



Board of Directors Meeting

Tuesday, January 21, 2020

4:00 p.m.

Location:

United Way – Ansin Building

3250 SW 3rd Avenue

Miami, Florida 33129

Ryder Room





Board of Directors Meeting

Tuesday, January 21, 2020
3250 S.W. 3rd Avenue (Coral Way)
United Way – Ryder Room
4:00 p.m. – 6:00 p.m.

AGENDA

Board of Directors

Kenneth C. Hoffman
Chair
Mark A. Trowbridge
Vice-Chair
Steve Hope
Treasurer
Karen Weller
Secretary

4:00 p.m. **Welcome and Opening Remarks**

Kenneth C. Hoffman
Chair

4:05 p.m. **Public Comments**

Kenneth C. Hoffman
Chair

4:15 p.m. **Approval of November 18, 2019 Board of Directors minutes summary**

(Additional Items Packet) (Pgs. 4-5)

Karen Weller
Secretary

4:20 p.m. **Welcome to New Board Member**

Kenneth C. Hoffman
Chair

- *Honorable Dr. Dorothy Bendross-Mindingall, Representative School Board of Miami-Dade County*

4:25 p.m. **Code of Ethics Training**

Jose Arrojo
Executive Director, Miami-Dade Commission on Ethics and Public Trust

4:40 p.m. **Inspector General Training/Overview**

Mary T. Cagle
Miami-Dade County Inspector General

4:55 p.m. **Nominating Committee Report**

Dr. Daniel Bagner
Committee Chair

- *Slate of Officers*

5:00 p.m. **Finance Committee Report**

Steve Hope
Committee Chair

5:05 p.m. **Program Services and Childhood Health Committee Report**

Pamela Hollingsworth
Committee Chair

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

Resolution 2020-20: Authorization to negotiate and execute a contract renewal with Catalyst Miami, Inc., to manage the small community-based organizations (CBO) capacity-building initiative for a term of 12 months, commencing April 1, 2020, and ending March 31, 2021, in a total amount not to exceed \$200,000.00; and to request a waiver of the Procurement Policy. *(Pgs. 6-9)*

Resolution 2020-21: Authorization to negotiate and execute contract renewals with 18 small community-based organizations for the final year of a two-year capacity-building initiative, in a total amount not to exceed \$585,000.00 for a term of 12 months, commencing April 1, 2020, and ending March 31, 2021. *(Pgs. 10-13)*

Resolution 2020-22: Authorization to negotiate and execute a funder collaboration contract renewal with the U.S. Soccer Foundation to support the Soccer for Success program, in an amount not to exceed \$125,000.00, for a term of 15 months commencing April 1, 2020, and ending July 31, 2021. *(Pgs. 14-18)*

Resolution 2020-23: Retroactive authorization to execute a contract with Miami Children's Initiative, Inc., for the MCI Infrastructure Supports program, in a total amount not to exceed \$176,250.00, for a term of nine months, commencing January 1, 2020, and ending September 30, 2020; and request a waiver of the Procurement Policy. *(Pgs. 19-20)*

Resolution 2020-24: Authorization to negotiate and retroactively execute a funder collaboration contract with Univision Communications, Inc., for the 2020 Univision "Pequeños y Valiosos" (young and valuable) campaign of early childhood and education-related programming, in a total amount not to exceed \$200,000.00, for a term of 12 months, commencing January 1, 2020, and ending December 31, 2020. *(Pgs. 21-24)*

5:55 p.m. **CEO Report**

James R. Haj
President/CEO

- *Site Visit – State Attorney's Office – Thursday, February 13, 2020*
- *Social Justice Day – University of Miami – Friday, February 14, 2020*
- *Amendment Report (Pg. 25)*
- *CEO Report on contracts under \$25,000.00 (Pg. 26)*
- *Young Talent, Big Dreams Finals – Sunday, April 26, 2020*

6:00 p.m. **Adjourn**

Reminder:

Next Board Meeting: *Tuesday, February 18, 2020*



**Board of Directors Meeting Summary
November 18, 2019
4:06 p.m.**

These actions were taken by The Children's Trust November 18, 2019:

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

Motion to approve the October 21, 2019 Board of Directors minutes was made by Steve Hope and seconded by Mary Donworth. Motion passed unanimously, 21-0.

Motion to approve the Budget amendment for fiscal year 2018-2019 was made by Pastor Richard Dunn and seconded by Mary Donworth. Motion passed unanimously, 27-0.

Finance & Operations Committee Report

Resolution 2020-09: Motion to approve the resolution was made by Dr. Daniel Bagner and seconded by Steve Hope. Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe (ELC) for match funding for the State of Florida Child Care Executive Partnership (CCEP) grant, in a total amount not to exceed \$1,230,000.00 for a term of 12 months, commencing July 1, 2020, and ending June 30, 2021. **Motion passed, 26-0. Recusal by Pamela Hollingsworth.**

Resolution 2020-10: Motion to approve the resolution was made by Steve Hope and seconded by Dr. Daniel Bagner. Authorization to negotiate and execute contracts with the Early Learning Coalition of Miami-Dade/Monroe and the United Way of Miami-Dade for match funding for the federal Early Head Start- Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$1,000,000.00 for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021. **Motion passed, 25-0. Recusals by Pamela Hollingsworth and Mary Donworth.**

Resolution 2020-11: Motion to approve the resolution was made by Karen Weller and seconded by Steve Hope. Authorization to negotiate and execute a contract with the United Way of Miami-Dade for match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$420,000.00 for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021. **Motion passed, 26-0. Recusal by Mary Donworth.**

Resolution 2020-12: Motion to approve the resolution was made by Judge Orlando Prescott and seconded by Lourdes Gimenez. Authorization to negotiate and execute a contract with Redlands Christian Migrant Association (RCMA) for local match funding to draw down federal-state funds to subsidize child care for the working poor, in a total amount not to exceed \$102,000.00, for a term of 12 months, commencing July 1, 2020, and ending June 30, 2021. **Motion passed unanimously, 27-0.**

Resolution 2020-13: Motion to approve the resolution was made by Tiombe Bisa Kendrick-Dunn and seconded by Steve Hope. Authorization to negotiate and retroactively execute a contract with Miami-Dade County, Community Action and Human Services Department, for match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$850,000.00 for a term of 12 months, commencing November 1, 2019, and ending October 31, 2020, and amend the fiscal year 2019-20 general budget by transferring \$850,000.00 to provide the match funding for this resolution. **Motion passed, 26-0. Recusal by Commissioner Barbara Jordan.**

Resolution 2020-14: Motion to approve the resolution was made by Karen Weller and seconded by Mary Donworth. Authorization to negotiate and execute contracts with eight providers, identified herein, to provide early intervention summer camp services for 635 children, birth to five years of age, in a total amount not to exceed \$2,217,499.00 for a term of six months, commencing March 1, 2020, and ending August 31, 2020, with three remaining renewals, subject to annual funding appropriations. **Motion passed, 26-0. Recusal by Dr. Daniel Bagner.**

Resolution 2020-15: Motion to approve the resolution was made by Lourdes Gimenez and seconded by Tiombe Bisa Kendrick-Dunn. Authorization to negotiate and execute contract renewals with ten providers, identified herein, to deliver high quality summer camp services for 840 elementary school children, in a combined total amount not to exceed \$1,267,156.00, each for a term of up to six months, commencing March 1, 2020, and ending August 31, 2020, for summer only programs, with three remaining annual renewals, subject to annual funding appropriations. **Motion passed unanimously, 27-0.**

Resolution 2020-16: Motion to approve the resolution was made by Mary Donworth and seconded by Marissa Leichter. Authorization to negotiate and execute contract renewals with 17 providers, identified herein, to deliver high-quality summer camp services to 1,520 youth, in a total amount not to exceed \$2,597,209.00, each for a term of six months, commencing March 1, 2020, and ending August 31, 2020, with three remaining renewals, subject to annual funding appropriations. **Motion passed, 24-0. Recusals by Dr. Daniel Bagner, Dr. Susan Neimand and Dr. Monique Jimenez-Herrera.**

Resolution 2020-17: Motion to approve the resolution was made by Tiombe Bisa Kendrick-Dunn and seconded by Dr. Susan Neimand. Authorization for a procurement waiver for training and professional development services to fund the Florida International University (FIU) Center for Children and Families Miami International Child & Adolescent Mental Health (MICAMH) Conference to be held in Miami on February 5-7, 2020, inclusive of free admission for providers affiliated with The Children's Trust, in an amount not to exceed \$30,000.00. **Motion passed, 26-0. Recusal by Dr. Daniel Bagner.**

Resolution 2020-18: Motion to approve the resolution was made by Mark Trowbridge and seconded by Tiombe Bisa Kendrick-Dunn. Authorization to enter into a service agreement with the Miami-Dade State Attorney's Office, for a local funding match to support an anti-human trafficking campaign and to increase services for victims of human trafficking, in a total amount not to exceed \$200,000.00 for a term of 12 months, commencing December 1, 2019, and ending November 30, 2020. **Motion passed, 25-0. Recusals by Laura Adams and Nelson Hincapie.**

Resolution 2020-19: Motion to approve the resolution was made by Pamela Hollingsworth and seconded by Mindy Grimes-Festge. Authorization to enter into a service agreement with Kristi House, Inc., for a local funding match to support abuse prevention efforts, human trafficking awareness training, and victims services, in a total amount not to exceed \$180,300.00 for a term of 12 months, commencing December 1, 2019, and ending November 30, 2020. **Motion passed, 25-0. Recusals by Steve Hope and Nelson Hincapie.**

Meeting adjourned at 5:05 p.m.

The Children's Trust Board Meeting

Date: January 21, 2020

Resolution: 2020-20

Strategic Plan Priority Investment Area: Program and Professional Development – Supports for quality program implementation and fiscal/administrative functions

Strategic Plan Headline Community Result(s): This investment supports all community results.

Recommended Action: Authorization to negotiate and execute a contract renewal with Catalyst Miami, Inc., to manage the small community-based organizations (CBO) capacity-building initiative for a term of 12 months, commencing April 1, 2020, and ending March 31, 2021, in a total amount not to exceed \$200,000.00; and to request a waiver of the Procurement Policy.

Budget Impact: Funding in the amount of \$200,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

Description of Services: Catalyst Miami, Inc. will continue to manage the small CBO capacity-building initiative for agencies receiving supports for individualized programmatic and fiscal capacity building, which began on April 1, 2019. The 18 participating agencies are recommended for renewal through a separate resolution.

Catalyst Miami staff coordinates the services provided under the capacity-building initiative. This partnership leverages additional resources available through Catalyst's existing small CBO capacity-building services, including access to local and national experts in various disciplines to help small CBOs improve their fiscal, programmatic, and administrative acumen. The Children's Trust's staff will continue to work closely with Catalyst Miami in selecting and guiding various experts to ensure that the program is executed in alignment with its goals of supporting small CBOs to:

- deliver high-quality evidence-based services with fidelity;
- practice strong administrative and fiscal management;
- engage in continuous learning and quality improvement;
- foster financial sustainability, including revenue from diverse sources; and
- advance parent and community engagement, as well as resident advocacy.

Participating CBO leadership engage in a number of capacity-building activities that support successful implementation of each CBO's development plan. These activities include, but are not limited to, organizational assessment, training, group workshops, on-site coaching, and networking opportunities. Leadership development and development of adaptive capacities are infused within all activities.

Resolution 2020-20 – Small CBO – Catalyst Miami: Program and Professional Development, Supports for Quality Program Implementation
January 21, 2020

Topics addressed in workshops, and subsequent follow-up coaching thus far have included:

- well-designed and well-implemented programs and strategies;
- courageous, adaptive executive and board leadership;
- disciplined, people-focused management;
- financial health and sustainability;
- internal monitoring for continuous improvement; and
- a culture that values learning

Future workshops will include in depth information on these topics as well as specific activities relevant to the agencies, based on trends identified in the completed assessments.

Additionally, expert coaching provided to the CBOs will be tailored to focus on goals set in each CBO's development plan, which is created using needs identified through assessments by and interviews with Trust staff. Each of the 18 agencies has completed the self-assessment and developed an initial plan for building individualized needs.

Background: The Children's Trust, in partnership with Catalyst Miami, successfully completed the inaugural small CBO capacity building cohort in July 2018. Based on the success of this program, it was decided to convene a second cohort. Given its unique experience supporting small CBOs in Miami-Dade County through the Florida Thrives Network, and also based upon the established processes and resources successfully developed working with the first cohort, Catalyst Miami was recommended and approved to continue to manage the small CBO initiative's second cohort through resolution #2019-29. The renewal of this contract will provide continuity for the selection and management of the pool of capacity building consultants who partner with the agency participants to help increase their acumen in topics ranging from finance to data collection to administration to quality programming. Additionally, Catalyst will continue to partner with The Children's Trust to ensure implementation of organizational assessments, group workshops, and networking opportunities.

Request for Procurement Waiver (requires the approval of a 2/3 vote of board members present): To allow for the continuity of capacity-building services and coordination for the small CBO initiative, this resolution is requesting a waiver of the competitive procurement process. The policy notes that professional development funding requests are limited to no more than \$24,999.00 per provider per fiscal year.

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 21st day of January, 2020.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

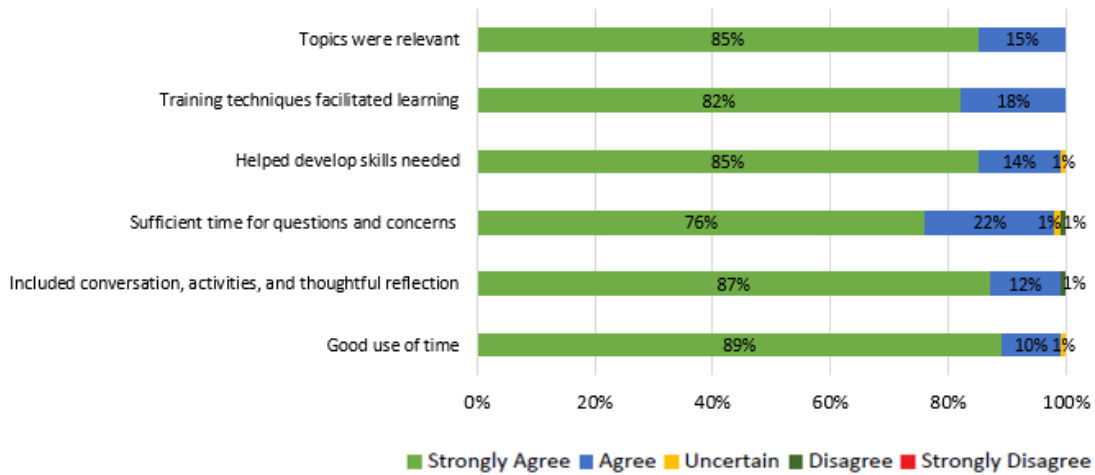
BY _____
SECRETARY

Approved by County Attorney for form and legal sufficiency _____

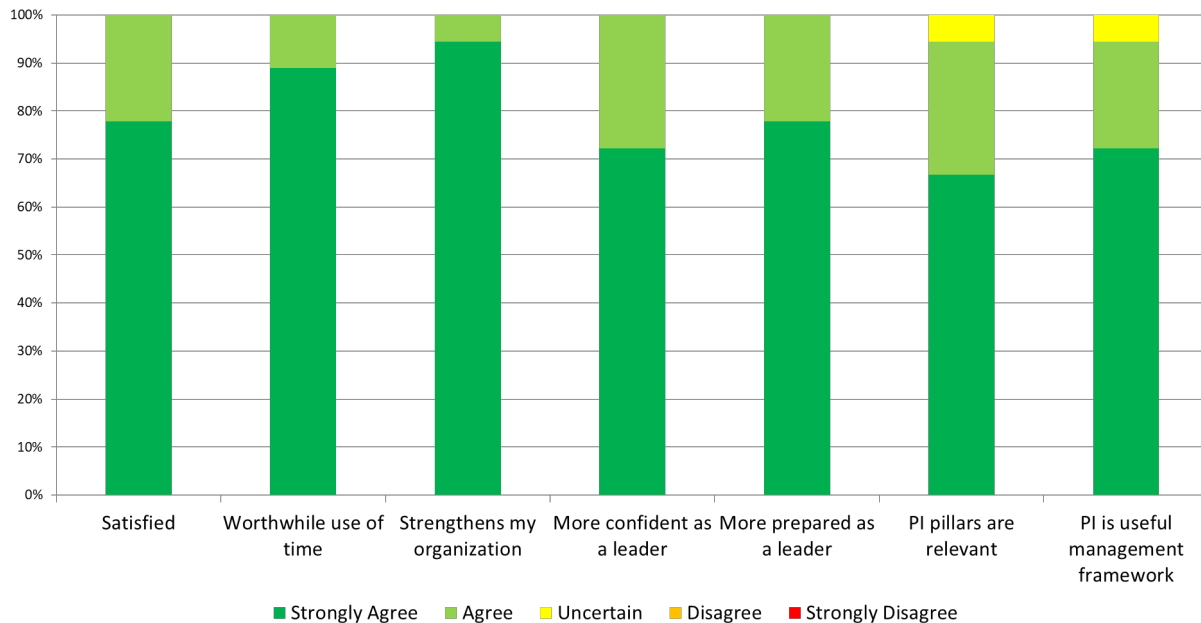
Small Community-Based Organization Capacity-Building Initiative

The Children’s Trust and Catalyst Miami conducted surveys to gauge participant satisfaction with the workshops offered through the Small CBO Capacity-building Initiative after the monthly workshops and to gauge overall reactions to the initiative as a whole after six months of participation. Participants perceive the Institute to be high quality and relevant to their needs. The framework used for assessments and initial workshop topics, The Performance Imperative (PI), are viewed as relevant and useful. Participants can already articulate specific benefits that they have achieved through this initial phase of the Institute.

Summary of Post-Workshop Surveys



CBO Participants' Overall Reactions to the Institute To-Date



The Children's Trust Board Meeting

Date: January 21, 2020

Resolution: 2020-21

Strategic Plan Priority Investment Area: Program and Professional Development – Supports for quality program implementation and fiscal/administrative functions

Strategic Plan Headline Community Result(s): This investment supports all community results.

Recommended Action: Authorization to negotiate and execute contract renewals with 18 small community-based organizations for the final year of a two-year capacity-building initiative, in a total amount not to exceed \$585,000.00 for a term of 12 months, commencing April 1, 2020, and ending March 31, 2021.

Budget Impact: Funding in the amount of \$585,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

Description of Services: As part of Program and Professional Development, the small community-based organization (CBO) capacity-building initiative supports community growth through developing its participating organizations. Each small CBO participating in this two-year initiative receives an award for individualized programmatic and fiscal capacity building. The 18 small CBOs listed below engage in activities (coordinated by Trust staff) that support the successful implementation of each CBO's capacity-building plan. Award amounts are utilized to support capacity-building needs and do not fund direct service functions. These activities include, but are not limited to: time allocated for organizational assessment, training, on-site coaching, and networking opportunities, infrastructure, staff, and board development; additional training; administrative functioning; and marketing and resource fund-development materials and activities.

The Children's Trust's staff, with coordination support from Catalyst Miami, ensures that the program is executed in alignment with its goals of supporting small CBOs to:

- deliver high-quality evidence-based services with fidelity;
- practice strong administrative and fiscal management;
- engage in continuous learning and quality improvement;
- foster financial sustainability, including revenue from diverse sources; and
- advance parent and community engagement, as well as resident advocacy.

The CBOs have completed self-assessments to identify individualized areas in which to build. Initial capacity-building plans have been created with coaching assistance provided by Catalyst Miami. Additionally, the development of capacity-building plans will continue from the first year of funding into the second year.

During the first year of the program, the CBOs participated in a number of capacity-building opportunities such as four-hour monthly workshops and networking events to support and complement the coaching coordinated by Catalyst Miami and direct assistance given by Trust staff. CBO leaders will continue to participate in monthly workshops for the duration of the initiative. General areas of support will include, but are not limited to:

- board development and executive leadership;
- strategic planning;
- resource development and fundraising;
- effective management of people;
- program quality (including design, implementation and monitoring/evaluation for continuous learning);
- community engagement, community cultural sensitivity, and collaboration
- communications; and
- fiscal capacity-building services

Leadership development and development of adaptive capacities are infused within all activities.

The following applicants participated in the first year of the initiative and are recommended to continue in year two:

Agency	Annual Amount not to Exceed
Affirming Youth Foundation, Inc. (formerly Jonathan Spikes Foundation, Inc.)	\$ 35,000.00
Bilingual School of Business & Performing Arts, Inc., DBA BBharts	\$ 35,000.00
CodeArt, Inc.	\$ 35,000.00
Dibia Dream, Inc.	\$ 35,000.00
Dream in Green	\$ 35,000.00
Friendship Circle of Miami, Inc.	\$ 50,000.00
Genesis Hopeful Haven, Inc.	\$ 35,000.00
Girls of Transformation Mentoring Program Inc.	\$ 35,000.00
I Want to Be A Dancer Foundation, Inc.	\$ 20,000.00
Mahogany Youth Corporation	\$ 35,000.00
Miami Diaper Bank, Inc.	\$ 20,000.00
Mind&Melody, Inc.	\$ 35,000.00
Overtown Children and Youth Coalition, Inc.	\$ 35,000.00
Overtown Optimist Club, Inc.	\$ 35,000.00
Rise Up 4 Change Inc.	\$ 20,000.00
S.E.E.K. Foundation, Inc.	\$ 20,000.00
Sports Konnect to S.T.E.A.M.	\$ 20,000.00
Student Aces, Inc.	\$ 50,000.00
Total:	\$585,000.00

Background: The Children’s Trust, in partnership with Catalyst Miami, successfully completed the inaugural small CBO capacity building two-year cohort in July 2018. Based on the success of this program, it was decided to convene a second two-year cycle.

Resolution 2020-21 – Program & Professional Development: Supports for Quality Program Implementation
January 21, 2020

For this initiative, a small CBO is defined as:

- having a current annual operating budget between \$50,000.00 minimum (including the value of in-kind goods and services) and \$500,000.00 maximum (excluding the value of in-kind goods and services);
- providing services to children and families that address identified community needs;
- targeting specific populations, such as:
 - children and families living in a high poverty neighborhood; or
 - special populations including children with disabilities, children experiencing homelessness, children involved in foster care or juvenile justice, or LGBTQ (Lesbian, Gay, Bisexual, Transgender or Questioning) youth;
- a not-for-profit organization with continuous operations for at least two years;
- not having a current Children’s Trust board-approved contract; and
- not having previously received funding related to participate in the small CBO capacity-building initiative.

Funding amounts vary according to the agency’s annual operating budget at the time of solicitation application (excluding the value of in-kind goods and services), as indicated:

<u>Annual Award</u>	<u>Agency annual budget</u>
\$20,000.00	Less than \$100,000.00
\$35,000.00	\$100,000 to \$300,000.00
\$50,000.00	\$301,000 to \$500,000.00

The Children’s Trust issued a competitive request for proposals, (RFP)#2019-05, on October 23, 2018, to fund capacity-building supports for child and family-serving small CBOs in Miami-Dade County. Twenty-seven agencies applied, and 18 were approved for funding. All 18 agencies are recommended for renewal in a total annual amount of \$585,000.00.

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**

21st day of January, 2020.

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney for form and legal sufficiency _____

Small Community Based Organization (CBO) Capacity-building Initiative

The Small CBO capacity-building initiative requires the organization’s leaders to complete a self-assessment with input from their staff, board of directors, and other stakeholders. Coaching was offered to support the self-assessment process and to complete a subsequent capacity-building growth plan with actionable items to develop areas of need identified. The following chart exhibits the number of hours leaders chose to spend with the coach coordinated by Catalyst Miami and the topic identified for growth for the initial development phase. Other topics will be chosen and plans developed as actions are completed.

Organization	Coaching hours completed April – September 2019	Topic area identified for initial capacity-building plan development
Affirming Youth Foundation, Inc. (formerly Jonathan Spikes Foundation, Inc.)	6.5	Strategic programming for advocacy
Bilingual School of Business & Performing Arts, Inc., DBA BBharts	5.25	Resource development
Code/Art, Inc.	5	Strategic fundraising
Dibia DREAM, Inc.	7	Staffing for program quality
Dream in Green	5.5	Program quality and evaluation
Friendship Circle of Miami, Inc.	5	Package for grant applications
Genesis Hopeful Haven, Inc.	6	Program data for evaluation
Girls of Transformation Mentoring Program, Inc.	4	Program data for evaluation
I Want to Be a Dancer Foundation, Inc.	3.5	Accounting system and procedures
Mahogany Youth Corporation	5	Strategic fundraising and marketing
Miami Diaper Bank, Inc.	6.25	Sustainable financial plan
Mind&Melody, Inc.	6.75	Outreach and marketing
Overtown Children and Youth Coalition, Inc.	7.5	Fundraising plan
Overtown Optimist Club, Inc.	6.5	Financial management, policies, and procedures
Rise Up 4 Change, Inc.	6.5	Financial system, policies and procedures
S.E.E.K Foundation, Inc.	6	Financial system and plan
Sports Konnect to S.T.E.A.M.	6	Strategic fundraising
Student ACES, Inc.	5.25	Market research for earned income

The Children's Trust Board Meeting

January 21, 2020

Resolution 2020-22

Strategic Plan Priority Investment Area(s): Youth Development: After-School Programs; Community Awareness & Advocacy: Cross-funder Collaboration

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

Recommended Action: Authorization to negotiate and execute a funder collaboration contract renewal with the U.S. Soccer Foundation to support the Soccer for Success program, in an amount not to exceed \$125,000.00, for a term of 15 months commencing April 1, 2020, and ending July 31, 2021.

Budget Impact: Funding in the amount of \$125,000.00 is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

Description of Services: The U.S. Soccer Foundation (Foundation) is the pre-eminent organization using soccer as a vehicle to improve the health and social outcomes of children in the underserved communities in which they live. The Foundation's unique and cost-effective programs have been shown to transform neighborhoods, increase physical activity among children, and build a culture of health in communities across the country. With the national success of the program, the Social Innovation Fund and the United States Department of Justice, as well as other funders across the country have invested in Soccer for Success.

This funder collaboration project leverages funds from local and national funders to support the following seven community partners (1) After School All Stars, (2) City of Miami Gardens Department of Parks and Recreation, (3) the City of North Miami, (4) Flipany, (5) Liberty City Optimist Club, (6) Miami-Dade County Department of Parks and Recreation, and (7) the YMCA of South Florida. These partners deliver the Soccer for Success program curriculum at 47 sites throughout Miami-Dade County. The community partners receive funding and/or materials and equipment, program curriculum, and training provided by the Foundation. The program offers structured physical activity, nutrition education, and mentoring for children in underserved neighborhoods. This collaborative effort will support the programs expansion to serve approximately 3,000 participants throughout Miami-Dade County. Soccer for Success is an evidence-based program that aims to:

- increase the physical activity and nutritional knowledge of child participants;
- train coaches as mentors who assist children in the development of healthy, active lifestyles and deter delinquent behavior;
- create opportunities to connect participants and their families with services such as health clinics, farmers' markets, insurance companies, and other wraparound services that partner with the Soccer for Success program operator; and
- improve the well-being of children by providing a safe after-school activity.

Background: On March 17, 2017, The Children’s Trust Board approved resolution #2017-70 and committed \$100,000.00 to support and expand the Soccer for Success program to serve 1,300 children and youth in Miami-Dade County. Over the last year, the program has continued to grow, serving a total of 2,259 elementary and middle school-age children through 45 countywide program sites.

For the 2019-20 program year, The Children’s Trust will invest \$125,000.00 over a 15-month period in the Soccer for Success funder collaboration project. Over time, the program and funding pool has grown considerably to a current total of \$715,000.00. Contributors to this collaborative effort include:

Contributor	Amount
Anthem Inc.	\$50,000.00
City of Miami - Commissioner Keon Hardemon’s Office	\$30,000.00
City of North Miami - Councilman Alix Desulme’s Office	\$30,000.00
Health Foundation of South Florida	\$50,000.00
Himan Brown Charitable Trust	\$50,000.00
Miami Foundation	\$15,000.00
Target Corporate Social Responsibility	\$240,000.00
The Children’s Trust	\$125,000.00
U.S. Soccer Foundation	\$125,000.00

The U.S. Soccer Foundation also raises additional funds to grow and improve the program in Miami-Dade County. As a result of this collaborative effort, for every dollar The Children’s Trust invests, \$5.90 are invested by the funding partners collectively. The Children’s Trust’s 15-month investment is necessary to align the Children’s Trust funding with the program’s operational and funding cycles.

Per the procurement policy, section 2006 Match Funding and Funder Collaboration, the negotiation and execution of a funder collaboration contract are exempt from the competitive solicitation process. Renewal of match and funder collaboration funding beyond the initial contract term is at the sole discretion of The Children’s Trust and shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s).

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 21st day of January 2020.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

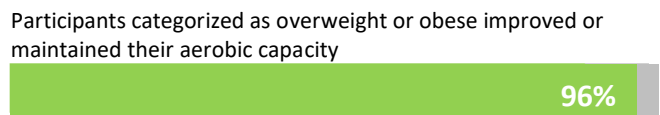
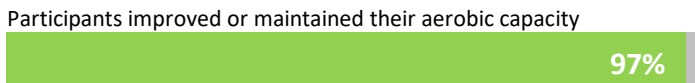
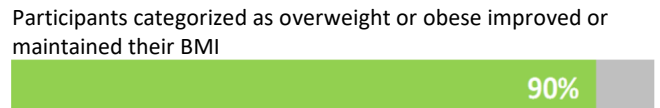
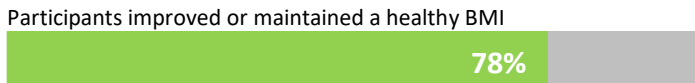
Approved by County Attorney for form and legal sufficiency _____

Soccer for Success

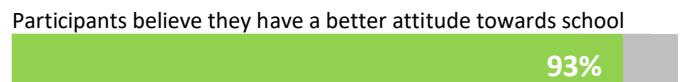
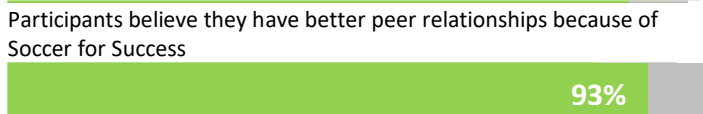
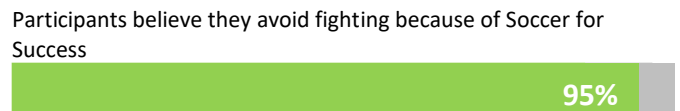
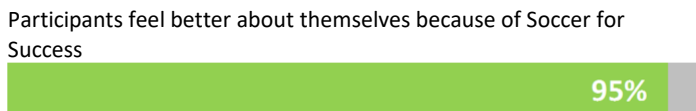
Soccer for Success, developed by the U.S. Soccer Foundation, is an evidence-based program which provides children in underserved neighborhoods with structured physical activity, nutrition education and mentoring by specially trained coach mentors. The program is delivered by five community partners (After School All Stars, the City of North Miami, Flipany, Liberty City Optimist Club and YMCA of South Florida) that receive funding and/or materials and equipment, program curriculum and training provided by the U.S. Soccer Foundation.

The Children’s Trust collaborates with the U.S. Soccer Foundation, as well as Anthem, Inc., the City of Miami, the City of North Miami, Health Foundation of South Florida, the Himan Brown Charitable Trust and Target Social Responsibility to leverage funding dollars to provide at least 1,000 program slots in areas throughout the county with unmet demands. **This past year, Soccer for Success served 2,259 children in grades kindergarten through eight.**

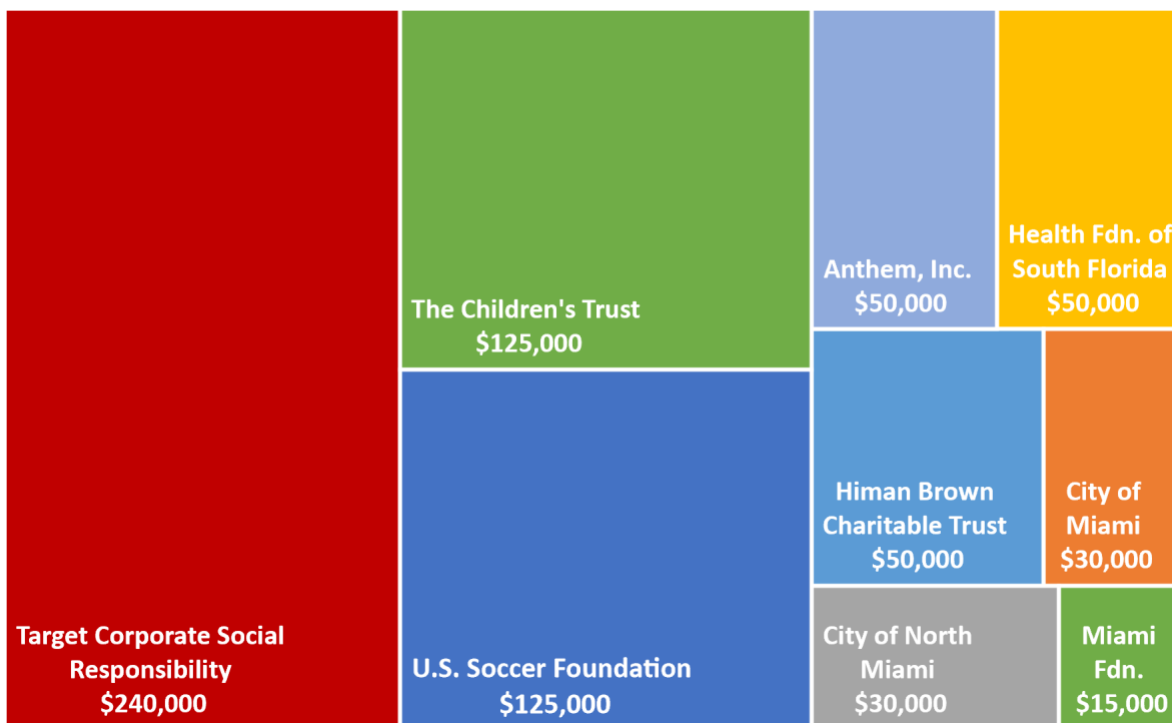
Health Outcomes



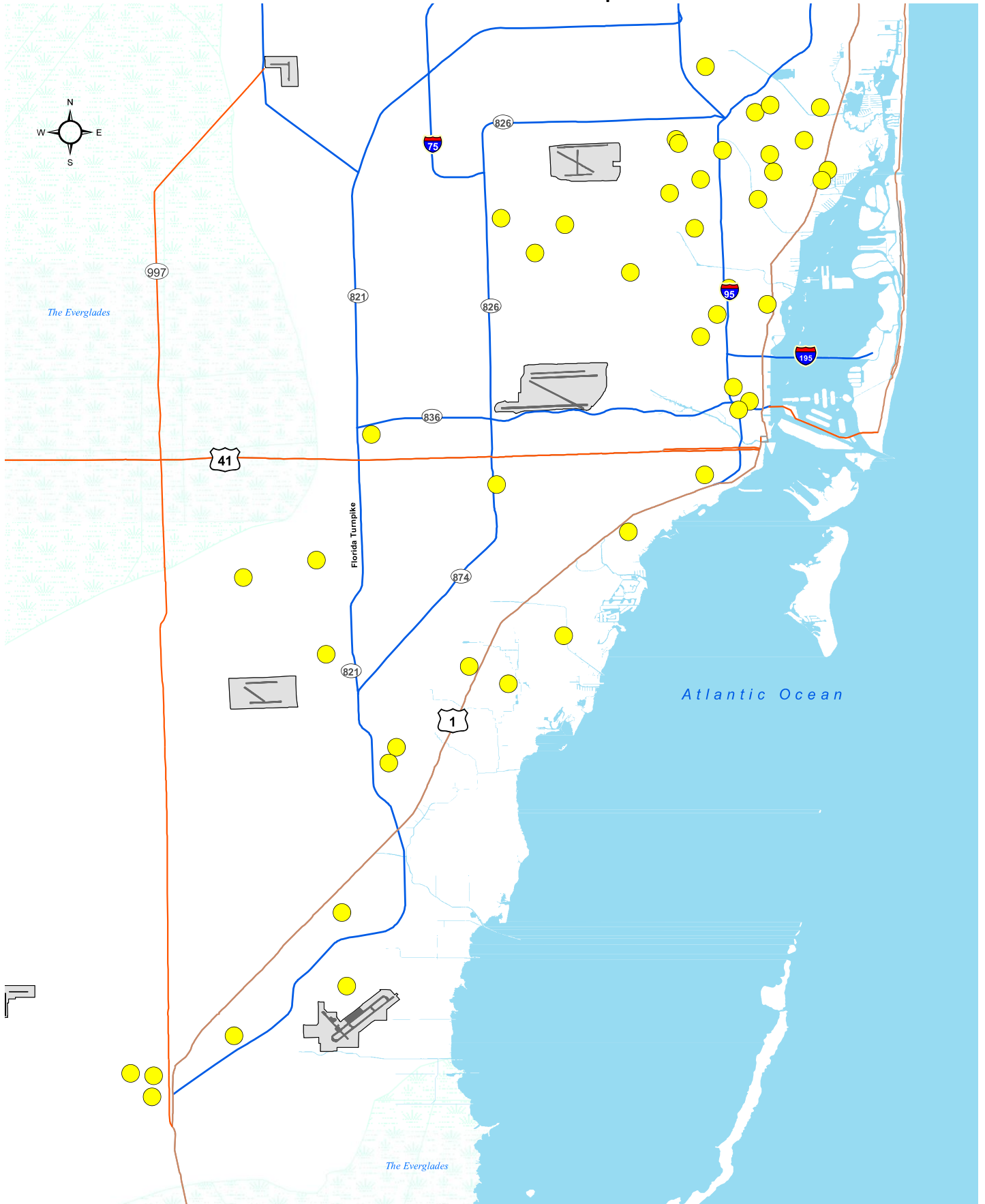
Youth Development Outcomes



Funding Profile



Soccer for Success Site Map



US Soccer Sites

Data Source:
-The Children's Trust

Location:
Miami-Dade County,
Florida

Created by
Research and
Evaluation
December 2018

The Children's Trust
3150 SW Third Ave
Miami, FL 33129
www.thechildrenstrust.org

The Children's Trust Board Meeting

Date: January 21, 2020

Resolution: 2020-23

Strategic Plan Priority Investment Area: All priority investment areas are included.

Strategic Plan Headline Community Result(s): This investment supports all headline community results.

Recommended Action: Retroactive authorization to execute a contract with Miami Children's Initiative, Inc., for the MCI Infrastructure Supports program, in a total amount not to exceed \$176,250.00, for a term of nine months, commencing January 1, 2020, and ending September 30, 2020; and request a waiver of the Procurement Policy.

Budget Impact: Funding in the amount of \$176,250.00 for this resolution is allocated for FY 2019-20.

Background: In 2015, Key Biscayne Community Foundation, Himan Brown Charity Trust and The Children's Trust started working together to improve the lives of children and families in Liberty City. The initial project of the partnership was funding infrastructure supports for the Miami Children's Initiative (MCI). Through this partnership, The Children's Trust worked with the funders and Chief Press Foundation, to support MCI in the provision of services to the Liberty City community, which has been instrumental in sustaining its growth.

Utilizing the framework of the Harlem Children's Zone, MCI was formed in 2009 as a place-based, cradle-to-career initiative that seeks to facilitate and catalyze effective, sustainable transformation in a targeted area of Liberty City known as MCI's Impact Zone. MCI employs a geographic block-by-block strategy for enrolling residents in the various services it provides. MCI started with one block and has since expanded to 12 blocks.

MCI offers a variety of programs and services to children and families, including after-school academic supports and enrichment programming for children (birth to 17 years of age); community-building and resident engagement events; parenting education courses; job training classes and job placement assistance for parents; career and college track support for young adults; health and wellness opportunities; and enhanced summer programming for children and youth. Charles Drew K-8 improved from a D graded school to a B graded school through the support and services of the program.

Additionally, in 2018, MCI was successful in the Trust's Youth Development grant applications and is now receiving Trust funding for its afterschool programs serving children and youth in grades K-12.

Description of Services: Through this collaboration, resources are provided that help strengthen the infrastructure of MCI and support its provision of a cradle-to-career strategy for children and families in the Liberty City community. Funding from the Trust supports MCI's Chief Executive Officer and Director of Programs. The collaborative results in:

- increased quality programming for children and families;

- improved data collection focused on a standard set of performance measures;
- comprehensive strategic planning;
- greater access to community resources; and
- additional individual donor investments.

This investment represents the fifth year of funding for MCI Infrastructure Supports. When this collaborative was first conceived, it was anticipated that it would be for a few years, however, MCI has had three different CEOs over the last three years, which has caused delays in its growth. Continued Trust funding is important to maintain stability in the organization. For every dollar The Children’s Trust invests in the MCI Infrastructure Supports program, \$1.98 is invested by the funding partners as described in the table below.

Program	Provider	9-Month Requested Amount Not to Exceed	Key Biscayne Community Foundation, Himan Brown & Chief Press Foundation Match 12-Month Amount	Total 12-Month Program Amount
MCI Infrastructure Supports	Miami Children’s Initiative, Inc.	\$176,250.00	\$350,000.00	\$526,250.00

Request for Procurement Waiver (requires the approval of a 2/3 vote of board members present): In order to continue supporting MCI’s infrastructure, this resolution is requesting a waiver of the competitive procurement process.

Geographic Area: Liberty City.

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 21st day of January, 2020.**

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Board Meeting

Date: January 21, 2020

Resolution: 2020-24

Strategic Plan Priority Investment Area: Parenting; early childhood development; and community awareness and advocacy.

Strategic Plan Headline Community Result(s): Children are supported by nurturing and involved parents; children are ready for kindergarten; students are succeeding academically; and children behave appropriately in schools, homes and communities.

Recommended Action: Authorization to negotiate and retroactively execute a funder collaboration contract with Univision Communications, Inc., for the 2020 Univision "Pequeños y Valiosos" (young and valuable) campaign of early childhood and education-related programming, in a total amount not to exceed \$200,000.00, for a term of 12 months, commencing January 1, 2020, and ending December 31, 2020.

Budget Impact: Funding in the amount of \$200,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

Description of Services: This funder collaboration supports the development of national media entertainment programming that integrates and normalizes research-based early childhood development and parenting practices to local-level segments, events, and activations to promote The Children's Trust programs and resources. Additionally, it leverages an opportunity to reach local Miami-Dade parents twice monthly through a text messaging campaign. The activities to be supported by the funder collaboration are:

La Fuerza de Creer (season 3) (telenovela mini-series)

- Development of the third season of a multi-episode original telenovela focused on key early education themes, slated to air in October 2020.
 - All participating funders will contribute to the key messaging to be incorporated into the storylines. The core messages and themes will be used to brainstorm with the show's writer who will craft the scripts. Each funder will review drafts and rough cuts as the new episodes are developed to ensure the desired messaging is present.
 - The Trust will emphasize the importance of early childhood and overall parenting messages focusing on modeling parent-child interactions and reinforcing the important role parents and caregivers can play in early development, starting from birth.
 - The modeling is conveyed using strong characters and storylines that engage viewers into the story.
 - Integrated vignettes that include direct call-to-action for viewers. These messages will be tailored for Univision 23 with a custom call-to-action at the end of each show specifically for residents of Miami-Dade County.
- In January 2019, the second season of La Fuerza de Creer and related programming reached more than 20 million viewers.
- Funding will include continued audience research in season three.

Pequeños Gigantes (reality show integrations)

- Produce 10 human-interest packages featuring key topics and themes in early childhood development, to be integrated within each episode of Univision's prime-time hit reality children's competition show, *Pequeños Gigantes*, beginning spring 2020.
- The interviews with contestants and their parents highlight parent routines and activities that encourage early development (i.e., talking, reading, singing, early math, etc.) and reinforce the important role of parent engagement in developing contestants' talents and self-confidence.
- In conjunction with each on-air package, the host of *Pequeños Gigantes* will deliver a key campaign message encouraging parents to talk/read/sing with their children, and direct them to join our campaign text messaging program. These messages will also be delivered online and through mobile platforms.
- The Children's Trust will inform the messaging of the packages and will be highlighted on air with special promotional segments for Univision 23 TV viewers and social media followers in Miami-Dade County.
- In the past three years, the 28 prime-time integrations on *Pequeños Gigantes* have reached nearly 97 million viewers, according to Nielsen.

Text messaging campaign (two SMS text messages per month to subscribers who have Miami-Dade County area codes, 305 or 786)

- Univision operates the country's largest Spanish-language text messaging service for parents of young children. To date, more than 100,000 parents have enrolled in the service, which sends out six messages per month. Currently, there are about 2,400 subscribers to this early education text messaging program who have Miami-Dade County area codes (305 or 786).
- Promotion of the text message campaign will be included on all aspects of this project with a special focus on the local integrations.
- Subscribers with Miami Dade County area codes and ZIP codes will receive at least two additional custom messages each month (over 12 months) containing tips, prompts, and activity ideas to support early learning in Miami. Univision and The Children's Trust together will craft the messages and track progress each month.

Local event activations (four screening events and one community fair)

- Univision will organize four events to screen episodes of *La Fuerza de Creer 3* on site at The Children's Trust provider locations. The Children's Trust will have a brand presence at the screenings, as well as the opportunity for staff to participate on panels and to promote The Children's Trust programs and resources. These events will also promote sign-ups to the text message campaign.
- Univision will provide booth space at one Univision 23 education or health fair in 2020 where The Children's Trust will have a brand presence, staff on site, and information to share with attendees about The Children's Trust programs and resources.

Univision 23 (four local news and/or public affairs segments)

- The Children's Trust will participate in four segments during Univision 23's local news and/or public affairs programs (6:00 p.m. News, Edición Digital, Contigo en la Comunidad) throughout 2020.
- These segments will focus on early childhood issues in Miami-Dade County and the services available for parents. Each segment will promote The Children's Trust programs, such as the Book Club and Parent Club, as well as encourage viewers to sign up for the text message campaign.
- Univision will create digital and social media content to be posted on Univision 23 webpages and accounts to promote the text message campaign as a call-to-action.

Despierta America (two early childhood special network segments)

- The Children’s Trust spokespeople, partners or programs will be featured in two segments on Despierta America in 2020.
- Some past topic examples include: how to play with your children; summertime activities at the playground; and early math activities.

Background: This innovative approach to integrating evidence-based parenting and early childhood norms and practices into mainstream entertainment media has great potential for increasing The Children’s Trust reach beyond that possible through direct service programming given available resources and the county’s population size. The “Pequeños y Valiosos” (young and valuable) campaign has experience working with similar local community campaigns through its prior work with First Five LA in Los Angeles, California. Research has shown that mass media campaigns may establish or influence social norms, produce positive changes, or prevent negative changes in health-related behaviors across large populations. This has been demonstrated through population changes in behavior and social norms related to smoking or seat belt use, for example.

In 2017, researchers at American University’s Center for Media and Social Impact (AU) conducted an independent evaluation of Univision’s “Pequeños y Valiosos” early childhood initiative, including the campaign’s programming content and text messaging program for parents. Using a pre-post-test controlled experimental design, researchers evaluated how Hispanic parents of children ages 0-5 were engaged by the campaign’s messages across Univision’s three distinct TV platforms: reality (Pequeños Gigantes), scripted drama (La Fuerza de Creer), and news (Despierta América). Key findings follow.

- After consuming *Too Small to Fail’s* messages across Univision’s programming genres, AU researchers saw significant increases (11-14 percent) in intent to engage in behaviors associated with the campaign messages, such as talking, reading, singing, engaging in math activities, and speaking two languages daily. On the other hand, those in the control condition showed no change.
- AU researchers concluded that entertainment was more impactful than news in convincing viewers about the importance of connecting with their children. Viewers who watched reality (Pequeños Gigantes) and scripted drama (La Fuerza de Creer) showed a positive shift in the perceived importance of talking, reading, singing, and doing math with their children.
- AU researchers also concluded that packaging information about early literacy into highly entertaining programming – and especially within content that is positive and hopeful – is an effective strategy for engaging Hispanic parents. Across the three program genres, the audience’s experience of positive emotions – including optimism, hope, and sympathy – was the most consistent predictor of shifts in knowledge, efficacy, importance, and behavior.

AU researchers also interviewed a random sample of subscribers to the campaign’s text messaging program and learned that subscribers are more than twice as likely to report talking, reading, singing, or engaging in early math activities compared to the national average for Hispanics. Two-thirds of subscribers report regularly engaging in the tips and activities provided by the service, and about the same number report sharing the tips with other parents. And finally, subscribers feel empowered – 94 percent acknowledge the messages have helped reinforce that parents play a significant role preparing their children for kindergarten. The median household income of subscribers was \$27,352, more than 90 percent are moms, more than 85 percent were born outside the United States, and more than 75 percent are Spanish-dominant.

In addition to the value and alignment of early childhood development and parenting content messaging with The Children’s Trust mission, vision, and strategic plan, this investment has an additional value-add of bolstering brand awareness for the organization and connection to funded programs and resources. This collaboration adds a Spanish-language media component to The Children’s Trust’s overall communications strategy, which as, a whole incorporates multiple general and targeted-audience strategies, media buys, and outreach practices. With an estimated two-thirds of the Miami-Dade population as native Spanish-speakers, the “Pequeños y Valiosos” (young and valuable) campaign is an important communication opportunity.

This funder collaboration includes a national programming partnership with Univision Communications, Inc., and The Clinton Foundation’s *Too Small to Fail* initiative, as well as development of local partnership with Univision 23 in Miami involving local programming and local event activations. Univision 23 reaches 77 percent of the Hispanic audience in South Florida each week, and 79 percent of the station’s audience lives in Miami-Dade County.

The “Pequeños y Valiosos” (young and valuable) campaign has a six-year history of past entertainment programming development and investment to build upon. The national funder collaboration partnership for the coming year will apply lessons from past programming experiences to create original, new show episodes, segments and local events. The partnership includes \$955,000.00 of committed funding from the Heising-Simons Foundation, Packard Foundation, Hewlett Foundation and Literacy Partners. The Children’s Trust investment of \$200,000.00 leverages \$955,000.00 from these national foundations, totaling \$1,155,000.00. For every dollar The Children’s Trust invests, approximately \$4.78 is leveraged in return.

Per the procurement policy, section 2006 Match Funding and Funder Collaboration, the negotiation and execution of a funder collaboration contract are exempt from the competitive solicitation process. This collaboration brings new funds to the organization and provides recurring, sustainable and ongoing resources for early childhood and education-related programming.

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 21st day of January 2020.**

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

THE CHILDREN'S TRUST
President/CEO
Agreements - </= \$25,000
October 1, 2019 through December 31, 2019

	Organization	# Participants	Final Agreement Amount	Description
Promote Citizen Engagement and Leadership				
1	Read to a Child Inc	88	\$ 7,500	A school lunch time reading / mentor program for a minimum of 88 participants to receive 1 day of 1 hour services per week.
2	Miami Wind Symphony	80	\$ 20,000	To provide instructions to novice music students of Miami Dade with weekly after school sessions in Central and South Dade
		Subtotal	\$ 27,500	Note about these programs: These grants serve 168 children/youth who live in high-need neighborhoods throughout Miami-Dade County. The grantees also leverage funds from other funders and sources amounting to nearly \$49,413.00. This is nearly a 1:2 funding leverage investment opportunity for The Children's Trust.
Public Awareness and Program Promotion				
1	Voice of Love Training and Development	500	\$ 10,000	Sponsorship of family-oriented resource event providing free health screenings and community resources.
2	Miami Dade College Foundation Inc	10,000	\$ 10,000	Sponsorship of Miami Book Fair's Children's Alley.
3	Citrus Health Network Inc	350	\$ 10,000	National Adoption Day raises awareness about the importance of finding forever families for children in foster care.
4	Rise Up 4 Change Inc	200	\$ 2,850	Make Me Beautiful Again Event offers educational, empowerment, relationship building resources with family activities.
5	5000 Role Models of Excellence Project	1,000	\$ 10,000	Sponsorship of the annual Martin Luther King Jr. Birthday Celebration and Unity Scholarship event.
6	Dr Martin Luther King Jr Parade and Festivities Committee Inc	400,000	\$ 7,000	For sponsorship of Dr. Martin Luther King Jr., annual holiday festivities in the heart of Liberty City.
7	West Perrine CDC Inc MLK	3,000	\$ 7,000	Sponsorship of the Annual West Perrine MLK Battle of the Bands to celebrate the life and legacy of Dr. Martin Luther King.
8	Amigos Together for Kids Inc dba Amigos For Kids	4,000	\$ 10,000	Sponsorship of Annual Blue Ribbon Child Abuse Prevention Campaign
9	Noricia Talabert Dream Foundation	200	\$ 1,250	Peace in the Gardens an event promoting unity by cultivating peace, respect, trust, pride, communication and nonviolence.
		Subtotal	\$ 68,100	Note about these grants: These grants serve 168 children/youth who live in high-need neighborhoods throughout Miami-Dade County. The grantees also leverage funds from other funders and sources amounting to nearly \$3,330,484. This is nearly a 1:49 funding leverage investment opportunity for The Children's Trust.

Program		Total Funded	# Agreements
Promote Citizen Engagement and Leadership	168	\$ 27,500	2
Public Awareness and Program Promotion	419,250	\$ 68,100	9
TOTAL	419,418	\$ 95,600	11