

# Executive Committee Meeting

Monday, March 16, 2020  
3250 S.W. 3<sup>rd</sup> 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. **Finance Committee Report**

Steve Hope  
*Committee Chair*

Magaly Abrahante, Ed.D.  
Laura Adams  
Matthew Arsenault  
Daniel Bagner, Ph.D.  
Hon. Juan Fernandez Barquin  
Hon. Dorothy Bendross-Mindingall, Ph.D.

### 4:20 p.m. **Finance & Operations Committee Report**

Steve Hope  
*Committee Chair*

Constance Collins  
Mary Donworth  
Richard P. Dunn II  
Beth Edwards  
Gilda Ferradaz  
Lourdes P. Gimenez  
Nicole Gomez  
Mindy Grimes-Festge  
Nelson Hincapie  
Pamela Hollingsworth  
Monique Jiménez-Herrera, PsyD.  
Hon. Barbara Jordan

### **Comprehensive Annual Financial Report (CAFR) FY 2018-19 Presentation**

Moises Ariza, Partner  
*Marcum, LLP*  
Branden Lopez, Manager  
*Marcum, LLP*

Maurice Kemp  
Tiombe Bisa Kendrick-Dunn  
Marissa Leichter  
Frank Manning  
Susan Neimand, Ed.D.  
Hon. Orlando Prescott  
Javier Reyes  
Hon. Isaac Salver  
Michael Turino

### **Resolutions**

Steve Hope  
*Committee Chair*

David Lawrence Jr.  
Founding Chair

**Resolution 2020-30:** Authorization to negotiate and execute a contract with BMK Media Consulting Corporation, an Infrastructure as a Service (IaaS) vendor, in a total amount not to exceed \$117,477.00, for a term of 15 months, commencing July 1, 2020, and ending September 30, 2021, with four remaining 12-month renewals subject to annual funding appropriations. *(Pgs. 4-5)*

James R. Haj  
President & CEO

**Resolution 2020-31:** Authorization to enter into a contract with Armstrong Creative Consulting, Inc., for event planning services, in a total amount not to exceed \$290,000.00, for a term of seven months, commencing March 1, 2020, and ending on September 30, 2020, with four remaining 12-month renewals subject to annual funding appropriations. *(Pgs. 6-7)*

County Attorney's Office  
Legal Counsel

**Resolution 2020-32:** Authorization to enter into a purchase agreement with Linda S. Weston d/b/a Ahead Advertising Specialties for the Trust-branded promotional items in a total amount not to exceed \$50,000.00 for a term of seven months commencing on March 17, 2020 and ending on September 30, 2020. *(Pgs. 8-9)*

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 2020-33:** Authorization to execute a purchase agreement with Yellow Box, Inc., to rent and maintain Yellow Box kiosks in the amount of \$29,166.70, for a term of seven months, commencing March 17, 2020, and ending September 30, 2020. *(Pgs. 10-11)*

4:30 p.m. **Program Services and Childhood Health Committee Report**

Karen Weller  
*Vice Chair Committee*

**Thrive by Five Quality Improvement System (QIS) & Early Intervention**

James R. Haj  
*President/CEO*  
Rachel Spector  
*Associate Director of Programs*

**Resolutions**

Karen Weller  
*Vice Chair Committee*

**Resolution 2020-34:** Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe for an amount not to exceed \$5,000,000.00 for the disbursement of slot payments to early learning programs for The Children's Trust Child Scholarship program, and for The Children's Trust to encumber a purchase order in the amount of \$7,000,000.00 for high-quality tiered payment differentials, in a total amount not to exceed \$12,000,000.00 for a term of 12 months, commencing July 1, 2020, and ending June 30, 2021. *(Pgs. 12-14)*

**Resolution 2020-35:** Authorization to negotiate and execute a contract renewal with United Way of Miami-Dade to provide early childhood development supports for an ongoing, observation-based assessment system for young children, 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, with two remaining 12-month renewals, subject to annual funding appropriations. *(Pgs. 15-18)*

**Resolution 2020-36:** Authorization to negotiate and execute a contract renewal with the University of Miami (UM) in a total amount not to exceed \$3,000,000.00, to provide infant and early childhood mental health consultation (I/ECMHC) services, for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021, with two remaining 12-month renewals, subject to annual funding appropriations. *(Pgs. 19-21)*

**Resolution 2020-37:** Authorization to negotiate and execute a contract amendment to extend the current 12-month contract with the Children's Forum for the administration of the Child Care INCENTIVE\$ Florida (formerly known as WAGE\$ Florida) program for the education and employment stability of child care practitioners, for an additional two months, increasing the amount by \$41,667.00, in order to align with the fiscal year; authorization to negotiate and execute a contract renewal with the Children's Forum for said services, for a term of 12 months commencing October 1, 2020, and ending September 30, 2021, in an amount not to exceed \$250,000.00; and authorization for The Children's Trust to extend the current purchase order for wage supplement payments in the amount of \$331,667.00 through September 30, 2020 and to encumber a new purchase order in the amount of \$1,990,000.00 for wage supplement payments, in a total amount not to exceed \$2,613,334.00. *(Pgs. 22-23)*

**Resolution 2020-38:** Authorization to negotiate and execute a contract renewal with the Children's Forum for an amount not to exceed \$700,000.00 for the management of the Early Learning Career Center, and for The Children's Trust to expend up to \$1,166,667.00 for educator scholarships, in a total amount not to exceed \$1,866,667.00, for a term of 14 months, commencing August 1, 2020, and ending September 30, 2021, with two remaining 12-month renewals, subject to annual funding appropriations. *(Pgs. 24-25)*

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 2020-39:** Authorization to negotiate and execute a contract renewal with the University of Miami Miller School of Medicine (UM) in an amount not to exceed \$1,300,000.00 for comprehensive early intervention services for children with mild developmental delays who do not meet eligibility requirements for the Individuals with Disabilities Education Act (IDEA) parts B or C, for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021 with two remaining 12-month renewals, subject to annual funding appropriations. *(Pgs. 26-27)*

**Resolution 2020-40:** Authorization to negotiate and execute final contract renewals with seven providers for early childhood community-research demonstration projects that support early childhood development through the implementation and evaluation of programs with high-need populations, in a total amount not to exceed \$1,539,358.00, for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021. *(Pgs. 28-30)*

**Resolution 2020-41:** Authorization to negotiate and execute a contract with the UM-NSU Center for Autism and Related Disabilities (CARD) for autism spectrum disorders (ASD) diagnostic evaluation services, in a total amount not to exceed \$308,000.00, for a term of 14 months, commencing August 1, 2020, and ending September 30, 2021 *(Pgs. 31-32)*

**Resolution 2020-42:** Authorization to negotiate and execute a contract with Miami Lighthouse for the Blind and Visually Impaired, Inc., for a comprehensive vision program, for a term of 12 months, commencing July 1, 2020, and ending June 30, 2021, in a total amount not to exceed \$400,000.00. *(Pgs. 33-34)*

**Resolution 2020-43:** Authorization to negotiate and execute contract renewals with six providers for comprehensive school-based health services, each for a term of 12 months, commencing July 1, 2020 and ending June 30, 2021, in a combined total amount not to exceed \$16,250,000.00, with two additional 12 month renewals, subject to funding appropriations; and also request authorization to use funds from this initiative to leverage federal funding through the Low-Income Pool program (LIP). *(Pgs. 35-37)*

**Resolution 2020-44:** Authorization to negotiate and execute a contract with Nova Southeastern University for capacity building for school nurses focused on oral health screening, prevention and referrals, in a total amount not to exceed \$250,000.00 for a term of 12 months commencing, July 1, 2020, and ending June 30, 2021. *(Pgs. 38-39)*

**Resolution 2020-45:** Authorization to negotiate and execute contract renewals with three providers identified herein, to deliver oral health preventive services, in a total amount not to exceed \$550,014.00 for a term of 12-months, commencing August 1, 2020, and ending July 31, 2021, with two remaining 12-month renewals. *(Pgs. 40-41)*

**Resolution 2020-46:** Authorization to negotiate and execute a contract with Miami-Dade County for the HERO truancy prevention program (formerly known as iAttend), a component of the Case Management Referral Program, in a total amount not to exceed \$880,000.00 for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021. *(Pgs. 42-45)*

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

**Reminder:**  
**Next Board Meeting: \*Monday, April 20, 2020\***

## The Children's Trust Board Meeting

**Date: March 16, 2020**

**Resolution: 2020-30**

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**Strategic Plan Priority Investment Area:** Information Technology

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

**Recommended Action:** Authorization to negotiate and execute a contract with BMK Media Consulting Corporation, an Infrastructure as a Service (IaaS) vendor, in a total amount not to exceed \$117,477.00, for a term of 15 months, commencing July 1, 2020, and ending September 30, 2021, with four remaining 12-month renewals subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$117,477.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

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**Description of Services:** BMK Media Consulting Corporation will provide the following IaaS managed services: host hardware, software, servers setup and maintenance, storage, network equipment, and other infrastructure components. Examples of services include system maintenance, backup, and resiliency planning. The vendor is expected to deliver exemplary help desk support remotely within the established service level agreement.

**Background:** In alignment with The Children's Trust's IT vision and strategy, all technological solutions are as a service. On October 21, 2019, the board of The Children's Trust approved the release of a request for proposals (RFP) to procure IaaS managed services through resolution #2020-06. The Children's Trust issued RFP #2020-03 in November of 2019. A total of five applications were received and reviewed independently by trained reviewers including an external reviewer. All vendors were evaluated for their capacity, expertise, and qualifications to provide needed services. Three vendors were selected as finalists and were interviewed. BMK Media Consulting Corporation (BMK Media) demonstrated the requisite experience to manage The Children's Trust's existing services and provide consultative partnership to further optimize technology services and solutions. The Children's Trust will realize annual savings of \$70,000.00 through BMK Media's pricing proposal. Additionally, BMK Media had excellent references from non-profit, social service organizations.

To allow for a smooth transition of services, BMK Media will commence services on July 1, 2020 while the current vendor will remain on contract through September 30, 2020. BMK Media's contract will end on September 30, 2021 with annual renewal options through September 30, 2023. BMK Media Consulting Corporation will be evaluated at the end of the third year for a possible two-year extension.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-31**

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**Strategic Plan Priority Investment Area:** Community Awareness and Advocacy

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

**Recommended Action:** Authorization to enter into a contract with Armstrong Creative Consulting, Inc., for event planning services, in a total amount not to exceed \$290,000.00, for a term of seven months, commencing March 1, 2020, and ending on September 30, 2020, with four remaining 12-month renewals subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$290,000.00 for this resolution is allocated for FY 2019-2020.

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**Description of Services:** Armstrong Creative Consulting, Inc. will provide event planning services for the 2020 Children's Trust Family Expo, the largest community resource fair in Miami-Dade County with more than 200 exhibitors attracting 10,000-15,000 people annually. Services to be provided include, but are not limited to:

- managing and tracking exhibitor registration;
- providing live and online customer support to exhibitors throughout the registration process, leading up to the event, during setup and breakdown afterward;
- recruiting, managing, tracking and coordinating all event sponsors;
- applying for and securing all permits and inspections;
- hiring security;
- obtaining estimates, paying for, scheduling and managing the execution of all décor, AV services, entertainment and educational/interactive special areas;
- obtaining estimates, paying for, scheduling and managing all entertainment and outdoor activities such as bounce houses, rock climbing walls, face painters, balloon artists, magicians, stilt walkers, and other entertainers;
- selecting and managing an event food vendor for the public and volunteers;
- ordering all on-site event signage and programs;
- hiring and managing all event staff;
- coordinating and managing up to 100 volunteers;
- obtaining estimates, paying for, scheduling and managing sign languages interpreters;
- collaborating with the Miami-Dade County Fair and Expo Center on all event logistics and requirements, including obtaining insurance certificates from exhibitors; and
- overseeing all aspects of the event and troubleshooting all issues that may arise; and reconciling all event expenses.

**Background:** On October 21, 2019, the board of The Children's Trust approved the release of requests for proposals (RFPs) to procure communication services through resolution # 2020-06. The Children's Trust issued RFP #2020-04 in January of 2020 seeking applicants

with demonstrated expertise to provide event planning services for The Children’s Trust Family Expo. A total of four agencies attended the bidders conference and application training session, but Armstrong Creative Consulting, Inc. was the only agency to submit an application. After a comprehensive review, The Children’s Trust recommends this application for funding. The process for consideration included an independent evaluation by four trained reviewers, a review team debriefing meeting and a service area analysis. Additionally, Armstrong Creative Consulting, Inc. has successfully planned and executed the Family Expo for the past four years.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-32**

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**Strategic Plan Priority Investment Area:** Community Awareness and Advocacy: Public Awareness and Program Promotion

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

**Recommended Action:** Authorization to enter into a purchase agreement with Linda S. Weston d/b/a Ahead Advertising Specialties for the Trust-branded promotional items in a total amount not to exceed \$50,000.00 for a term of seven months commencing on March 17, 2020, and ending on September 30, 2020.

**Budget Impact:** Funding in the amount of \$50,000.00 for this resolution is allocated for FY 2019-2020.

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**Description of Services:** Linda S. Weston d/b/a Ahead Advertising Specialties oversees the manufacture and delivery of various Trust-branded materials, including 4,625 book bags for annual back-to-school outreach efforts in low-income neighborhoods; 1,000 headphones; and other promotional materials to be used for targeted outreach efforts. The book bags will be disseminated during targeted outreach efforts as needed at approximately 45 neighborhood-based back-to-school events throughout Miami-Dade County. Headphones will be distributed during the annual Family Expo event, and the remaining of the promotional materials will be selectively distributed at outreach events throughout the year.

**Background:** To identify a source for The Children's Trust branded promotional items, between January and February 2020 staff received quotes for 4,625 book bags from the following vendors: (1) 4 Imprint (2) Motivators Promotional Products; (3) Ahead Advertising Specialties. For the headphones and promotional materials, at least three quotes were sought from a variety of other companies, not limited to those mentioned, in compliance with The Children's Trust procurement policy. Detailed item specifications for the book bags, headphones and other promotional materials were provided to each vendor. Vendors responded with prices and real samples, when possible, or product photos. Ahead Advertising Specialties was selected as the vendor for the items identified in this resolution because it provided the lowest bid for the highest-quality product.

**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 **16<sup>th</sup> day of March, 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: March 16, 2020**

**Resolution: 2020-33**

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**Strategic Plan Priority Investment Area:** Community Awareness and Advocacy

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

**Recommended Action:** Authorization to execute a purchase agreement with Yellow Box, Inc., to rent and maintain Yellow Box kiosks in the amount of \$29,166.70, for a term of seven months, commencing March 17, 2020, and ending September 30, 2020.

**Budget Impact:** Funding in the amount of \$50,000.00 for this resolution is allocated for FY 2019-2020.

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**Description of Services:** Yellow Box kiosks are a highly visual and successful tool to disseminate information about Trust-funded programs throughout the Haitian community. Funding for Yellow Box, Inc., will provide for the rental and regular restocking of colorful kiosks that display printed parent resource materials in both English and Haitian-Creole. Funding will also cover the display of photographs of Trust-funded programs with Creole messages on video screens throughout the Haitian community within Miami-Dade County. The video screens are monitors located at the top of the kiosks with video capabilities that feature programs and services funded by The Children's Trust. The Children's Trust has access to 25 custom built displays in the Haitian community.

**Background:** The Children's Trust has been using Yellow Box, Inc.'s kiosks to disseminate information in the Haitian community since May 2014. This kiosk service was previously provided through Imaginart Media's outreach and media buying contract with The Children's Trust, and Imaginart Media subcontracted with Yellow Box, Inc. Imaginart Media was not selected for the Media Buying RFP #2020-02 solicitation. As such, The Children's Trust is now contracting directly with Yellow Box, Inc. to continue the kiosk services. The Children's Trust has already expended \$20,833.30 to Yellow Box, Inc. for this kiosk service from October 1, 2019 to February 29, 2020. This purchase agreement for \$29,166.70 is for the kiosk rental and maintenance services for the remainder of the fiscal year.

Yellow Box kiosks, owned by Yellow Box, Inc., are unique and proprietary products that have grown in popularity and visibility in Miami-Dade County. Per The Children's Trust's procurement policy section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-4, single source purchases), a competitive solicitation is not required.

**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 **16<sup>th</sup> day of March, 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: March 16, 2020**

**Resolution: 2020-34**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Child Care Quality Improvement.

**Strategic Plan Headline Community Result(s):** Children attend quality child care; and children are ready for kindergarten.

**Recommended Action:** Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe for an amount not to exceed \$5,000,000.00 for the disbursement of slot payments to early learning programs for The Children’s Trust Child Scholarship program, and for The Children’s Trust to encumber a purchase order in the amount of \$7,000,000.00 for high-quality tiered payment differentials, in a total amount not to exceed \$12,000,000.00 for a term of 12 months, commencing July 1, 2020, and ending June 30, 2021.

**Budget Impact:** Funding in the amount of \$12,000,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

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**Description of Services:** The Children’s Trust early learning quality improvement system (QIS), part of the Thrive by 5 initiative, builds on Florida’s current strategic investments to improve the quality of early learning programs for children at the highest risk of school failure. This funding seeks to customize and address the financial challenges of child care providers in low income/high-need zip codes, resulting in higher quality programming for children. Funding for the achievement and maintenance of quality standards is available to early learning providers through a tiered payment differential and child scholarship slot payments. The Early Learning Coalition of Miami-Dade/Monroe (ELC) has a contract with the State Office of Early Learning (OEL) to administer school readiness payments, Gold Seal payments and provide tiered payment differentials as a result of HB 1091, which was adopted on March 30, 2018, and became effective on July 1, 2018.

Per chapter 1002.82(n), Florida Statutes, The Early Learning Coalition categorizes programs into quality tiers, from one to five (lowest to highest quality), based on Classroom Assessment Scoring System (CLASS®) assessments measuring teacher-child interactions. More than 200 studies demonstrate that children in classrooms with more effective teacher-student interactions, as measured by CLASS, have better social and academic outcomes, such as improvements in math, literacy, cognition and classroom engagement. The Children’s Trust leverages state funding for the CLASS assessments through this coordinated approach.

With the purchase order encumbered through this resolution, programs at tiers two and above receive payment differentials for all children ages birth to five years attending their program (not only school readiness recipients). Early learning providers receive a payment differential according to their quality tier. The tier payment is additional funding on top of the base School Readiness subsidy rate. The breakdown of differential payment percentages by quality tier level are noted in the following table.

<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>	<b>Tier 4</b>	<b>Tier 5</b>
None	3%	10%	12%	15%

The Early Learning Coalition manages the child scholarship payments to address early learning capacity issues in our community. Miami’s significant oversaturation of the child care market, coupled with low payment rates for children receiving school readiness subsidies, pose significant challenges for providers to meet and maintain high-quality standards. The Children’s Trust will offer guaranteed payment for slots in high-quality programs, to serve children not otherwise served by the school readiness program. The Children’s Trust child scholarships help children who become ineligible for a school readiness subsidy during the school year, families that have income up to 300 percent of the federal poverty rate, children on the school readiness waitlist or children referred from one of our funded programs. To date, 619 children have received a scholarship and are enrolled across 102 high-quality early learning programs.

Licensed child care programs that meet all of the following criteria qualify to participate in the early learning QIS: 1) serve 30 percent or more young children receiving a school readiness subsidy, 2) located in a low-income neighborhood, and 3) serve infants and toddlers. The funding in this resolution will support more than 13,100 children in early learning programs. There are currently 272 programs participating in the early learning QIS and the distribution across the quality tiers is shown in the table below. At the conclusion of 2018-2019, 56 of 189 programs increased in their CLASS composite score, with 48 of those increasing from their original tier to either a tier 4 or tier 5.

Contract year	Number of Programs					Total
	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	
2018-19	2	28	106	50	3	189
2019-20	2	43	131	88	8	272

**Background:** Support of high-quality tiered payment differentials and child scholarship slot payments were newly developed strategies added as part of the broader Thrive by 5 quality improvement system in late 2018. The QIS builds on prior Trust efforts, evaluation and board policy guidance, as well as the state’s early learning performance funding project. Functioning through an equity lens and collective impact approach, the QIS intervenes across systems to promote healthy development for children living in poverty by helping to build two-generational economic stability for families.

The ELC was created by Florida Statute to enact school readiness programs and administer federal, state and local funds allocated by the State Office of Early Learning (OEL) within the Department of Education for subsidized child care in Miami-Dade and Monroe Counties. As such, it is the sole entity responsible for determining eligibility and administering all state and federal child care payments to early learning providers. As such and per The Children’s Trust’s procurement policy section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-4, single source purchases), a competitive solicitation is not required.

**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:

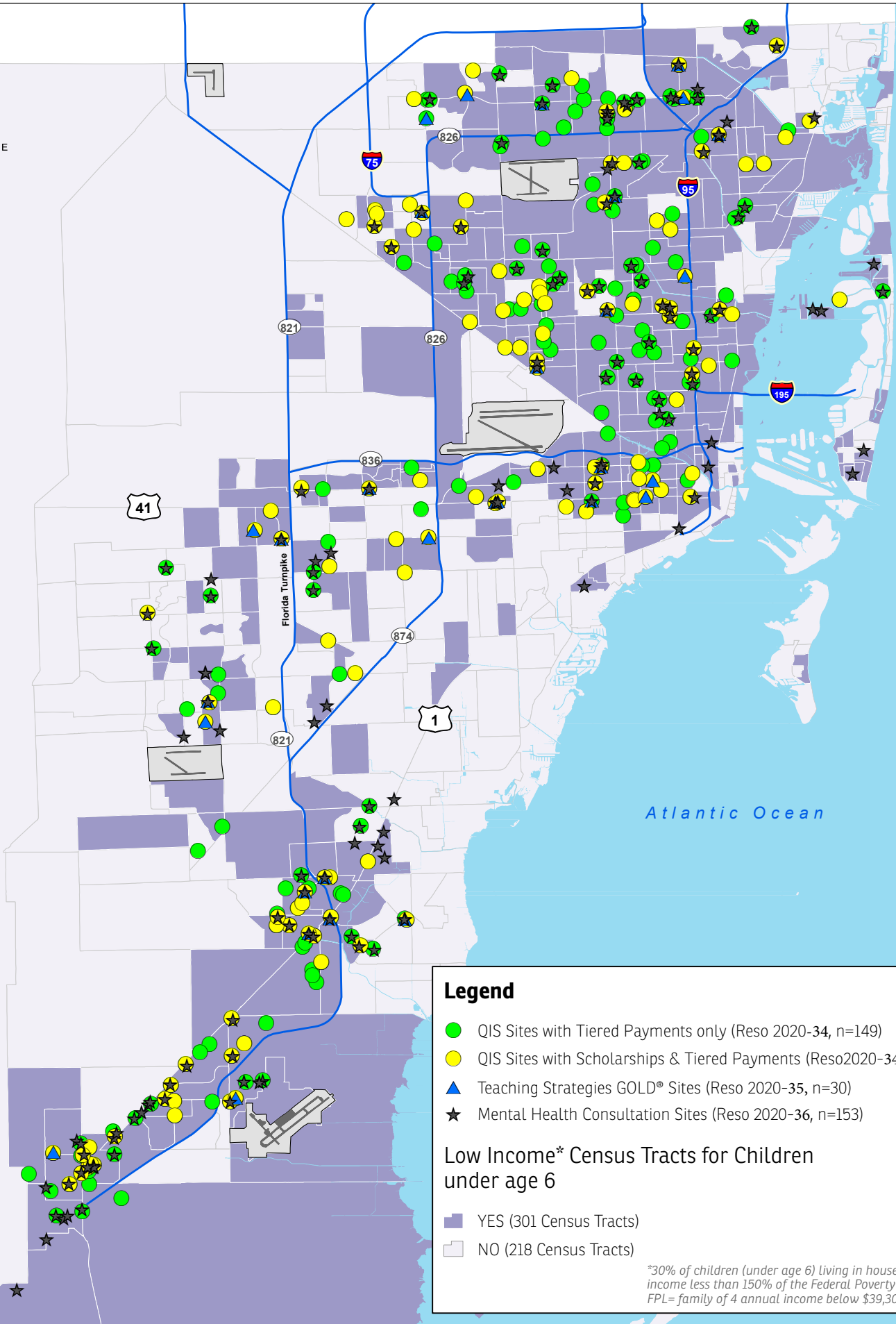
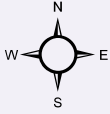
The Chairperson thereupon declared the resolution duly passed and adopted this **16<sup>th</sup> day of March 2020.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_



### Legend

- QIS Sites with Tiered Payments only (Reso 2020-34, n=149)
- QIS Sites with Scholarships & Tiered Payments (Reso2020-34, n=125)
- ▲ Teaching Strategies GOLD® Sites (Reso 2020-35, n=30)
- ★ Mental Health Consultation Sites (Reso 2020-36, n=153)

### Low Income\* Census Tracts for Children under age 6

- YES (301 Census Tracts)
- NO (218 Census Tracts)

\*30% of children (under age 6) living in households with income less than 150% of the Federal Poverty Level (FPL)  
FPL= family of 4 annual income below \$39,300



**Thrive by 5 Quality Improvement System Sites and Services**

Data Sources:  
-The Children's Trust  
-US Census Bureau  
American Community Survey  
2014-18 5 year estimates

Location:  
Miami-Dade County,  
Florida

Created by  
Research and  
Evaluation  
February 2020

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

## The Children's Trust Board Meeting

**Date: March 16, 2020**

**Resolution: 2020-35**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Child Care Quality Improvement

**Strategic Plan Headline Community Result(s):** Children attend quality child care, children are supported by nurturing and involved parents, and children are ready for kindergarten; and children behave appropriately in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract renewal with United Way of Miami-Dade to provide early childhood development supports for an ongoing, observation-based assessment system for young children, 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, with two remaining 12-month renewals, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$1,000,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

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**Description of Services:** Through the Thrive by 5 initiative, The Children's Trust is committed to improving the quality of early learning child care programs throughout Miami-Dade County, to support better outcomes for young children and ensure their readiness for school. The United Way of Miami-Dade (UW) will manage, coordinate and deliver high-quality, comprehensive Teaching Strategies GOLD® (GOLD®) training and support services for educators working at eligible early learning programs. GOLD® is a valid and reliable observation-based assessment system to measure children's growth and development from birth through kindergarten. The primary purposes of GOLD® are to document children's learning over time, inform instruction and facilitate communication with families and other stakeholders.

The UW is providing the following services as part of the GOLD® implementation plan:

- 1) phased rollout for early learning programs to include program readiness, a technological needs assessment and cohort development;
- 2) create a professional development plan for GOLD® assessment coaches;
- 3) provide training for early learning educators;
- 4) offer ongoing on-site coaching and technical assistance;
- 5) manage data systems; and
- 6) develop data dissemination process and feedback loop.

The UW subcontracts with Teaching Strategies, LLC to provide several of the service components described above. Support of GOLD® was a newly developed strategy added as part of the broader Thrive by 5 quality improvement system in late 2018. During the first 11 months of this inaugural effort, The UW:

1. conducted 138 program readiness and technology assessments;
2. worked with the first cohort of programs, which includes 29 early learning programs, 272 teachers and 1,823 children;



3. delivered seven specialized trainings and three Community of Practice sessions in English and Spanish for child care directors and teachers; and
4. ensured that implementation coaches completed more than 20 trainings and courses specific to Teaching Strategies GOLD®.

**Background:** High-quality early learning experiences benefit children’s school readiness and later life success. While these experiences positively affect all children, the most significant impact is for young children who are economically disadvantaged, resulting in a narrowing of the readiness or achievement gap at kindergarten entry. One of the most important outcomes of a quality early learning program is its ability to prepare children for kindergarten, which includes developing children’s basic skills in literacy, math and science, as well as their social and emotional development.

As a child assessment system, GOLD® is culturally and linguistically responsive. It is designed to assess the ongoing developmental learning of all young children, including English language learners and children with disabilities. GOLD® assesses developmental skills for 38 research-based objectives in the following 10 areas: Social-Emotional, Language, Physical, Cognitive, Literacy, Science and Technology, Mathematics, Social Studies, the Arts and English Language Acquisition. GOLD®’s objectives are aligned with Florida’s Early Learning and Developmental Standards for Birth to Kindergarten (2017).

The purpose and value of implementing GOLD® are to:

- 1) train teachers to link instructional curriculum with individual child assessment; accurately evaluate children’s progress and conduct authentic observations;
- 2) inform program and classroom practice - such as learning processes, lesson planning and instruction to address the individual needs of children;
- 3) provide trend data to make decisions about the professional development needs of the early learning workforce;
- 4) measure child progress and provide child-level data to demonstrate children’s readiness for kindergarten;
- 5) inform communication with families about their children’s learning and developmental gains to ensure meaningful family engagement; and
- 6) improve experiences, learning outcomes, development and well-being of young children and their families in the community.

On January 22, 2019 the board of The Children’s Trust approved the funding recommendation from the request for proposals, RFP#2018-14, for early childhood development supports for an ongoing, observation-based assessment system for young children for a five-year funding cycle. Following a comprehensive review process, the UW demonstrated their capacity, expertise and qualifications to provide the services.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-36**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Child Care Quality Improvement and Early Intervention

**Strategic Plan Headline Community Result(s):** Children attend quality child care; children regularly access medical, dental and behavioral health care; children are supported by nurturing and involved parents; children are ready for kindergarten; and children behave appropriately in schools, homes and community.

**Recommended Action:** Authorization to negotiate and execute a contract renewal with the University of Miami (UM) in a total amount not to exceed \$3,000,000.00, to provide infant and early childhood mental health consultation (I/ECMHC) services, for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021, with two remaining 12-month renewals, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$3,000,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-2021.

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**Description of Services:** As part of the Thrive by 5 initiative, The Children's Trust invests in Infant and early childhood mental health consultation (I/ECMHC) to improve children's social and emotional well-being by building the capacity of early childhood educators, directors, parents and other caregivers. It promotes healthy child development and helps to manage challenging behaviors young children may exhibit. I/ECMHC consultants adhere to the following practice-based principles:

- relationship-based;
- collaborative;
- individualized;
- culturally and linguistically responsive;
- integrated with community services and supports;
- grounded in developmental knowledge;
- evidence-informed;
- data-driven;
- delivered in natural settings; and
- spans the continuum from promotion through intervention.

The Children's Trust adopted the Georgetown model of I/ECMHC for school-based settings. The model was developed and evaluated by the Georgetown University Center for Child and Human Development in conjunction with researchers and clinical experts across the country. It is an effective model to promote social-emotional development, effectively address young children's challenging behaviors and reduce the need for preschool expulsions. The three core components of the model are: 1) a solid program infrastructure, 2) highly qualified mental health consultants, and 3) high-quality early learning services.

UM operates the program and all licensed early learning programs in Miami-Dade County are eligible to receive I/ECMHC services; however, programs participating in The Children's Trust's Thrive by 5 Quality Improvement System are prioritized. From December 2018

Resolution 2020-36 - Early Childhood Development: Early Intervention (University of Miami)  
March 16, 2020

through July 2019, 96 early learning programs and 197 teachers were served with an average of 11 hours of one-on-one consultation per teacher. UM partners with the following subcontractors to provide several of the service components described above:

- Family Central, Inc.
- Community Health of South Florida, Inc.
- Jewish Community Services of South Florida, Inc.

Programmatic consultation works with leadership staff to assess and improve structural issues including policies, program philosophy and teacher professional development regarding expulsion and child social-emotional health. Classroom-level consultation is provided directly with teachers about how to best support children's social and emotional development and how to most effectively address challenging behaviors in their classrooms. Child and family consultation is offered with families and teachers to address factors that contribute to a child demonstrating challenging behaviors in an early childhood setting. Teachers are supported in developing supportive and appropriate communication with families.

Outcome achievement for the 2018-2019 contract year, based on pre/post-test comparisons, demonstrated significant improvement of:

- child care expulsion and suspension prevention policies;
- classroom promotion of optimal social-emotional development;
- teacher job-related stress;
- teacher self-efficacy; and
- teacher-child interactions.

**Background:** High-quality early learning experiences benefit children's school readiness and later life success. While these experiences positively affect all children, the most significant impact is for young children who are economically disadvantaged, resulting in a narrowing of the readiness or achievement gap when entering kindergarten. One of the most important outcomes of a quality early learning program is its ability to prepare children for kindergarten, which includes developing children's basic skills in literacy, math and science, as well as their social and emotional development.

Research has linked a child's social and emotional regulatory skills in kindergarten to later outcomes in adult life. Children who have difficulty with prosocial behaviors and social and emotional regulation early in life are more likely to experience adverse health and social problems later in life. They are less likely to obtain higher education and/or full-time employment and are more likely to have greater involvement with substance abuse and the law.

Support of I/ECMHC was a newly developed strategy added as part of the broader Thrive by 5 quality improvement system in late 2018. On November 19, 2018, the board of The Children's Trust approved the funding recommendation from the competitive request for proposals, RFP#2018-11, for infant and early childhood mental health consultation, for a five-year funding cycle. Following a comprehensive review process, UM demonstrated their capacity, expertise and qualifications to provide the services.

**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 **16<sup>th</sup>**  
**day of March 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: March 16, 2020**

**Resolution: 2020-37**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Child Care Quality Improvement.

**Strategic Plan Headline Community Result(s):** Children attend quality child care; children are ready for kindergarten; and children behave appropriately in schools, homes & communities.

**Recommended Action:** Authorization to negotiate and execute a contract amendment to extend the current 12-month contract with the Children's Forum for the administration of the Child Care INCENTIVE\$ Florida (formerly known as WAGE\$ Florida) program for the education and employment stability of child care practitioners, for an additional two months, increasing the amount by \$41,667.00, in order to align with the fiscal year; authorization to negotiate and execute a contract renewal with the Children's Forum for said services, for a term of 12 months commencing October 1, 2020, and ending September 30, 2021, in an amount not to exceed \$250,000.00; and authorization for The Children's Trust to extend the current purchase order for wage supplement payments in the amount of \$331,667.00 through September 30, 2020 and to encumber a new purchase order in the amount of \$1,990,000.00 for wage supplement payments, in a total amount not to exceed \$2,613,334.00.

**Budget Impact:** Funding in the amount of \$2,613,334.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

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**Description of Services:** As part of the Thrive by 5 initiative, The Children's Trust invests in the Child Care INCENTIVE\$ Florida program which helps early learning programs in Miami-Dade County attract and retain more educated practitioners. Higher practitioner wages are linked to teacher retention and staff stability, which are markers of high quality child care. In addition, children benefit from stable relationships with caregivers they know and with whom they form trusting relationships. Both elements are critical to optimal child development. Teacher and program director competency and stability are directly related to children's learning gains. Preschools with highly-qualified and well-paid teachers are better equipped to narrow the achievement gap.

Currently, 1,203 practitioners in 372 programs are receiving wage supplements from the Child Care INCENTIVE\$ Florida program in Miami-Dade County. These practitioners have a turnover rate of six percent, as compared to a national turnover rate of approximately 30 percent. The average rate of pay for INCENTIVE\$ participants is \$11.53, which is higher than the average rate of pay for early learning practitioners in Miami-Dade County.

The Children's Trust contracts with The Children's Forum, in the amount of \$250,000 annually, to administer the program. Key components to be delivered by The Children's Forum include:

- Management of the entire INCENTIVE\$ program by counselors who meet with participants and center directors, review eligibility for payments, verify credentials and coach teachers on strategies to ascend the salary scale; and

- Maintenance of accurate records and submission of detailed check requests to The Children’s Trust.

**Background:** The Children’s Trust has funded the Child Care INCENTIVE\$ Florida program for the past 14 years as a core component to its early child care quality improvement efforts. During 2018-2019, 1,264 early learning practitioners in 350 programs received salary supplements. The 2019 Miami-Dade Workforce Study found that early learning educators participating in the Thrive by 5 initiative have higher quality interactions with children in their classrooms when they hold degrees, accept more scholarships and salary incentives, and remain in the quality improvement system longer.

The Children’s Forum holds exclusive distributor rights and is the sole licensee in Florida for the Child Care INCENTIVE\$ Florida (formerly known as WAGE\$ Florida) program. As such and per The Children’s Trust’s procurement policy section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-4, single source purchases), a competitive solicitation is not required.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-38**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Child Care Quality Improvement.

**Strategic Plan Headline Community Result(s):** Children attend quality child care; children are ready for kindergarten; and children behave appropriately in schools, homes & communities.

**Recommended Action:** Authorization to negotiate and execute a contract renewal with the Children's Forum for an amount not to exceed \$700,000.00 for the management of the Early Learning Career Center, and for The Children's Trust to expend up to \$1,166,667.00 for educator scholarships, in a total amount not to exceed \$1,866,667.00, for a term of 14 months, commencing August 1, 2020, and ending September 30, 2021, with two remaining 12-month renewals, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$1,867,667.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

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**Description of Services:** Through the Thrive by 5 initiative, The Children's Trust is committed to improving the quality of early learning child care programs throughout Miami-Dade County to support better outcomes for young children and ensure readiness for school. The Early Learning Career Center (Center) provides early learning educators with opportunities to advance their education and professional development, ultimately improving teaching practices and interactions with children.

The Center supports the creation of a qualified, well-trained early learning workforce in Miami-Dade County through a comprehensive professional development system. There are more than 1,500 licensed child care programs in Miami-Dade County, and all have access to Center supports. The Children's Forum will manage the Center, provide career advising services, administer scholarships for early learning educators and administrators, and ensure training and education received by practitioners are tracked in Miami-Dade County's Professional Development Registry (PDR). The Children's Forum will analyze data and report salient findings to The Children's Trust regarding the status of the early learning workforce, such as changes in education levels and certifications and the use of professional development supports.

From August 2018 through August 2019, the Children's Forum awarded 2,686 scholarships to early learning educators. Of those educators captured in the PDR, 81% have since earned a staff credential. The 2019 Miami-Dade Workforce Study found that Thrive by 5 early learning educators have higher quality interactions with children in their classrooms when they hold degrees, accept more scholarships and salary incentives, and remain in the quality improvement system longer. Additionally, 35% of participating practitioners have an associate degree or higher, a 5% increase from the prior year.

**Background:** The Children's Forum is a statewide, not-for-profit organization focused on making Florida a state where children grow and thrive in quality environments and where families have access to information, resources and options to assist them in their parenting roles. Through a broad array of programs, research and education, The Children's Forum is



committed to achieving their vision by targeting and supporting those who care for and educate children daily—the early care and education workforce.

On July 9, 2018, the board of The Children’s Trust approved the funding recommendation from the request for proposals, RFP #2018-06, for an early learning career center and scholarship administration for a five-year funding cycle. Following a comprehensive review process, the Children’s Forum demonstrated its capacity, expertise and qualifications to provide the services. It has successfully operated the Center since 2007.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-39**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Developmental screening, assessment and early intervention.

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health care services; children are ready for kindergarten; and children behave appropriately in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract renewal with the University of Miami Miller School of Medicine (UM) in an amount not to exceed \$1,300,000.00 for comprehensive early intervention services for children with mild developmental delays who do not meet eligibility requirements for the Individuals with Disabilities Education Act (IDEA) parts B or C, for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021 with two remaining 12-month renewals, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$1,300,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

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**Description of Services:** The Early Discovery program serves young children exhibiting mild developmental delays (10-29 percent) whose delays are not severe enough to meet state eligibility criteria for federal Individuals with Disabilities Education Act (IDEA) early intervention services, but are in need of early intervention services nonetheless. Children are referred through Early Steps (for children under 36 months screened for Part C services) or Florida Diagnostic and Learning Resources System (FDLRS for children 36 months and older screened for Part B services). Through Early Discovery the University of Miami Miller School of Medicine conducts follow-up domain-specific assessments for speech and language development, fine and gross motor skills, and social, emotional and behavioral development.

Based on needs identified in the assessment, Early Discovery offers short-term speech and language therapy, occupational therapy, and/or behavioral and developmental intervention in the area(s) of concern. Services typically range from 12 to 16 sessions, one to three times per week for 30 to 60 minutes, as indicated in the child’s care plan based on individual needs.

In contract year 2018-19, 518 children received an average of eight short-term intervention sessions.

<b>2018-19 Child Outcome Improvement for:</b>			
<b>Speech and Language Skills</b>	<b>Social-Emotional Development</b>	<b>Gross/Fine Motor Skills</b>	<b>Overall Development</b>
92% (333/363)	74% (25/34)	90% (62/69)	100% (39/39)

In addition, 86 percent of Early Discovery participants who enrolled in public schools did not require special education placement.

Additionally, Early Discovery offers care coordination for families, follow-up with parents and a needs assessment of the child and family. The Early Discovery care coordinator ensures all early intervention assessments are completed and services are provided, as well as coordinates timely follow-up assessments and referrals for other community resources. Early Discovery assists families with health insurance coverage (including Medicaid and private insurance) for early intervention services. If a family has insurance, Early Discovery helps navigate the insurance process and pays solely for services not covered by insurance.

UM partners with the following subcontractors to provide several of the service components described above:

- Florida Rehab Professionals Group, Inc.
- Sunshine Therapy Partners, LLC
- My Time, Inc.
- Therapy by Design, Inc.
- Adriana Tafur Services, Inc.

**Background:** On April 9, 2018, The Children’s Trust released a request for proposals, RFP #2018-05, for comprehensive early intervention services for a five-year funding cycle. Through the competitive solicitation, UM demonstrated its capacity, expertise and qualifications to provide these services for 520 children per year. UM has successfully operated Early Discovery with Trust funding since 2007.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-40**

**Strategic Plan Priority Investment Area:** Early Childhood Development and Program & Professional Development: Program Evaluation & Community Research

**Strategic Plan Headline Community Result(s):** Children attend quality child care; children are supported by nurturing & involved parents; children are ready for kindergarten; and children behave appropriately in schools, homes & communities.

**Recommended Action:** Authorization to negotiate and execute final contract renewals with seven providers for early childhood community-research demonstration projects that support early childhood development through the implementation and evaluation of programs with high-need populations, in a total amount not to exceed \$1,539,358.00, for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021.

**Budget Impact:** Funding in the amount of \$1,539,358.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

**Description of Services:** The early childhood community-research demonstration projects focus on implementing and evaluating programs with high-need populations to support early childhood development. These projects require active partnerships between community-based early childhood organizations and qualified research partners, with funding invested in both high-quality program implementation and rigorous program evaluation or research that can help establish the effectiveness of the programming. Community-based services may take place in schools, child care centers or home-based locations. Projects are expected to demonstrate positive teacher, family or child-level outcomes using a solid research/evaluation design.

The seven projects listed below are recommended for renewal:

<b>Contracted Agency</b>	<b>Community Partners</b>	<b>Research Partners</b>	<b>Amount Not to Exceed</b>	<b>Program Description</b>
Citrus Health Network	Citrus Health Network; local early care and education programs	Behavioral Science Research Institute	\$193,127.00	Implement and evaluate Teacher-Child Interaction Training (TCIT) in child care settings. TCIT is a universal prevention program that provides teachers with the knowledge and skills to build strong relationships with children and effective strategies to address challenging behaviors.  This project evaluates the effects of teacher training and professional development on student outcomes in programs serving typically developing children.
Florida International University	Miami-Dade County Head Start	FIU Board of Trustees	\$93,887.00	Implement and evaluate the RULER approach in combination with Visible Thinking and Global Thinking Routines in VPK/Head Start classrooms to develop

<b>Contracted Agency</b>	<b>Community Partners</b>	<b>Research Partners</b>	<b>Amount Not to Exceed</b>	<b>Program Description</b>
Board of Trustees				<p>higher levels of emotional intelligence in pre-K students.</p> <p>This project evaluates the effects of teacher training and professional development on student outcomes.</p>
Miami Lighthouse for the Blind and Visually Impaired, Inc.	Miami Lighthouse for the Blind and Visually Impaired, Inc.	University of Miami Dept of Psychology	\$200,000.00	<p>Evaluate the Lighthouse Learning Center school readiness inclusion model to assess short term (school year) and long term (four-year) outcomes for children and families.</p> <p>This project evaluates the effects of teacher training and professional development on student outcomes.</p>
Reading and Math, Inc.	YWCA of Miami-Dade; Miami-Dade County Public Schools Office of Early Childhood	NORC at University of Chicago and Center for Applied Research – Serve Minnesota	\$233,677.00	<p>Implement and evaluate Florida Reading Corps model to provide pre-literacy and literacy supports for pre-K students, as well as individualized tutoring for indicated students.</p> <p>This project evaluates child outcomes related to literacy and school readiness.</p>
Sundari Foundation, Inc., dba Lotus House	Sundari Foundation, Inc., dba Lotus House	Dr. Emily Arcia; Dr. Paul Graziano (FIU)	\$301,808.00	<p>Implement and evaluate a pilot project offering parent-child interaction therapy (PCIT) to young children and their mothers who are experiencing homelessness. PCIT is being compared with child-parent dyadic psychotherapy (CPP), which is also being provided to families.</p> <p>This project evaluates the effects of two different dyadic interventions with mothers and children on social-emotional development and parenting.</p>
University of Miami Miller School of Medicine	ARC; Easter Seals; UM Debbie School; Linda Ray Intervention Center	University of California at Santa Barbara	\$290,943.00	<p>Implement and evaluate TCIT to promote social-emotional development among young children with developmental disabilities.</p> <p>This project evaluates the effects of teacher training and professional development on student outcomes for children with disabilities.</p>
University of Miami Department of Psychology	Miami Children's Initiative; Miami-Dade County Public Schools Office of Early Childhood Programs	University of Miami Dept of Psychology	\$225,916.00	<p>Implement and evaluate the Teaching Pyramid Model to support teachers, parents and children with the promotion of social-emotional readiness of students.</p> <p>This project evaluates the effects of teacher training and professional development on student outcomes.</p>

The table below shows aggregate numbers of participants served across all projects during the 2018-19 contract year.

Measure	2018-2019			
	Children	Parents	Teachers	Staff/Other
# of participants enrolled in intervention	1,485	223	68	N/A
# of participants in comparison groups	444	N/A	71	N/A
# of participants receiving screenings/ assessments	1,997	170	41	N/A
# trained	N/A	90	154	100
# coached	N/A	21	153	68
# attended events (not training or coaching)	N/A	78	98	5

**Background:** On April 24, 2017, the board of The Children’s Trust approved the funding recommendations from the request for proposals, RFP #2017-01, for a four-year funding cycle. Following a comprehensive review process, the seven applicants listed above demonstrated their capacity, expertise and qualifications to provide the services.

Each program is performing satisfactorily and meeting all contract deliverables. To date, each provider has received the American Public University System Institutional Review Board approval to conduct research. The agencies are all engaged with their community partners and have recruited the appropriate number of participants.

**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 **16<sup>th</sup> day of March 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: March 16, 2020**

**Resolution: 2020-41**

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**Strategic Plan Priority Investment Area:** Early Childhood Development: Developmental screening, assessment and early intervention.

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health care services; children are ready for kindergarten; and children behave appropriately in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract with the UM-NSU Center for Autism and Related Disabilities (CARD) for autism spectrum disorders (ASD) diagnostic evaluation services, in a total amount not to exceed \$308,000.00, for a term of 14 months, commencing August 1, 2020, and ending September 30, 2021.

**Budget Impact:** Funding in the amount of \$308,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available for FY 2020-21.

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**Description of Services:** Miami-Dade County Public Schools (M-DCPS) and the Florida Department of Health Early Steps providers often identify children who need specialized evaluation due to complex behaviors and symptoms that suggest the presence of autism spectrum disorders (ASD). This funding supports comprehensive psychoeducational diagnostic evaluation services, provided by UM-NSU CARD based on a reduced unit cost, for children ages two through five years (prior to kindergarten entry). Evaluation services include the components listed below, in alignment with the current Diagnostic and Statistical Manual of Mental Disorders and best practices in ASD assessment.

- Behavioral observations targeting social interaction, social communication skills and restricted or repetitive patterns of behavior, interests or activities across settings
- Social/developmental history based on an interview with parent(s) or guardian(s)
- Psychological evaluation that includes assessment of academic, intellectual, social-emotional and behavioral functioning, as well as at least one standardized instrument specific to ASD, such as the Autism Diagnostic Observation Schedule (ADOS) and/or the Autism Diagnostic Interview, Revised (ADI-R)
- Language evaluation that includes assessment of pragmatic (both verbal and nonverbal) and social interaction components of social communication
- Observation of the child's social communication skills by a speech-language pathologist
- Standardized assessment of adaptive behavior
- Functional behavioral assessment
- Parent feedback session with individualized recommendations related to needed interventions and/or specialized learning environments, as well as connection to ASD-related community resources

This contract is based on a unit cost method of payment of \$2,500.00 per completed comprehensive psychoeducational diagnostic evaluation. This is more than a 20 percent reduced rate from the standard fees at UM-NSU CARD for providing comprehensive evaluations of \$3,200.00 per child.

In the first five months of the current contract 67 children have been referred, 44 completed evaluations and 41 children were diagnosed with ASD. The table below summarizes the services provided during contract year 2017-18 and 2018-2019.

<b>Contract period</b>	<b>Number of children referred</b>	<b>Number of evaluations completed</b>	<b>Number of children with ASD diagnoses</b>
2017-2018 (12 months)	133	120	108
2018-2019 (12 months)	111	99	85

**Background:** UM-NSU CARD is one of seven state-funded, university-based outreach and support centers in Florida dedicated to optimizing the potential of people with ASD. Per The Children’s Trust’s procurement policy section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-3), health services involving examination, diagnosis and treatment are exempt from a formal competitive procurement process and therefore do not require a formal solicitation. UM-NSU CARD has been implementing the program for the past four years and is satisfactorily meeting all contractual requirements.

UM-NSU CARD has worked collaboratively with Miami-Dade County Public Schools, Early Steps and The Children’s Trust to develop the referral criteria and processes to ensure children in need of specialty evaluation services without other means of accessing them are identified and referred for evaluation. In addition, reporting processes have been established to track the use of diagnostic results for appropriate school placement and special education services.

**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 **16<sup>th</sup> day of March 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

March 16, 2020

## Resolution 2020-42

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**Strategic Plan Priority Investment Area:** Health and Wellness: Comprehensive School-based Health, Vision Services.

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health care services; children are ready for kindergarten; and students are succeeding academically.

**Recommended Action:** Authorization to negotiate and execute a contract with Miami Lighthouse for the Blind and Visually Impaired, Inc., for a comprehensive vision program, for a term of 12 months, commencing July 1, 2020, and ending June 30, 2021, in a total amount not to exceed \$400,000.00.

**Budget Impact:** Funding in the amount of \$400,000.00 for this resolution is allocated for FY 2019-20 and projected to be available in FY 2020-21.

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**Description of Services:** The comprehensive vision program, implemented by Miami Lighthouse for the Blind and Visually Impaired, Inc., (MLB) provides free eye examinations and prescription eyeglasses for preschool and school-age children who are financially disadvantaged. The primary goals of this program are early detection of vision impairments, facilitation of access to vision care, and promotion of optimal visual functioning to ensure students succeed academically and socially.

Services are delivered using the instant vision program (IVP) and the in-office voucher program. Through the IVP, four mobile clinics visit various schools daily to serve students referred by Miami-Dade County Public Schools, The Children’s Trust’s school health staff and parents. The in-office voucher program provides services through vouchers dispensed by MLB and accepted by local participating optometrists.

This contract is paid on a unit cost basis of \$92.00 per exam and eyeglasses, when medically necessary. Note, this is a reduction from the actual cost of \$181.00, since MLB leverages \$750,000.00 from other sources, including The Miami Foundation, Florida Department of Health and the Dr. John T. MacDonald Foundation. Based on the contracted unit cost, services are available for 4,348 children.

The table below shows the services provided during the 2018-19 contract year.

2018-2019 Vision Services	Number
Referrals received	12,868
Parental consents received	8,805
Eye examinations completed	8,805
Eyeglasses provided	4,842

**Background:** Vision impacts a child’s physical, cognitive and social development, and vision functioning is a predictor of academic achievement for school-age children. The National

Health Interview Survey by Child Trends found, for children under age six, 32 percent of all children without health insurance did not have a well-child visit, which typically includes a vision screening. This is four times the eight percent rate of insured children without well-child visits (Child Trends, 2014). Early identification of vision problems is critical to a child's health and school outcomes. National adolescent health survey data reveal more than 90 percent of visual impairment among 12 to 19-year-olds is due to uncorrected refractive error, which is easily remedied by eyeglasses. The Children's Trust has funded MLB to provide vision services since 2006.

Per The Children's Trust's procurement policy section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-3), health services involving examination, diagnosis and treatment are exempt from a formal competitive procurement process and therefore do not require a formal solicitation.

**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 **16<sup>th</sup> day of March, 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: March 16, 2020

Resolution: 2020-43

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**Strategic Plan Priority Investment Area:** Health and Wellness: Comprehensive School-based Health.

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health care; students are succeeding academically; children meet recommended levels of physical activity; children behave appropriately in schools, homes and communities; and youth successfully transition to adulthood.

**Recommended Action:** Authorization to negotiate and execute contract renewals with six providers for comprehensive school-based health services, each for a term of 12 months, commencing July 1, 2020 and ending June 30, 2021, in a combined total amount not to exceed \$16,250,000.00, with two additional 12 month renewals, subject to funding appropriations; and also request authorization to use funds from this initiative to leverage federal funding through the Low-Income Pool program (LIP).

**Budget Impact:** Funding in the amount of \$16,250,000.00 is allocated for FY 2019-20 and is projected to be available in FY 2020-21. There is no budget impact for LIP.

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**Description of Services:** The school health program is implemented in 145 school health suites across 141 schools in collaboration with Miami-Dade County Public Schools and the Florida Department of Health in Miami-Dade County. School health teams include 77 social workers, 40 mental health professionals, 66 registered nurses (RN), 112 licensed practical nurses (LPN) and 16 health aides/medical assistants. High school sites are staffed with RNs with required bachelor's degrees. Middle schools are staffed by a pool of nurses that includes one RN who is assigned to two schools and an LPN. Each elementary school is assigned one full-time LPN. All LPNs are provided oversight from a rotating RN, which includes ongoing consultations, review of clinical notes, observations of LPN encounters and shadowing.

Essential nursing care, disease prevention and health promotion activities provided include:

- nursing care; medication administration and assistance with self-administration;
- chronic disease management, including one-on-one education for children with chronic conditions such as asthma, diabetes, severe allergies, seizures and sickle cell;
- state-mandated screenings such as vision, Body Mass Index (BMI); oral health risk assessment, health education, disease prevention counseling based on individual health needs and school climate, and fluoride varnish application; and
- referral and connection of families with needed community services and resources, including other programs funded by The Children's Trust.

Behavioral health services are delivered by social workers and mental health professionals. The funded agencies provide a multi-tier model of services that include schoolwide and small group interventions, as well as more intensive interventions for individual students based on need. To ensure successful implementation, school administrators and staff are involved in planning and conducting interventions.

Key mental health and social work services include:

- screenings for developmental, social, emotional and behavioral well-being for early identification of students with developmental, mental health or behavioral concerns;
- timely and responsive assessment and intervention services for at-risk students and students with developmental and behavioral concerns;
- individual, group and family counseling to address targeted problems interfering with student functioning and well-being;
- risk reduction for vulnerable students by promoting awareness, responding to crises and assisting schools in reinstating a state of functional safety and security; and
- schoolwide, preventive education and supports that promote a healthy school climate.

The Low-Income Pool program consists of a broad allotment of state and federal funding primarily through intergovernmental transfers from local governments, matched by federal funds through the Agency for Healthcare Administration (ACHA). The objective of the LIP is to ensure continued government support for the provision of health care services for uninsured/underinsured populations. Based on state appropriations of LIP, a percentage of the contracted amount from the four Federal Qualified Health Centers (FQHCs) may be used to draw down LIP funding, through agreements between The Children’s Trust and AHCA on behalf of these FQHCs. These contracts would be used as leverage to draw down the LIP funding to Miami-Dade County’s most vulnerable population. Said funding will be used exclusively for the provision of health services for children in Miami-Dade County. The funded FQHCs are Borinquen Health Care Centers, Citrus Health Network, Community Health of South Florida and Jessie Trice Community Health Center.

The following table shows the agencies recommended for renewal, as well as the number of schools and students served.

<b>Agency</b>	<b>Amount not to Exceed</b>	<b># of Schools</b>	<b># of Students</b>	<b>2018-19 # of Visits<sup>1</sup></b>	<b>2018-19 Unduplicated Students<sup>2</sup></b>
Borinquen Health Care Centers	\$3,481,000.00	31	29,158	60,475	21,274
Citrus Health Network	\$2,227,200.00	19	15,423	33,996	10,713
Community Health of South Florida	\$3,649,000.00	29	29,793	40,855	19,105
Jessie Trice Community Health Center	\$4,399,000.00	40	28,425	79,933	22,438
University of Miami <sup>3</sup>	\$1,027,000.00	9	9,066	13,731	6,126
Variety Children’s Hospital d/b/a Nicklaus Children’s Hospital	\$1,466,800.00	13	9,092	45,761	7,761

<sup>1</sup> Includes all visit types, such as non-routine medication, routine medication, social worker, consultation.

<sup>2</sup> These numbers exclude students who received only screenings and health education.

<sup>3</sup> These numbers represent holistic primary care services in addition to the types of school health services provided by other providers.

#### Additional 2018-19 school health program highlights

- More than 90,000 individual students served with nearly 347,000 school health visits
- 87% of visits to health suites resulted in students returning to class
- More than 23,000 students seen by social workers, two-thirds for counseling
- Nurses made nearly 64,000 referrals, mostly to primary care physicians
- More than 35,000 BMI screenings, with more than 8,000 referred for further services

- More than 4,700 oral health screenings, with more than 900 referred for further services
- More than 9,000 students with chronic conditions received nursing assessments to help determine their needs for individual health care plans and ensure the successful management of their health conditions

**Background:** Physical and emotional health offer the platform for children to attend, learn and perform their best in school, and ultimately become contributing members of society. Most risk factors for chronic adult diseases, mental health conditions and social challenges arise in childhood. Child health, development and well-being affect educational achievement, behavior and future employment. Furthermore, families who lack health insurance or are under-insured, low-income or have children with special needs can especially benefit from school health services.

On March 12, 2018, the board of The Children’s Trust approved funding recommendations from the request for proposals, RFP #2018-01, for comprehensive school health services for a five-year funding cycle. Through the comprehensive review process, the agencies listed above demonstrated their capacity, expertise and qualifications to provide these services.

**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 **16<sup>th</sup> day of March, 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: March 16, 2020**

**Resolution: 2020-44**

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**Strategic Plan Priority Investment Area:** Health & Wellness: Comprehensive School-based Health, Oral Health Training & Education

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health care services; and students are succeeding academically.

**Recommended Action:** Authorization to negotiate and execute a contract with Nova Southeastern University for capacity building for school nurses focused on oral health screening, prevention and referrals, in a total amount not to exceed \$250,000.00 for a term of 12 months commencing, July 1, 2020, and ending June 30, 2021.

**Budget Impact:** Funding in the amount of \$250,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-2021.

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**Description of Services:** Nova Southeastern University provides oral health training and coaching for all Trust-funded school nurses. The program focuses on reducing the prevalence of oral disease among students through nurses' preventive oral health training on screening, education, counseling, varnish application, connection to a dental home, risk assessment and quality assurance.

The Children's Trust integrates the oral health capacity building program within the comprehensive school-based health initiative. Through this program, school nurses are equipped to:

- promote preventive oral health approaches within the school;
- conduct a risk assessment and oral health screening that will identify students with dental concerns;
- implement protocols that ensure screenings are performed efficiently and respectfully;
- administer fluoride varnish, with parental consent, for students enrolled in pre-kindergarten and kindergarten;
- connect students and their families with appropriate dental intervention and services; and
- deliver culturally competent services and supports.

During the 2018-19 contract year, 209 medical staff members across the six funded school-based health providers were trained on oral health risk assessment, screening, education, counseling, varnish application for young children and connection to dental homes, as detailed in the following table.

<b>Services Provided</b>		
<b>School-based Health Provider Agencies</b>	<b># of Nurses Trained</b>	<b># of Technical Assistance &amp; Quality Assurance Observations Conducted</b>
Borinquen Medical Centers	62	11
Citrus Health Network	24	10
Community Health of South Florida	39	8
Jessie Trice Community Health Center	49	10
Nicklaus Children's Hospital	24	27
University of Miami	11	6
<b>Grand Total</b>	<b>209</b>	<b>72</b>

**Background:** The Trust has provided funding to Nova Southeastern University for oral health training for school-based health staff since 2015. Although children enrolled in Medicaid and CHIP have coverage for dental and oral health services, in 2015 less than half of these children (48%) received preventive dental services (Centers for Medicare & Medicaid Services, 2016).

Per The Children’s Trust’s procurement policy section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (G-3), health services involving examination, diagnosis and treatment are exempt from a formal competitive procurement process and therefore do not require a formal solicitation.

**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 **16<sup>th</sup> day of March, 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: March 16, 2020

Resolution: 2020-45

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**Strategic Plan Priority Investment Area:** Health and Wellness: Community-based oral health services

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health services; children are ready for kindergarten; and students are succeeding academically.

**Recommended Action:** Authorization to negotiate and execute contract renewals with three providers identified herein, to deliver oral health preventive services, in a total amount not to exceed \$550,014.00 for a term of 12-months, commencing August 1, 2020, and ending July 31, 2021, with two remaining 12-month renewals.

**Budget Impact:** Funding in the amount of \$550,014.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

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**Description of Services:** The Children's Trust expanded its health and wellness investments in 2019 to include community-based oral health preventive services, building upon the existing efforts of oral health training for school nurses. The agencies below provide oral health education and preventive services for un/under-insured preschool and elementary-aged children attending The Children's Trust's affiliated early child care centers, after-school and summer programs and Women, Infant and Children (WIC) offices. Services are provided on-site at the program locations children attend. Required service components include oral health education and counseling, screening for oral diseases, fluoride varnish application, dental sealants and referrals for connection to a dental home for comprehensive continuity of care and any needed restorative services. Parental consent and engagement are obtained in collaboration with the agencies operating the direct service programs for children.

The chart below shows the numbers served in the first 12 months of the contract for dental services. These services took place in 87 Trust-affiliated child care centers, 10 WIC offices and 41 Trust-funded after-school programs.

Agency	FY 20-21 12-month Recommended Amount not to Exceed	12-month Contracted # of Children*	12-month Actual # of Children
Community Health of South Florida	\$190,000.00	1,167	1,146
Florida Department of Health in Miami-Dade	\$190,787.00	1,667	2,255
Jessie Trice Community Health System, Inc.	\$169,227.00	667	619
<b>Total:</b>	<b>\$550,014.00</b>	<b>3,501</b>	<b>4,020</b>

\*Services minimally include oral health education/counseling and screening for oral diseases.

**Background:** There is a strong relationship between oral health and overall health. Oral diseases significantly affect all facets of life, impacting children's well-being, social relationships, learning, school attendance, and performance. Tooth decay is the most common



chronic disease of childhood. Low-income, underserved and uninsured minority populations suffer the most from dental disease and typically lack access to proper treatment.

On January 22, 2019, the board of The Children’s Trust approved the funding recommendations for the request for proposals, RFP #2018-15, for oral health education and preventive services for a five-year funding cycle. Following a comprehensive review process, the agencies listed above demonstrated their capacity, expertise and qualifications to provide the services. Overall performance has met expectations, and all three agencies are recommended for renewal.

**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 **16<sup>th</sup> day of March, 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: March 16, 2020**

**Resolution: 2020-46**

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**Strategic Plan Priority Investment Area:** Family and Neighborhood Supports, Place-based Service Partnerships and Cross-Funder Collaboration

**Strategic Plan Headline Community Result(s):** Children regularly access medical, dental and behavioral health care services; children are supported by nurturing and involved parents; students are succeeding academically; children behave appropriately in schools, homes, and communities; and youth successfully transition to adulthood.

**Recommended Action:** Authorization to negotiate and execute a contract with Miami-Dade County for the HERO truancy prevention program (formerly known as iAttend), a component of the Case Management Referral Program, in a total amount not to exceed \$880,000.00 for a term of 12 months, commencing August 1, 2020, and ending July 31, 2021.

**Budget Impact:** Funding in the amount of \$880,000.00 for this resolution is allocated for FY 2019-20 and is projected to be available in FY 2020-21.

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**Background:** The HERO truancy prevention program (formerly known as iAttend) is a component of the Case Management Referral Program, which is an innovative countywide collaboration that identifies and assists youth and families who are at highest risk of being victims or perpetrators of violence. The Case Management Referral Program works to align services for said youth and their families, supports neighborhood programs and providers, and measures the progress of students who received said services and supports. This program is part of Together for Children strategy, a neighborhood-driven community coalition working to address the root causes of youth violence by strengthening families and empowering and protecting youth with necessary prevention and intervention services. The HERO truancy prevention program serves three geographic regions in Miami-Dade County (north, central and south) spanning 20 ZIP codes.

On September 13, 2016, through resolution #2016-92, the board approved a formal partnership between The Children's Trust, Miami-Dade County, Miami-Dade County Public Schools (M-DCPS) and the Foundation for New Education Initiatives, Inc. (The Foundation), to implement the HERO truancy prevention program. The program identifies elementary and K-8 students most at risk and provides them with the necessary prevention and intervention services to increase school attendance and reduce risk related to youth violence. HERO truancy prevention program initially supported more than 12,000 elementary school children exhibiting chronic unexcused absences across 33 schools. On January 16, 2018, through resolution #2018-33, the program was expanded to serve 14,500 children in 39 schools.

During the 2018-19 contract year, a total of 16,133 elementary school children were served across the 39 schools, of which 10,643 participated in the HERO truancy prevention program through the response to intervention model described below. A total of 2,987 home visits

were conducted and 1,043 Truancy Child Study Team meetings held. Additionally, 634 referrals were made to service providers, many to The Children's Trust's Family and Neighborhood Support Partnerships and Family Strengthening providers, for which a formal referral communication process has been established.

**Description of Services:** The HERO truancy prevention program is a districtwide systemic approach to reducing youth violence by identifying children who are most at risk and providing them with the necessary prevention and intervention services to increase school attendance. This collaboration continues with Miami-Dade County, M-DCPS and The Foundation. Services provided with this funding will support more than 14,500 elementary school children with chronic unexcused absences across 39 schools. Recognizing that inconsistent school attendance is typically a symptom of more serious challenges, the program uses M-DCPS student attendance data to identify at-risk children and address causes that negatively affect their healthy development and success.

Through licensed social workers hired through the program, any child identified as at-risk of missing school is provided with interventions tailored to the specific needs of the child and family, with the goal of addressing identified challenges before the child becomes chronically absent. The program utilizes a Response to Intervention strategy and timeline as follows:

- Beginning of school year: Identify students with a prior school history of excessive absences; contact parents/guardians; provide mentoring.
- Students accruing one to four unexcused absences: Contact parent/guardian; provide in-school mentor; implement interventions based on need.
- Students accruing five or more unexcused absences: Services escalate based on need and continuous absences, as follows:
  - Truancy Child Study Team Level 1 Meeting: Conduct assessment to identify causes of truancy; prescribe meaningful and comprehensive interventions based on the assessment and specific to the needs of the student and family.
  - Truancy Child Study Team Level 2 Meeting: Review assessment conducted in Level 1 meeting to identify additional root causes of truancy; coordinate with agencies working with the family and invite them to attend; prescribe meaningful and comprehensive interventions based on the assessment and specific to the needs of the student and family.
  - Truancy Child Study Team Level 3 Meeting: Truancy case is referred to the District Truancy Court Multi-Agency Case Review Committee; school administrator and counselor participate in the meeting; team prescribes and/or modifies prior interventions to meet the needs of the student and family.
  - Truancy Court: File a Truancy Court petition with the Clerk of Courts; hold an initial hearing.
  - Family Decision-Making Conference: Hold pre-conference; coordinate with agencies working with the family to attend; coordinate wrap-around services for student and family; collaboratively create an Achievement Plan establishing the framework upon which the family will achieve their goals.
  - Second Hearing: Judge orders the Achievement Plan.
  - Monitoring: Judge monitors student's progress on the Achievement Plan.
  - Successful Truancy Court Case: Case is closed successfully.
  - Unsuccessful Truancy Court Case: Case is closed unsuccessfully; Child in Need of Services/Family in Need of Services (CINS/FINS) is filed with the Department of Juvenile Justice for the student.

**Geographic Area:** Countywide

Resolution 2020-46 – Family and Neighborhood Supports, Place-based Service Partnerships  
March 16, 2020

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 **16<sup>th</sup> day of March, 2020.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

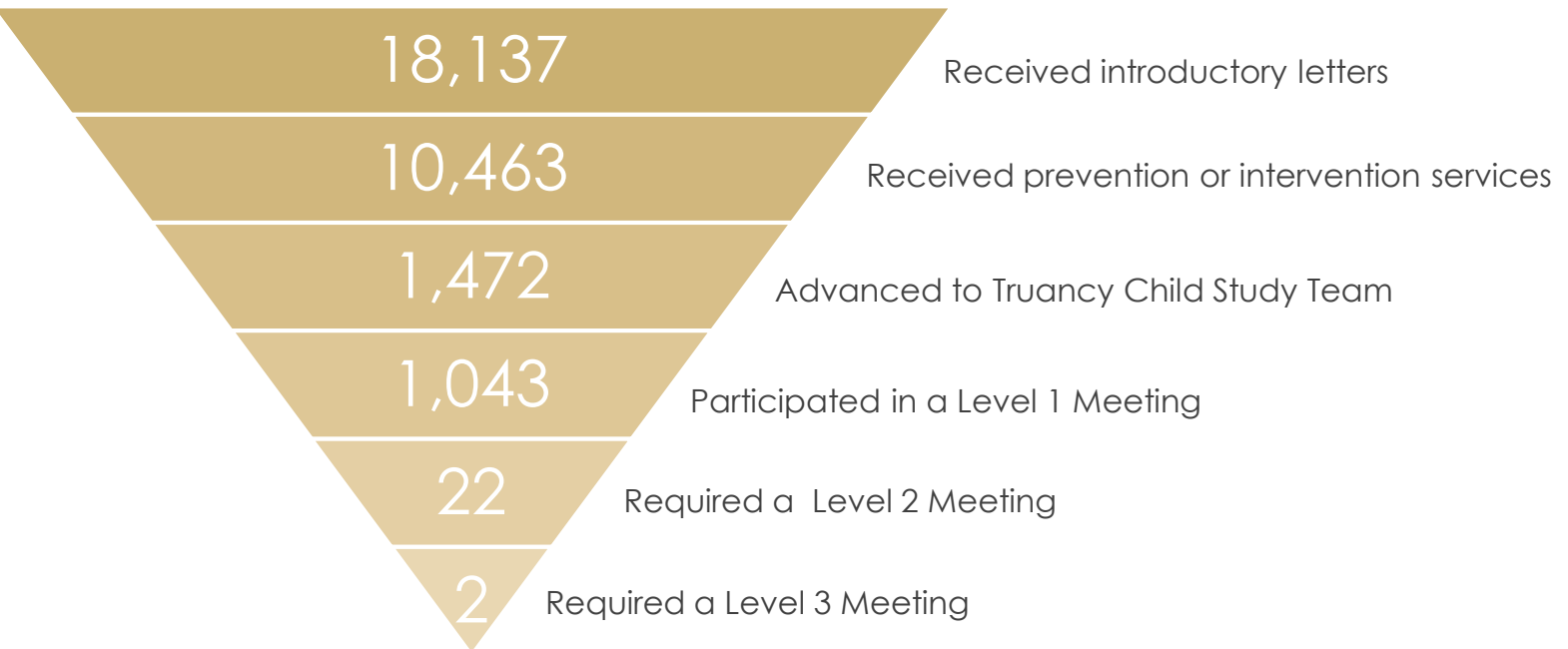
# 2018-2019 H.E.R.O. Truancy Prevention Program



## PROGRAM SUMMARY

The Children's Trust funds the H.E.R.O. Truancy Prevention Program, a component of the Together for Children Case Management and Referral Program, which identifies and assists students who are at highest risk of being victims of perpetrators of violence. The H.E.R.O. Truancy Prevention Program specifically identifies students across 39 elementary and K-8 schools who are most at risk (those receiving 5 or more absences) and provides them with the necessary prevention and intervention services to increase school attendance and reduce risk related to youth violence.

## KEY NUMBERS



A total of **32,496** follow-up services were provided, including parent conferences, home visits, referrals to service providers and parent letters.

## OUTCOMES



**74%** of students **increased** their daily attendance after participating in Truancy Child Study Meetings.



A total of **2** students required referral to a Student Success Center for redirection.

An average of **89%** of students passed their core classes across all grade levels.

