- Parent to Parent of Miami's Education, Support and Advocacy program empowers families of children and adults with disabilities through outreach, peer support and education. This program served 1,193 families last year, and 81% of caregivers increased leadership and advocacy skills, while 80% decreased parenting stress.

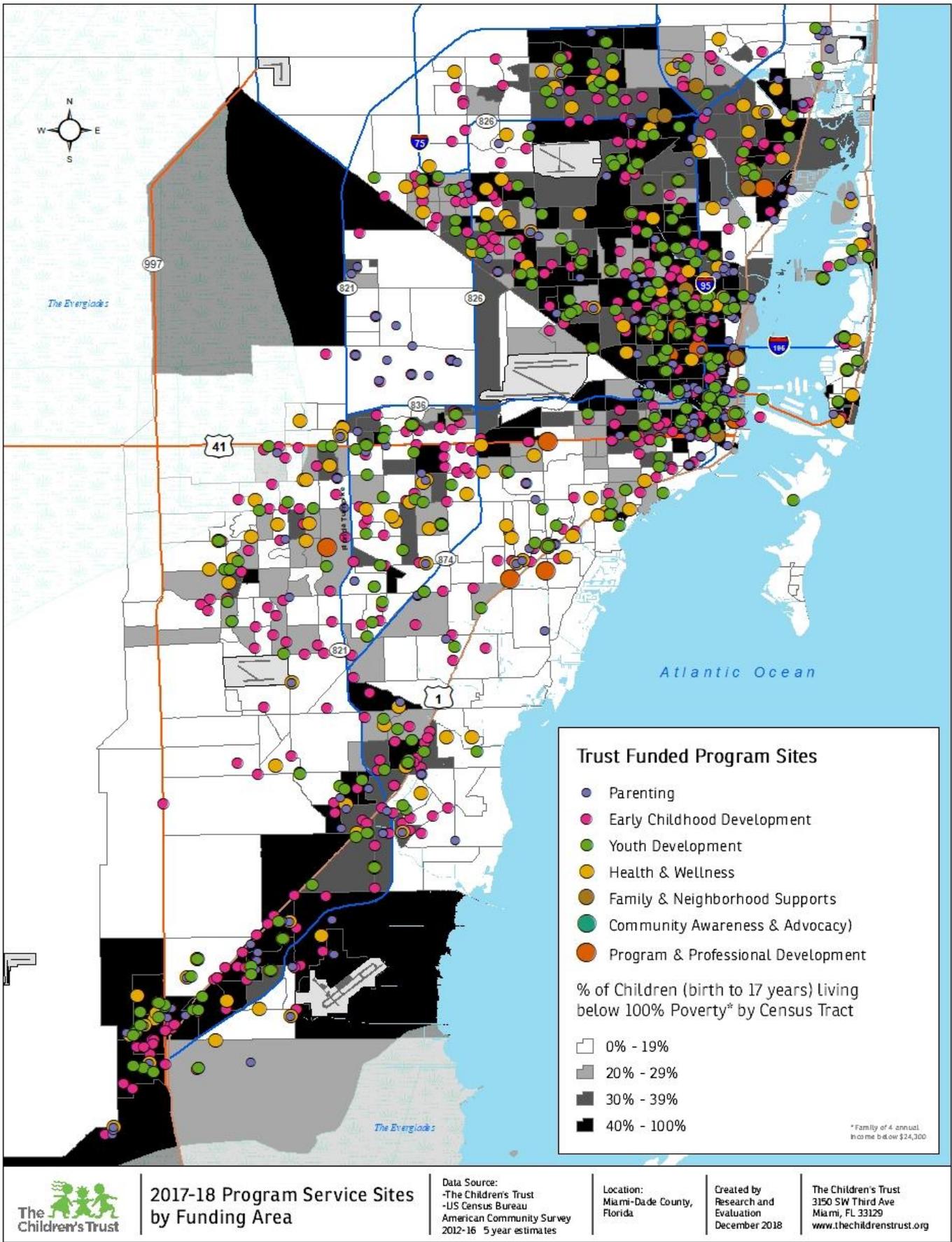
Budget for The Children's Trust

Description	2017-18 Budgeted Expenditures	2018-19 Budgeted Expenditures	Dollar Difference	Percentage Difference
SUSTAIN AND EXPAND DIRECT SERVICES				
Parenting	\$ 15,205,000	\$ 17,773,000	\$ 2,568,000	16.89%
Early childhood development	20,750,000	28,791,017	8,041,017	38.75%
Youth development	46,150,000	59,317,832	13,167,832	28.53%
Health and wellness	16,035,000	20,779,306	4,744,306	29.59%
Family and neighborhood supports	11,688,108	11,688,108	-	0.00%
Total sustain and expand direct services	\$ 109,828,108	\$ 138,349,263	\$ 28,521,155	25.97%
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	1,700,000	1,115,000	(585,000)	-34.41%
Cross-funder collaboration of goals, strategies and resources	1,035,000	1,735,000	700,000	67.63%
Total community engagement and advocacy	\$ 5,919,300	\$ 6,034,300	\$ 115,000	1.94%
PROGRAM AND PROFESSIONAL DEVELOPMENT				
Supports for quality program implementation	\$ 3,840,000	\$ 3,100,000	\$ (740,000)	-19.27%
Information technology	800,000	800,000	-	0.00%
Program evaluation and community research	1,000,000	500,000	(500,000)	-50.00%
Innovation fund	1,000,000	1,400,000	400,000	40.00%
Total program and professional development	\$ 6,640,000	\$ 5,800,000	\$ (840,000)	-12.65%
ADMINISTRATION AND NON-OPERATING EXPENDITURES				
Management of The Children's Trust	\$ 10,418,930	\$ 10,388,703	\$ (30,227)	-0.29%
Non-operating expenditures	6,058,281	3,764,846	(2,293,435)	-37.86%
Total administration and non-operating expenditures	\$ 16,477,211	\$ 14,153,549	\$ (2,323,662)	-14.10%
Total	\$ 138,864,619	\$ 164,337,112	\$ 25,472,493	18.34%

Contracted Service Providers

93rd St. Community Development Corporation
A Little Kingdom
A Place of Refuge Academy
Abriendo Puertas
Abundant Living Citi Church
Adults Mankind Organization
Advocacy Network on Disabilities
Advocate Program
Agape 4 Orphans International
AileyCamp Miami/Adrienne Arsht Center for the Performing Arts
Alliance for Musical Arts Production
American Children's Orchestras for Peace
Americans for Immigrant Justice
Amigos Together for Kids
Area Stage Company
Arts Ballet Theatre of Florida
Arts for Learning
ArtSouth
ASPIRE To
ATP & STP at the Center for Children and Families/FIU
Ayuda
Barry University
Be Strong International
Belafonte TACOLCY Center
Borinquen Health Care Center
Boys & Girls Club of Miami-Dade
Branches
Breakthrough Miami
Buzzy Kids
Carlmar dba Town Center Preschool
Casa Valentina
Catalyst Miami
Catholic Charities of the Archdiocese of Miami
Center for Autism & Related Disabilities/UM and NSU
Centro Mater
Chabad Chayil
Children of Inmates
Children's Forum
Children's Home Society
Children's Village/The Resource Room
CIFFTA Adolescent and Family Indicated Prevention Program at the School of Education and Human Development/UM
Citrus Health Network
City of Hialeah
City of Homestead
City of Miami Beach
City of Miami Gardens
City of North Bay Village
City of North Miami
City Theatre
CMB Visions Unlimited
Coach Sam Burley Foundation
Code Explorers
Colombian American Service Association (CASA)
CombCutters
Communities In Schools of Miami
Community Arts Program
Community Coalition
Community Health of South Florida
Concerned African Women
ConnectFamilias
Dance Now! Miami
Dave & Mary Alper JCC
Debbie School/UM
Department of Teaching & Learning/FIU
Digit All City
Disability Independence Group
Diva Arts & Entertainment
Dr. John T. Macdonald Foundation School Health Initiative/UM
Dranoff 2 Piano Foundation
Dream in Green
Early Discovery at the Department of Pediatrics/UM
Early Learning Coalition of Miami-Dade
Easter Seals South Florida
Educate Tomorrow
Empowering Youth
EnFamilia
ENLACE Miami at the College of Engineering & Computing/FIU
Evolutionary Arts Life Foundation
FAB Sports Academy
Families First at the Department of Pediatrics/UM
Families First/City of Miami
Family & Children Faith Coalition
Family Central
Family Resource Center of South Florida
Fanm Ayisyen Nan Miyami
Fantasy Theatre Factory
Fatherhood Task Force of South Florida
First Step Champions
Fit Kids of America
FLIPANY
Florida Film Institute
Florida Foster Care Review
Florida Juvenile Justice Association
FOCAL (Foundation of Community Assistance & Leadership)
Friendship Circle of Miami
GableStage
Gang Alternative
Goulds Optimist Club
Grace Christian Ministry
Greater Miami Youth for Christ
Greater Miami Youth Symphony
Ground Game International
Guitars Over Guns
Health Choice Network of Florida
Healthy Steps at the Department of Pediatrics/UM
Historic Hampton House Community Trust
Injury Free Coalition for Kids/Jackson Health System
Institute for Child & Family Health
Jessie Trice Community Health Center
Jewish Community Services of South Florida
Just Kids Centers
Karen Peterson Dancers
Kayleen's Learning Center
Kids Learning Center of South Dade III
Kids Learning Center of South Dade
Kids Paradise Childcare & Learning Center
Kidworks USA
Kingdom Academy
Knowledge Builders of Florida
KROMA
La Viña del Señor/Kidz XL

Lago Mar Preschool
 Latinos United In Action Center
 Lawyers for Children America
 Leadership Learning Center at Saint John Bosco
 Li'l Abner Foundation
 Linda Ray Intervention Center at the Department of Psychology/UM
 Little Haiti Cultural Complex
 Little Kingdom Child Care Center II
 Magic City Kids
 Mahogany Youth Corporation
 Marjory Stoneman Douglas Biscayne Nature Center
 Mexican American Council
 MEYGA (Multi Ethnic Youth Group Association)
 Miami Bethany Community Services
 Miami Bridge Youth and Family Services
 Miami Children's Initiative
 Miami Children's Museum
 Miami Childrens Theater
 Miami City Ballet
 Miami Dade College School of Education
 Miami Dance Project
 Miami Lighthouse for the Blind & Visually Impaired
 Miami Music Project
 Miami Theater Center
 Miami Youth for Chamber Music
 Miami Youth Garden
 Miami-Dade County Department of Cultural Affairs
 Miami-Dade County Parks, Recreation and Open Spaces
 Miami-Dade County Summer Youth Internship Program
 Miami-Dade Family Learning Partnership
 Michael-Ann Russell JCC
 Mourning Family Foundation
 Museum of Contemporary Art North Miami
 Musically
 NAMI Miami-Dade
 Network for Teaching Entrepreneurship
 New Horizons Community Mental Health Center
 New Jerusalem Community Development Corp.
 New World Symphony
 Nicklaus Children's Hospital
 Nu Deco Ensemble
 O'Farrill Learning Center
 OIC of Broward County
 Opa-Locka Community Development Corp.
 Open Arms Community Center Corp.
 Orchestra Miami
 Overtown Youth Center
 Parent to Parent of Miami
 Parents as Teachers PAT 4U at the College of Arts, Sciences & Education/FIU
 PATH: Preserving, Archiving & Teaching Hiphop
 PCIT & TCIT at the Miller School of Medicine/UM
 PEACE CDC
 Pérez Art Museum Miami
 Playing the Game of Life
 Project Art Miami
 Project RISE/NSU
 Project Motherpath
 Prosperity Social & Community Development Group
 P-SWAP Mentoring and Swim Organization
 Read to Learn Books for Free/MDC
 Reading & Math
 Recapturing the Vision International
 Redlands Christian Migrant Association
 Richmond-Perrine Optimist Club
 Rise Up 4 Change
 Saint Martha Concerts and Cultural Affairs
 Sant La Haitian Neighborhood Center
 SBC Community Development Corporation
 School Oral Health Program/NSU
 Seminole Cultural Arts Theatre
 Seraphic Fire
 Shake-A-Leg Miami
 Shalala MusicReach Program at the Frost School of Music/UM
 South Florida Center for Percussive Arts
 South Florida Youth Symphony
 Summer Reading Explorers at the Center for Children and Families/FIU
 Sundari Foundation
 Sunflowers Academy
 Teen Up-ward Bound
 The Alliance for GLBTQ Youth
 The ARC of South Florida
 The Bass Museum
 The Center for Virtual & Community Advancement
 The Deering Estate Foundation
 The Family Christian Association of America
 The Liberty City Optimist Club of Florida
 The Opera Atelier
 The Paragon Partnership
 The RULER Approach at the Department of Teaching & Learning/FIU
 The Teaching Pyramid Model at the Department of Psychology/UM
 The Thinking Child Academy
 The Wellness Outreach for Mothers and Babies Program at the Mailman Center for Child Development/UM
 Theodore Roosevelt Gibson Memorial Fund
 Third Sector New England
 Thomas Armour Youth Ballet
 Thumbelina Learning Center Corporation
 Tiger and Dragon Group
 Touching Miami With Love Ministries
 Town of Cutler Bay
 Trauma Focused Cognitive Behavioral Therapy at the School of Social Work/FIU
 Trinity Church
 Triple P LEAN at the College of Arts, Sciences & Education/FIU
 U.S. Soccer Foundation
 United Community Options of South Florida
 United Way of Miami-Dade
 University of Wynwood dba O, Miami
 Urban Promise Miami
 Urgent
 Victory For Youth
 Whispering Manes Therapeutic Riding Center
 World Literacy Crusade of Florida
 YMCA of Greater Miami
 Young Parents Project of the 11th Judicial Circuit/FSU
 Youth Education through Sports
 YWCA Miami



Miami-Dade Previous Value (Year)	Miami-Dade Most Recent Value (Year)	Change Between Years	State of Florida Most Recent Value	National (US) Most Recent Value
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Family & Community Supports

Children attend quality child care

Child care programs participating in Quality Counts ¹	200 programs 13% (2008)	375 programs 24% (2017)	↑	not comparable	not comparable
Children attending Quality Counts child care programs ¹	11,500 (2008)	25,428 (2017)	↑	not comparable	not comparable
Quality Counts early care and education staff with 60 credits / Associate's or higher degree ²	704 staff 28% (2010)	1,065 staff 32% (2016)	↑	42% (2012)	53% (2012)

Children regularly access medical, dental and behavioral health care services

Children who regularly access medical services ⁵	89% (2007)	91% (2012)	↑	86% (2016)	86% (2016)
Children who regularly access dental services ⁵	66% (2007)	76% (2012)	↑	75% (2016)	81% (2016)
Children who regularly access behavioral health services ⁵	not available	13% (2012)	N/A	9.0% (2016)	7.4% (2016)
Children who have health insurance ⁹	80% (2008)	91% (2017)	↑	93% (2017)	92% (2017)
Children who have a medical home ⁵ (personal doctor or nurse)	85% (2007)	79% (2012)	↓	87% (2012)	90% (2012)

Children are supported by nurturing and involved parents

Parents who access quality parenting programs ⁵	not available	26% (2012)	N/A	not available	not available
Parental involvement in schools ⁵ (volunteer at least monthly)	not available	47% (2012)	N/A	not available	42% (2012)
Children in households with secure parental employment ⁹ (children with at least one resident parent employed full-time)	64% (2008)	64% (2016)	↔	70% (2016)	72% (2016)
Parental expectations for child's academic attainment ⁵ (a four year college degree or higher)	not available	89% (2012)	N/A	not comparable	not comparable
Children in families that eat meals together everyday ⁵	not available	51% (2012)	N/A	44% (2012)	47% (2012)
Children in food insecure households ³	30% (2009)	21% (2017)	↓	23% (2017)	18% (2017)
Child maltreatment rate ⁶ (per 1,000 children)	5.5 (2009-10)	4.4 (2016-17)	↓	9.9 (2016-17)	9.2 (2016-17)
Unintentional child injuries resulting in hospitalization ⁷ (per 100,000)	214 (2007)	159 (2017)	↓	159 (2017)	not available
Children living in safe neighborhoods ⁵	83% (2007)	83% (2012)	↔	86% (2012)	87% (2012)
Children living in supportive neighborhoods ⁵	77% (2007)	83% (2012)	↑	84% (2012)	88% (2012)

Child Well-Being

Children are ready for kindergarten

Kindergartners "Ready for Kindergarten" ⁴ (Star Early Literacy Assessment)	not available	50% (2017)	N/A	54% (2017)	not comparable
Children under 6 who are read to at least 3 times per week at home ⁵	73% (2007)	81% (2012)	↑	80% (2012)	82% (2012)

Students are succeeding academically

Elementary students attending school regularly ⁴ (< 10% absences annually)	95% (2006-07)	93% (2017-18)	↓	95% (2011-12)	not available
Middle students attending school regularly ⁴ (< 10% absences annually)	93% (2006-07)	91% (2017-18)	↓	91% (2011-12)	not available
High school students attending school regularly ⁴ (< 10% absences annually)	86% (2006-07)	84% (2017-18)	↓	86% (2011-12)	not available
3rd grade students reading at a satisfactory or higher level ⁴ (FSA ELA exam)	53% (2015)	58% (2017)	↑	58% (2017)	not comparable
4th grade students reading at or above the basic level ¹² (NAEP Reading exam)	68% (2009)	76% (2017)	↑	75% (2017)	69% (2015)
8th grade students reading at or above basic level ¹² (NAEP Reading exam)	73% (2009)	72% (2017)	↓	77% (2017)	76% (2015)
8th grade students math scores at or above basic level ¹² (NAEP Math exam)	64% (2009)	61% (2017)	↓	66% (2017)	71% (2015)

Miami-Dade Previous Value (Year)	Miami-Dade Most Recent Value (Year)	Change Between Years	State of Florida Most Recent Value	National (US) Most Recent Value
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Children meet recommended levels of physical activity

Middle school students describing themselves as being a healthy weight ⁸	78% (2007)	73% (2017)	↓	73% (2017)	not available
High school students describing themselves as being a healthy weight ⁸	75% (2007)	70% (2017)	↓	71% (2017)	68% (2015)
Middle school students meeting recommended levels of physical activity ⁸	39% (2007)	49% (2017)	↑	49% (2017)	not available
High school students meeting recommended levels of physical activity ⁸	33% (2007)	34% (2017)	↑	39% (2017)	not available

Children behave appropriately in schools, home and communities

Children who have behavioral, social and/or emotional problems ⁵	6.8% (2007)	7.7% (2012)	↑	5.0% (2009-10)	4.8% (2009-10)
Youth arrested for crimes ¹⁰ (per 1,000 youth ages 10 to 17 years)	28 (2009-10)	8 (2017-18)	↓	18 (2017-18)	29 (2012)

Youth successfully transition to adulthood

Teen birth rate ¹¹ (per 1,000 15-19 year old females)	36 (2007)	14 (2017)	↓	19 (2017)	20 (2017)
Youth who feel persistently sad ⁸	30% (2007)	30% (2017)	↔	28% (2017)	28% (2017)
Students graduating within four years of entering 9th grade ⁴	61% (2007-08)	85% (2017-18)	↑	86% (2017-18)	85% (2017-18)
Connected youth ⁹ (16-19 year olds who are in school and/or employed)	92% (2006)	93% (2017)	↑	92% (2017)	92% (2017)

Data Development Agenda

- Children ages birth to 18 who are regularly screened for physical, developmental, social and behavioral concerns
- Children's hope, engagement and well-being index
- Substance-free youth
- Built environment index

Data Sources: ¹Web-based Early Learning System (WELS) for Miami-Dade County; ²Miami-Dade Quality Counts Workforce Study; ³Map the Meal Gap, FeedingAmerica.org; ⁴Florida Dept of Education and Miami-Dade County Public Schools; ⁵Child Health and Well-being in Miami-Dade County: Household Survey Results; ⁶Florida Dept of Children and Families, Child Welfare; ⁷Florida Dept of Health, Hospital Discharge Data; ⁸Centers for Disease Control and Prevention, Youth Risk Behavior Surveillance System; ⁹US Census Bureau, American Community Survey; ¹⁰Florida Dept of Juvenile Justice; ¹¹Florida Dept of Health, Office of Vital Statistics; ¹²U.S. Dept of Education, Institute of Education Sciences, National Center for Education Statistics, National Assessment of Education Progress (NAEP)

Crosscutting Factors (2017)	Miami-Dade	Florida	United States
Distribution of children by age - all children (birth-17 years)	555,953	4,187,312	73,403,167
Annual births	31,797	223,579	
Under 6 years	33%	33%	32%
6-11 years	33%	34%	34%
12-17 years	34%	34%	34%
Diversity of children by race/ethnicity			
Hispanic	64%	31%	25%
White, non-Hispanic	17%	42%	51%
Black	19%	21%	14%
All other	0.7%	5.9%	10%
Children who are foreign born and/or with foreign-born parent(s)			
Child is foreign born	14%	5.9%	3.4%
Child has one or two foreign-born parent	68%	35%	26%
Primary home language competencies			
Children (ages 5-17) speak only English at home	31%	70%	77%
Children (ages 5-17) speak Spanish at home	61%	23%	16%
Family type			
Children in married-couple families	63%	65%	70%
Children in female householder families	29%	26%	23%
Children in male householder families	8.4%	8.3%	7.3%
Family poverty status			
Children in families with income less than 100% poverty level	22%	20%	18%
Children in families with income between 100-199% of poverty level	28%	25%	22%
Children in families with income greater than 200% poverty level	51%	55%	61%
Children with special health care needs/Children with disabilities			
Children with special health care needs	16%	20%	20%
M-DCPS students with disabilities	10.2%		

Data Sources: U.S. Census Bureau, American Community Survey 2017; Florida Department of Health, Office of Vital Statistics, 2017 births; Child Health and Well-being in Miami-Dade County: Parent Survey, 2012; National Survey of Children's Health, 2011/12; Miami-Dade County Public Schools, School Membership Oct 2018

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