

Thursday, February 3, 2022

8:30 a.m. – 12:30 p.m.

United Way Ryder Room



**Desired Meeting Results:** Board members will:

- Review continuing board priorities for investment.
- Ensure a solid understanding of The Children's Trust solicitation processes and our 5-year solicitation plan.
- Engage in meaningful small-group conversations about youth development and parenting investments (the next major initiatives to be developed for release).

**8:30 a.m. Welcome & Retreat Overview**

Kenneth C. Hoffman,  
Chair

**8:40 a.m. Public Comments**

**8:45 a.m. 2021 Board Priorities & Funding (p.2-3, annual report)  
Competitive Solicitation Processes (p.4)**

K. Lori Hanson, Ph.D., Chief of Research,  
Evaluation & Strategic Planning

**9:15 a.m. Managing a 5-year Solicitations Plan in Asana  
Tentative Release Timeline (p.5)**

Jacques "Jack" Bentolila, EdD, PMP,  
Chief Operations Officer

**9:35 a.m. Youth Development: After-school & Summer Programs (p.6-7)**

Juliette Fabien, MBA, RN,  
Chief Programs Officer

**9:55 a.m. Parenting Programs Continuum (p.8-9)**

Grettel Suarez, M.Ed.,  
Director of Research & Evaluation

**10:15 a.m. Break**

**10:30 a.m. Small Group Discussions:  
Potential Future Opportunities for Youth Development and Parenting**  
(rotate through 2 breakout topics for 45 mins each)  
Discussions begin at 10:30 a.m. & 11:15 a.m.

Board Members, Facilitators  
Mary Donworth & Pam Hollingsworth

**12:00 p.m. Full Board Debrief**

**12:20 p.m. Closing Remarks & Next Steps**

Kenneth C. Hoffman, Chair

**12:30 p.m. Adjourn**

**Board priorities identified in 2021 Board Retreat  
requiring additional funding for expansion or launching new activities.**

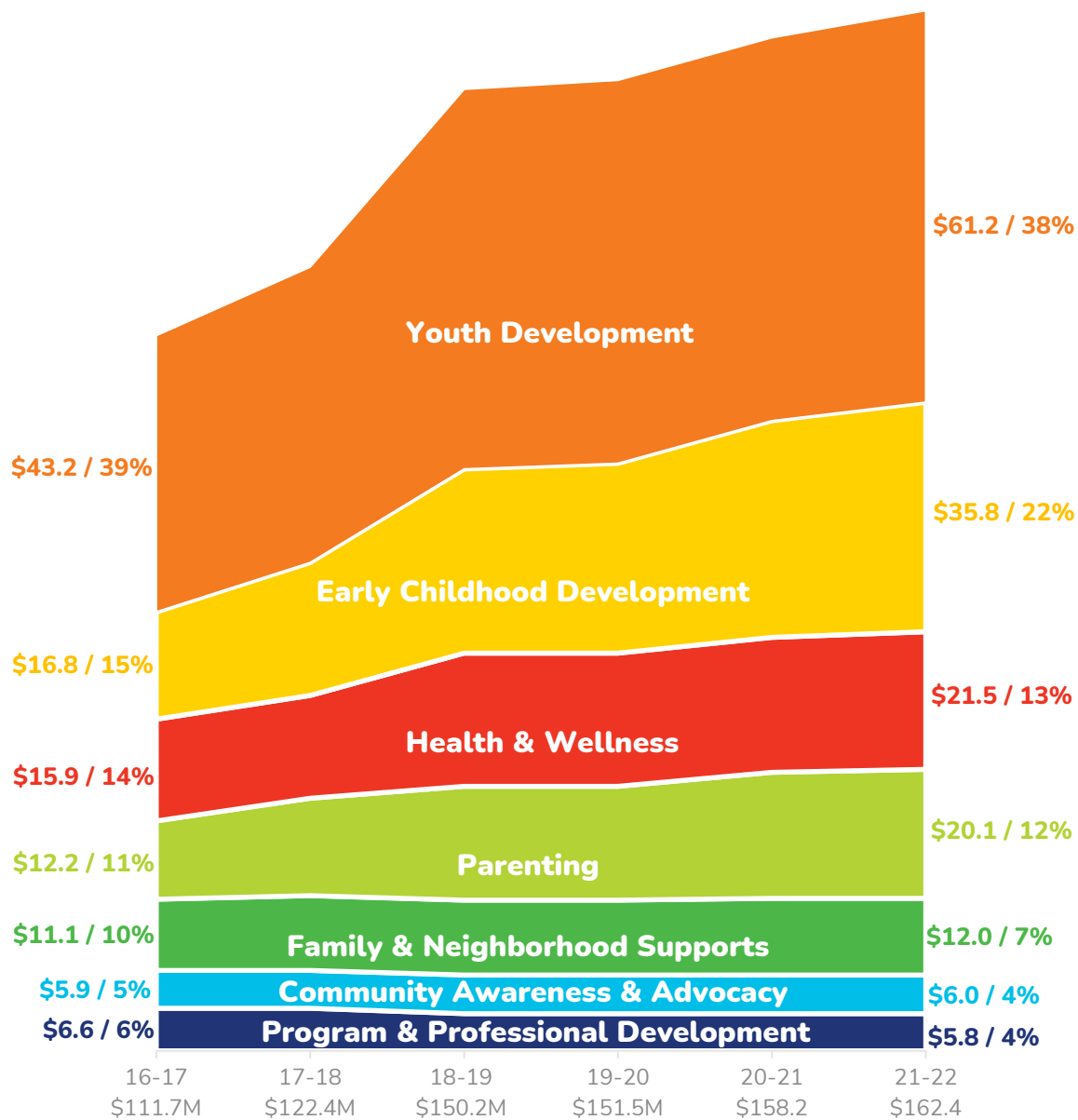
Budget Line	Initiative	Additional Funding Needed		
		FY 21-22	FY 22-23	FY 23-24
Parenting	<b>Book Club</b> expansion	1,100,000	1,100,000	1,100,000
Parenting	<b>Web content for parents, caregivers and children</b>	50,000	50,000	50,000
Parenting	<b>Parenting and family strengthening services</b> expansion to include programs with a focus on the prenatal to age 2-year timeframe and to support parent mental health/trauma	--	--	2,000,000
Early Childhood Development	<b>Minimum wage* impact on early learning child care programs</b> supported through Thrive by5 Quality Improvement System (QIS) child care scholarships and quality tiered payments	2,000,000	2,000,000	3,000,000
Youth Development	<b>Minimum wage* impact on direct Trust-funded programs</b>	350,000	800,000	1,500,000
Health	Professional development regarding <b>social emotional wellness (SEW)</b>	200,000	500,000	500,000
Health	<b>Racial equity, diversity and inclusion (REDI)</b> staff and organizational supports	200,000	500,000	500,000
Health	<b>School health services</b> expansion	--	--	TBD
Family & Neighborhood Supports	<b>Family and Neighborhood Support Partnerships</b> expansion to serve more populations in need	--	4,000,000	4,000,000
<b>TOTALS:</b>		<b>3,900,000</b>	<b>8,950,000</b>	<b>12,650,000</b>

\* Florida minimum wage increases by a dollar each year, starting in 2021 at \$10/hr, going up to \$15/hr in 2026.

# STRATEGIC PRIORITY INVESTMENTS 6-YEAR TREND (2016-17 to 2021-22)

Programmatic investments driven by board priorities **increased from \$111.7 million to \$162.4 million (up by more than \$50.7 million).**

**Thrive by 5-Early Childhood Development** and **Youth Development** increased the most, by about \$19 million each.



# COMPETITIVE SOLICITATION PROCESSES OVERVIEW

*The amount of time spent on each process varies based on the size of the solicitation, with the full process taking from 8 to 15 months.*

## **Initiative Planning (pre-release)**

- Cross-departmental staff review current initiative performance: What are the goals of the initiative and how well are they being met? What is working? What needs improvement? Lessons learned
- Incorporate relevant board priorities and policy guidance from discussions at meetings and retreats
- Review and incorporate any new best practice developments in the field that are relevant to the funding area
- Update participant needs assessments (using community indicator data, parent or youth surveys, participant focus groups, key informant interviews, etc.)
- Solicit feedback from funded and non-funded service providers
- Identify priority geographic areas or groups, if applicable
- Determine application and funding requirements, as well as total available funding
- Timeline planning and management
- Trust Central systems development (set-up and test templates in the grants, contracts, metrics, fiscal and programmatic reporting modules)
- Board approves funding for release of competitive solicitation
- Draft written solicitation content, application questions, reviewer scoring rubric and other relevant applicant resources
- REDI (racial equity, diversity and inclusion) review of solicitation content and requirements

## **Community Outreach & Engagement (pre-release)**

- Stakeholder input and networking sessions
- Strategic outreach, particularly in areas or groups identified as priority for expansion
- Advanced notice of funding processes, expectations and requirements
- Recruitment of volunteer community reviewers
- Email and social media outreach, website posting, provider bulletin
- Formal advertisement in major newspapers

## **Release**

- Solicitation and related resources released in Trust Central online grants module
- Cone of silence, conflicts of interest
- Bidders' conference (live with video posted after)
- Application training (live with video posted after)
- Typically, applicants have about a 6-week response time for submission
- Q & A functionality and sharing within the Trust Central grants module

## **Review Process**

- Reviewers (staff and community): qualifications, commitment, training
- Finance conducts fiscal audit ratings
- Independent application reviews using reviewer guidelines scoring rubric to rate each application section: population to be served, program services, staffing, partners and service linkage, outcomes, continuous learning and quality supports, funding request amount summary, and organizational capacity
- Each application is independently rated by three reviewers
- Review team debriefing meetings with the three reviewers lead to a collaborative team application score
- Interviews and/or site visits with viable applicants based on application scores, if needed
- Consideration of currently funded applicants is separate from new applicants for a more even playing field (this change in the last cycle increased the success rate for new applicants from 8% to 59%)

# COMPETITIVE SOLICITATION PROCESSES OVERVIEW

- Review of factors other than application score (geography/CRA obligations, cost, numbers served, duplication of proposed site locations, special populations, and applicant past performance, if applicable)
- Portfolio review across initiatives (ensure agencies recommended for multiple initiatives have the capacity to deliver)
- Funding recommendations released
- Applicants not recommended for funding are offered the option to schedule an informational feedback session or to appeal if they feel there has been a procedural error
- Board reviews and approves recommendations

## Contracting

- Contract negotiations typically a 2–3-month process to develop detailed budget and scope of services

## Tentative Timelines for Competitive Solicitations

<b>2022</b>	<b>Board Approves Funding Release</b>	<b>Estimated Solicitation Release</b>	<b>Estimated Funding Recommendations</b>	<b>New Funding Cycle Begins</b>
Family & Neighborhood Support Partnerships (FNSP)	Nov 2021	Feb 2022	June 2022	Oct 2022
Trust Academy Program Quality Supports	Nov 2021	Feb 2022	June 2022	Oct 2022
Innovation	Nov 2021	Feb 2022	June 2022	Oct 2022

<b>2023</b>	<b>Board Approves Funding Release</b>	<b>Estimated Solicitation Release</b>	<b>Estimated Funding Recommendations</b>	<b>New Funding Cycle Begins</b>
Youth Development Primary (K-5) After-school Programs & Summer Camps	April 2022	Sep 2022	March 2023	Aug 2023
Youth Development Secondary (6-12) After-school Programs & Summer Camps	April 2022	Sep 2022	March 2023	Aug 2023
Parenting	Oct 2022	Jan 2023	May 2023	Oct 2023
Benefits Enrollment Supports	Oct 2022	TBD	TBD	Oct 2023
Early Intervention Summer Programs	Oct 2022	TBD	TBD	Mar 2024

<b>2024</b>	<b>Board Approves Funding Release</b>	<b>Estimated Solicitation Release</b>	<b>Estimated Funding Recommendations</b>	<b>New Funding Cycle Begins</b>
Reading Enhancements	Oct 2023	TBD	TBD	Oct 2024
Book Club	Oct 2023	TBD	TBD	Oct 2024
Books for Free*	Oct 2023	TBD	TBD	Oct 2024

\*Staff will request a procurement waiver from the board to add a year to the current funding cycle, to align this initiative's competitive solicitation with the other related early literacy initiatives.

# YOUTH DEVELOPMENT OVERVIEW

	Primary (K-5) After-school Programs & Summer Camps	Secondary (6-12) After-school Programs & Summer Camps
<b>Funding</b>	<b>\$37.8 million</b>	<b>\$17.2 million</b>
<b>Evidence-based Activities</b>	<ul style="list-style-type: none"> <li>• Social and Emotional Learning</li> <li>• Literacy (group &amp; individual differentiated literacy instruction) by certified teachers</li> <li>• Homework assistance (during school year)</li> <li>• Physical activity</li> <li>• Special interest programming: arts/cultural, civic engagement, STEM</li> <li>• Healthy foods &amp; beverages</li> <li>• Family engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Social and Emotional Learning</li> <li>• Academic support (during school year)</li> <li>• Special interest programming: arts/cultural, civic engagement, college readiness, entrepreneurship, job training &amp; coaching (during school year), sports, STEM</li> <li>• Healthy foods &amp; beverages</li> <li>• Family engagement</li> </ul>
<b>Schedule Requirements</b>	<ul style="list-style-type: none"> <li>• Daily programming: consistent attendance expected</li> <li>• School year: 180 days, from school dismissal until 6 PM</li> <li>• Summer: 6-11 weeks, 10 hours/day, until 6 PM</li> </ul>	<ul style="list-style-type: none"> <li>• School year: 36+ weeks for 2+ days/week for 2+ hours/day                             <ul style="list-style-type: none"> <li>◦ Youth must attend 50+ days and get 150+ hours of programming</li> </ul> </li> <li>• Summer: 6-11 weeks for 2+ days/ week for 6+ hours/day                             <ul style="list-style-type: none"> <li>◦ Youth must attend 15+ days and get 90+ hours of programming</li> </ul> </li> </ul>
<b>Service Population</b>	<ul style="list-style-type: none"> <li>• Children from summer prior to K entry through 5<sup>th</sup> grade</li> <li>• Universal offering, with higher concentration of sites in high poverty areas</li> <li>• Full inclusion of children with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Youth from summer prior to 6<sup>th</sup> grade through 12<sup>th</sup> grade</li> <li>• Universal offering, with higher concentration of sites in high poverty areas</li> <li>• Full inclusion of youth with disabilities through age 22</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved social and emotional learning skills</li> <li>• Improved oral reading fluency (for K-3<sup>rd</sup> grades) and comprehension (for 4<sup>th</sup>-5<sup>th</sup> grades)</li> <li>• Improved physical fitness</li> </ul>	<ul style="list-style-type: none"> <li>• Improved social and emotional learning skills</li> <li>• Increased school engagement</li> <li>• Improved skills in specialized areas</li> </ul>

## Primary (K-5) After-school & Summer

Timeframe	Programs	Sites	Children
2020-21 School year	83	177	9,088
2021 Summer	88	173	11,316
<b>Annual Total:*</b>	<b>94</b>	<b>218</b>	<b>16,788</b>

\*Annual totals represent unduplicated counts across timeframes. Because some programs, sites and participants are in one or both timeframes, the numbers cannot be added.

## Secondary (6-12) After-school & Summer

Timeframe	Programs	Sites	Youth
2020-21 School year	57	71	3,050
2021 Summer	58	98	3,226
<b>Annual Total:*</b>	<b>74</b>	<b>124</b>	<b>5,518</b>

\*Annual totals represent unduplicated counts across timeframes. Because some programs, sites and participants are in one or both timeframes, the numbers cannot be added.

The number of 20-21 after-school participants decreased by almost 4,900 (35%) from the 19-20 school year, due to the impacts of the COVID-19 pandemic related to virtual schooling and social distancing. However, participant numbers in the summer of '21 increased by about 4,000 (56%) from the summer of '20, as programs were able to return to primarily in-person camps. Overall, there were about 750 (4%) fewer participants across both timeframes last year compared with the prior year.

The number of 20-21 after-school participants decreased by about 1,700 (36%) from the 19-20 school year, due to the impacts of the COVID-19 pandemic related to virtual schooling and social distancing. Participant numbers in the summer of '21 increased by about 250 (9%) from the summer of '20, as programs were able to return to primarily in-person camps. Overall, there were about 1,400 (20%) fewer participants across both timeframes last year compared with the prior year.

# YOUTH DEVELOPMENT OVERVIEW

## Summer Youth Internship Program: \$1.5 million

- Match funding from Miami-Dade County, CareerSource South Florida, EdFed and the Foundation for New Education Initiatives brings total investment to \$4,250,000
- 5-week, 150 hours work-based learning experience for high school or college credit
- Supported by teachers who monitor progress over the summer through visits and student assignments
- All interns open a credit union savings account where they are paid by direct deposit
- High school students entering 10th to 12th grades, ages 15-18
- Universal offering, with focus on engaging high-need youth
- Summer 2021:
  - 655 participating companies and organizations across the county
  - 2,321 students completed
  - Three-quarters qualified for free or reduced-price lunch
  - 13% identified as living with disabilities

## Cultural Affairs: \$1.5 million

- Match funding from Miami-Dade County brings total investment to \$5.3 million
- Funds nonprofit programs for cultural arts education and enrichment, including Youth Arts Enrichment, All Kids Included (accessible arts experiences) and Summer Arts & Science Camps
- Nearly 40,000 children and youth engaged, with about 2,500 in ongoing, intensive arts or science programs

## Reading Enhancements: \$0.9 million

Summer services:

- Embedded within typically about 70 Trust-funded summer camps and early childhood education programs
- Typically about 2,000 children entering grades K-2<sup>nd</sup> receive pre/post reading assessments to identify needs
- Small group (5 max) evidence-based reading intervention delivered by certified teachers for typically about 1,000 struggling readers, for 30- to 45-minute sessions, 4 days/week for 5 weeks
- Parent involvement activities and book giveaways engage families in home literacy supports
- Referral connections with Miami-Dade County Public Schools for additional school-year services when indicated

School year services:

- On-site and virtual coaching, observation and lesson plan supports for Trust-funded after-school program providers to ensure delivery of high-quality, evidence-based differentiated literacy instruction

## Current Policy Recommendation/Other Considerations

- Staff recommend that all future agencies funded for after-school and summer camps should directly operate at least one site of the daily contracted services themselves (i.e., lead agency should not be 100% administrative function only). This is currently the case for 6 contracts with 5 agencies (about 4% of current programs). The 100% administrative model reduces available funds for direct services and adds to layers of communication without adding significant value.
- Consider numerous factors contributing to increased operational costs, such as high-quality staff recruitment and retention, competitive rates for limited certified teachers, site costs, COVID protections, etc.

## Key Discussion Questions

1. Consider adding additional summer camp sites and slots, so that the number available is greater than the number for after-school, assuming more families need summer care than after-school care.
2. Within youth development, is the distribution of funding across ages and grades aligned with board priorities given that younger school-age children need child care for parents to work?
3. How should we address increased program costs related to minimum wage given the timing of the funding cycle? Some agencies have already moved to \$15/hour.
4. Are there program activities or outcomes that should be enhanced, added or removed?
5. Other questions or suggestions related to youth development.

# PARENTING OVERVIEW

## CONTINUUM OF CARE in English, Spanish & Haitian Creole

### UNIVERSAL

Brief, universally relevant services offer evidence-based, effective and low-cost strategies that can reach large, diverse groups of parents and caregivers who are interested in promoting positive parenting practices that support child development. Services include light-touch, one-time workshops and other informational resources.

**\$4.5 million**

#### **Parenting Our Children Newsletter & Web Resources**

#### **Parent Club**

- Informational workshops for parents of children birth to age 16
- Partners with Miami-Dade County Public Schools Family Engagement office
- Foster connections and sharing among parents and with community resources

#### **Book Club**

- Free monthly books and parent reading activities by mail from birth to 5<sup>th</sup> birthday
- Focus on enrollment in areas with high child poverty and low language development, school readiness and 3<sup>rd</sup> grade reading

#### **Reach Out & Read**

- Pediatricians prescribe reading and provide free books for parents of children birth to age 5

#### **Books for Free**

- Collection bins and book drives to collect new and gently used books for children birth to age 8
- Distribution bookshelves in high need areas in places where parents and children frequent

### SELECTIVE

Services designed to meet the needs of families who may be more likely to face parenting challenges, such as health or behavior problems related to social, educational, economic or environmental factors. Services include in-person and virtual group and individual sessions or home visitation, which typically involve multiple contacts over a specific timeframe of several months.

**\$14 million**

#### **Parenting Education & Advocacy Groups**

- Parents of children birth to age 18
- Structured, weekly sessions over time
- In varied community locations, including schools and child care
- Effective communication, age-appropriate child development, behavior management, child safety and injury prevention

#### **Evidence-based Programs:**

- Families and Schools Together (FAST) Track Program
- Nurturing Parenting Program
- Parent to Parent Peer Support Programs
- People Empowering People (PEP)
- Positive Parenting Program (Triple P)
- Strengthening Families Program
- The Incredible Years

#### **Home Visitation Programs**

- Families who face parenting challenges and would like support in early childhood (birth to age 5)
- Multi-year programs
- Child health, development and school readiness
- Regular developmental screenings and follow-up when needed

#### **Evidence-based Programs:**

- Healthy Families
- Healthy Steps
- Home Instruction for Parents of Preschool Youngsters (HIPPIY)
- Parents as Teachers (PAT)

### INDICATED

More intensive, therapeutic services for families experiencing challenges with child or youth behavior, parent-child relationships, and/or consequences of youth violence or parent mental health or substance abuse issues. Evidence-based interventions are more intensive and frequent, typically delivered by trained clinicians, often in home or clinic environments.

**\$3.3 million\***

#### **Family Behavioral Health Services**

- Families of children ages 2 to 18 years
- Clinical interventions in homes and other therapeutic and virtual settings
- Some use natural helpers to engage families

#### **Evidence-based Programs:**

- Culturally Informed and Flexible Family-Based Treatment for Adolescents (CIFFTA)
- Functional Family Therapy (FFT)
- Parent-Child Interaction Therapy (PCIT)
- Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)

\*Almost \$2 million of this funding is in the Health & FNS budget lines



# PARENTING OVERVIEW

## UNIVERSAL

**6** contracts.

Newsletter has **55,700** digital subscribers, **52,400** hard copies distributed at **71** locations countywide.

**1.8 million** web page views.

**74,000** social media followers.

Parent Club supported **7,129** parents and caregivers, a 33% increase from the prior year.

**39,250** active Book Club members.

**70** Reach Out & Read pediatric clinics.

**73** Books for Free bookshelf locations.

**502,484** books distributed through multiple initiatives.

## SELECTIVE

**39** contracts reached **5,359** families of **9,920** children.

On average, families attended **11** sessions of parenting education over a 3-6-month timeframe.

Home visiting and individual services duration varies from **18 months to 5 years**, with weekly to monthly visits based on level of need.

## INDICATED

**9** contracts reached **954** families of **1,975** children.

Average service duration is **3-6 months**, according to the evidence-based model and individual family need.

Last year, families attended an average of **10** sessions, with a range from **1 to 46**.

**Outcome domains across the continuum are related and overlapping. Programs aim to:**

- Increase families' knowledge of child development, available supports and parenting skills
- Connect parents with other parents and community resources
- Increase parent leadership and advocacy skills
- Increase children's access to age-appropriate books
- Increase the frequency and duration of adults reading with young children
- Increase parent behaviors and interactions that support early literacy development
- Ensure timely receipt of early intervention for developmental delays
- Ensure timely well-child visits for pediatric care
- Support home environments that foster healthy development
- Increase families' positive parent-child interactions
- Decrease families' parenting stress
- Decrease child problem behavior/maintain appropriate behavior
- Increase children's school readiness and academic success
- Decrease rates of injury-related visits to emergency rooms
- Decrease rates of child maltreatment

### Key Discussion Questions

1. Is our distribution of funding across the continuum of care (universal, selective & indicated) aligned with board priorities?
2. How should we address the priority discussed in last year's retreat to support parent mental health and trauma?
3. How should we address the priority discussed in last year's retreat to include evidence-based programs with a focus on the prenatal to age 2 timeframe?
4. Are there program activities or outcomes that should be enhanced, added or removed?
5. Other questions or suggestions related to parenting.