



Executive Committee Meeting
Monday, June 21, 2021
3250 S.W. 3rd Avenue (Coral Way)
United Way – Ryder Room
“Virtual Meeting via Zoom Webinar”
4:10 p.m. – 6:00 p.m.

Board of Directors

Kenneth C. Hoffman
Chair
Pamela Hollingsworth
Vice-Chair
Mark A. Trowbridge
Treasurer
Karen Weller
Secretary

Edward Abraham, M.D.
Magaly Abrahante, Ed.D.
Laura Adams
Matthew Arsenault
Daniel Bagner, Ph.D.
Hon. Dorothy Bendross-Mindingall, Ph.D.
Hon. Danielle Cohen Higgins
Constance Collins
Morris Copeland
Mary Donworth
Richard P. Dunn II
Hon. Juan Fernandez Barquin
Gilda Ferradaz
Lourdes P. Gimenez
Nicole Gomez
Valrose Graham
Mindy Grimes-Festge
Nelson Hincapie
Tiombe Bisa Kendrick-Dunn
Marissa Leichter
Annie R. Neasman
Susan Neimand, Ed.D.
Hon. Orlando Prescott
Javier Reyes
Emily Rosendo
Hon. Isaac Salver
Sandra West

David Lawrence Jr.
Founding Chair

James R. Haj
President & CEO

County Attorney's Office
Legal Counsel

AGENDA

- 4:10 p.m. **Welcome and Opening Remarks** Kenneth C. Hoffman
Chair
- 4:15 p.m. **Public Comments** Kenneth C. Hoffman
Chair
- 4:20 p.m. **Approval of the September 21, 2020 and January 19, 2021 Executive Committee meetings minutes Summaries.**
(Additional Items Packet) (Pgs. 5-7) Karen Weller
Secretary
- 4:23 p.m. **Appreciation for Outstanding Service to The Children's Trust** Kenneth C. Hoffman
Chair
James R. Haj
President/CEO
- *Emily Rosendo, MD Student Government Association*
 - *Dr. Susan Neimand, Miami-Dade College Representative*
- 4:24 p.m. **Welcome to New Board Member** Kenneth C. Hoffman
Chair
- *Alexandra Martin, MD Student Government Association*
- 4:25 p.m. **Approval of Re-Appointment of Matthew Arsenault – At-Large Board Member** Kenneth C. Hoffman
Chair
- 4:27 p.m. **Finance & Operations Committee Report** Mark Trowbridge
Committee Chair

Preliminary Budget for FY 2021-22 (Pgs. 8-11)

James R. Haj
President/CEO
William Kirtland
Chief Financial Officer

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.

4:36 p.m. **Communications Presentation**

James R. Haj
President/CEO
Ximena Nunez
Director of Communications

4:45 p.m. **Resolutions**

Mark Trowbridge
Committee Chair

Resolution 2021-61: Authorization for a procurement waiver from a formal competitive solicitation to expend monies to be paid to the SIJ Holdings, LLC d/b/a The McClatchy Company, LLC, parent company of the Miami Herald, for services rendered by the Miami Herald to advertise The Children's Trust's truth in millage rate, board vacancies and other advertisements related to funding announcements, activities, initiatives, events and programs, in addition to the 2022 Silver Knight and Spelling Bee sponsorships, in a total amount not to exceed \$75,000.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. This resolution also seeks retroactive authorization to issue payments to the SIJ Holdings, LLC d/b/a The McClatchy Company, LLC, as of April 2021 through the end of the current fiscal year, for any remaining amounts previously authorized through resolution 2020-67, approved by the board on June 15, 2020. *(Pgs. 12-13)*

Resolution 2021-62: Authorization to negotiate and execute contract renewals with the three agencies, identified herein, for advertising creative, media buying, and community outreach services, in a combined total amount not to exceed \$2,015,000.00, for a term of 12 months, commencing October 1, 2021, and ending on September 30, 2022, with two remaining 12-month renewals, subject to annual funding appropriations. *(Pgs. 14-15)*

Resolution 2021-63: Authorization to negotiate and execute a service agreement with Cay Industries, Inc., d/b/a Print Dynamics, to print and prepare for distribution The Children's Trust's trilingual monthly Parenting Our Children newsletter, in a total amount not to exceed \$40,000.00, for a term of 12 months, commencing on October 1, 2021, and ending on September 30, 2022. *(Pgs. 16-17)*

Resolution 2021-64: Authorization to execute a service agreement with Yellow Box, Inc., to rent and maintain Yellow Box kiosks in a total amount not to exceed \$50,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022 *(Pgs. 18-19)*

Resolution 2021-65: Authorization to negotiate and execute an agreement with BoardroomPR, a public relations agency, for a term of 12 months, commencing on October 1, 2021, and ending September 30, 2022, to plan and execute public relations campaigns on behalf of The Children's Trust, in a total amount not to exceed \$42,000.00. *(Pgs. 20-21)*

Resolution 2021-66: Authorization to negotiate and execute a contract renewal with The United Way of Miami-Dade County, Inc., for match funding for the Community Based Care Alliance of Miami-Dade County (CBC Alliance), in a total amount not to exceed \$64,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 22-25)*

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.

5:15 p.m. **Program Services and Childhood Health Committee Report**

Pamela Hollingsworth
Committee Chair

Resolution 2021-67: Authorization to negotiate and execute a match contract renewal with Miami-Dade County Department of Cultural Affairs, for cultural arts programs in an amount not to exceed \$1,500,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 26-29)*

Resolution 2021-68: Authorization to negotiate and execute renewal contracts with the Miami-Dade Family Learning Partnership, Inc. and All in One Mail Shop, Inc. d/b/a All in One Direct Marketing Solutions for the support and maintenance of a birth to five book club, in a total amount not to exceed \$2,262,024.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022, with two remaining 12-month renewals, subject to annual funding appropriations; and authorization to amend current contracts with the same entities, as authorized by Reso No. 2020-82, running from October 1, 2020 to September 30, 2021, to add \$688,000.00 in funds, for a new total not to exceed \$2,075,892.00, and to amend fiscal year 2020-21 general budget to reflect the increase. *(Pgs. 30-34)*

Resolution 2021-69: Authorization to negotiate and execute a match contract, the fourth and final renewal, with Key Biscayne Community Foundation, to support the Evidence2Success initiative, in a total amount not to exceed \$50,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 35-38)*

Resolution 2021-70: Authorization to negotiate and execute a funder collaboration contract with Key Biscayne Community Foundation, for the Fab Lab, in a total amount not to exceed \$100,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 39-41)*

Resolution 2021-71: Authorization to negotiate and execute a funder collaboration contract renewal with Catalyst Miami, Inc., for Future Bound Miami, a Children's Savings Accounts program, in a total amount not to exceed \$135,000.00 for a term of 12 months commencing October 1, 2021 and ending September 30, 2022. *(Pgs. 42-46)*

Resolution 2021-72: Authorization to negotiate and execute a funder collaboration contract renewal with Miami Homes For All, Inc., to support partnerships to end youth homelessness in Miami-Dade County, in an amount not to exceed \$100,000.00 for a term of 12 months commencing, October 1, 2021, and ending September 30, 2022. *(Pgs. 47-50)*

Resolution 2021-73: Authorization to enter into a service agreement with Miami-Dade County for a local funding match to support Miami-Dade Public Library System's STEAM-based programming and academic tutoring, in an amount not to exceed \$175,000.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 51-56)*

Resolution 2021-74: Authorization to renew a service agreement with Kristi House, Inc., for a local funding match to support abuse prevention efforts, human trafficking awareness training, and victims' services, in a total amount not to exceed \$180,300.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 57-60)*

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.

Resolution 2021-75: Authorization to renew a service agreement with the Miami-Dade State Attorney's Office, for a local funding match to support an anti-human trafficking campaign and to increase services for victims of human trafficking, in a total amount not to exceed \$125,000.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. *(Pgs. 61-64)*

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Resolution 2021-76: Authorization to negotiate and execute a funder collaboration contract renewal with the U.S. Soccer Foundation to support the Soccer for Success program, in an amount not to exceed \$125,000.00, for a term of 12 months commencing August 1, 2021, and ending July 31, 2022. *(Pgs. 65-69)*

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

James R. Haj
President/CEO

- *Summer Programs*
- *Champions for Children Selection Committee – July 7, 2021*
- *Thrive by 5 Professional Development Summit*
- *Financial Disclosure – due by July 1, 2021*
- *Young Talent, Big Dreams*
- *TRIM I & TRIM II – September 13 & September 20, 2021*

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

Reminder:

Next Board Meeting: *Monday, July 19, 2021*

The public is allowed to comment on a specific agenda item but must register with the Clerk of the Board prior to being allowed to comment.



**Executive Committee Meeting Summary
Summary of Actions Taken
September 21, 2020
4:15 p.m.– 5:00 p.m.**

The Executive Committee Meeting on September 21, 2020 was held virtually.

Committee members in attendance: Kenneth C. Hoffman, Mark Trowbridge, Steve Hope, Karen Weller, Pamela Hollingsworth, Gilda Ferradaz, Marissa Leichter, and Nelson Hincapie.

Legal Counsel in attendance: Shanika Graves and Leith Kobrinski.

Staff in attendance: Bevone Ritchie, Donovan Lee-Sin, Imran Ali, James Haj, Juana Leon, Juliette Fabien, Lisanne Gage, Lori Hanson, Maria Paula Garcia, Muriel Jeanty, Rachel Spector, Sheryl Borg, Stephanie Sylvestre, Vivianne Bohorques, William Kirtland, Ximena Nunez.

Guests in attendance: None

Meeting was called to order at 4:15 p.m. by Kenneth C. Hoffman, Chair of the Executive Committee.

There was no action taken at Executive Committee meeting on September 21, 2020, only discussion items.

- **Board Retreat 2021**
 - **Dates and Topics**

- **Departmental Updates**
 - **Programs**
 - **Finance**

Meeting adjourned at 5:00 p.m.



**Executive Committee Meeting Summary
January 19, 2021
4:24 p.m.**

These actions were taken by The Children's Trust on January 19, 2021, with a quorum of members physically present and some members attending virtually:

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

Motion was made to authorize The Children's Trust to apply for the Racial Equity 2030 Challenge issued by W.K. Kellogg Foundation and Lever for Change by Nelson Hincapie and seconded by Marissa Leichter. Motion passed unanimously, 7-0.

Program Services & Childhood Health Committee Report

Resolution 2021-20: Motion to approve the resolution as amended was made by Nelson Hincapie and seconded by Steve Hope. Authorization to negotiate and execute a contract with Miami-Dade County, Community Action and Human Services Department (CAHSD), for match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$991,667.00, for a term of 14 months, commencing August 1, 2021, and ending September 30, 2022. **Motion passed unanimously, 7-0.**

Resolution 2021-21: Motion to approve the resolution as amended was made by Nelson Hincapie and seconded by Steve Hope. Authorization to negotiate and execute a contract with the United Way of Miami-Dade for match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$490,000.00 for a term of 14 months, commencing August 1, 2021, and ending September 30, 2022. **Motion passed unanimously, 7-0.**

Resolution 2021-22: Motion to approve the resolution as amended was made by Nelson Hincapie and seconded by Steve Hope. Authorization to negotiate and execute contracts with the Early Learning Coalition of Miami-Dade/Monroe in an amount not to exceed \$758,333.00 and the United Way of Miami-Dade in an amount not to exceed \$408,333.00 for match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$1,166,666.00 for a term of 14 months, commencing August 1, 2021, and ending September 30, 2022. **Motion passed, 6-0. Recusal by Pamela Hollingsworth.**

Resolution 2021-23: Motion to approve the resolution as amended was made by Nelson Hincapie and seconded by Marissa Leichter. Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe (ELC) for match funding for the State of Florida Child Care Executive Partnership (CCEP) grant, in a total amount not to exceed \$1,537,500.00 for a term of 15 months, commencing July 1, 2021, and ending September 30, 2022. **Motion passed, 6-0. Recusal by Pamela Hollingsworth.**

Resolution 2021-24: Motion to approve the resolution as amended was made by Steve Hope and seconded by Karen Weller. Authorization to negotiate and execute a contract with Redlands Christian Migrant Association (RCMA) for local match funding to draw down federal-state funds to subsidize child care for the working poor, in a total amount not to exceed \$127,500.00, for a term of 15 months, commencing July 1, 2021, and ending September 30, 2022. **Motion passed unanimously, 7-0.**

Resolution 2021-25: Motion to approve the resolution as amended was made by Marissa Leichter and seconded by Steve Hope. Authorization to negotiate and execute a one-time match contract with Voices For Children Foundation, Inc., in a total amount not to exceed \$95,000.00 for a term of 8 months, commencing February 1, 2021, and ending September 30, 2021. **Motion passed, 6-0. Recusal by Nelson Hincapie.**

Resolution 2021-26: Motion to approve the resolution as amended was made by Karen Weller and seconded by Steve Hope. Authorization to execute a contract amendment with Florida Introduces Physical Activity and Nutrition to Youth, Inc. (FLIPANY), to remove a subcontractor in Contract #2114-4450. **Motion passed unanimously, 7-0.**

Resolution 2021-27: Motion to approve the resolution as amended was made by Steve Hope and seconded by Marissa Leichter. Authorization to release a Request for Qualification (RFQ) competitive solicitation for the development of The Children's Trust website. **Motion passed unanimously, 7-0.**

Meeting adjourned at 4:51 p.m.

**THE CHILDREN'S TRUST
BUDGET SUMMARY
FISCAL YEAR 2021-2022**

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CHILDREN'S TRUST ARE 2.92% MORE THAN LAST YEAR'S
TOTAL OPERATING EXPENDITURES.**

	General Fund Budget	
REVENUES: Estimated at 95% of ad valorem tax levy of .5000 mills.		
Ad valorem tax revenue	\$ 160,596,075	
Interest/miscellaneous	2,800,000	
Total Revenues	163,396,075	
Fund balance/net assets, October 1, 2021	31,795,916	
Total Estimated Revenues/ Fund Balance/ Net Assets	\$ 195,191,991	
EXPENDITURES:		
Contracted Programs	\$ 162,444,548	90.92%
Operating Expenditures:		
General Administration:		
Salaries and fringe benefits	\$ 9,818,889	
Professional/legal/other contracted services	460,000	
Rent/insurance	485,000	
Travel/communications	220,000	
Supplies/postage/printing	80,000	
Promotional/dues/miscellaneous	45,000	
Total General Administration Expenditures	\$ 11,108,889	
Capital Expenditures:		
Furniture & equipment	\$ -	
Computer software/hardware	10,000	
Total Capital Expenditures	\$ 10,000	
Total Operating Expenditures	\$ 11,118,889	6.22%
Non-Operating Expenditures:		
CRA refund of taxes	\$ 2,400,000	
Property appraiser/tax collector fees	2,700,000	
Total Non-Operating Expenditures	\$ 5,100,000	2.85%
Total Expenditures	\$ 178,663,437	100.00%
Fund Balance, Reserves/ Net Assets	\$ 16,528,554	
Total Expenditures, Reserves, and Fund Balance	\$ 195,191,991	

The tentative, adopted and/or final budgets are on file in the office of the above-mentioned taxing authority as a public record.

The Children's Trust
Fund Balance
Fiscal Years 2020-2022

Description	2020-21 Amended Budget	2020-21 Projected	2021-22 Budget
Millage rate	0.4507	0.4507	0.5000
Beginning fund balance	\$ 50,649,434	\$ 47,284,959	\$ 31,795,916
Revenue: Ad valorem tax	139,822,634	139,822,634	160,596,075
Revenue: Interest/ miscellaneous	2,700,000	2,700,000	2,800,000
Total funds available	\$ 193,172,068	\$ 189,807,593	\$ 195,191,991
Sustain and expand direct services	\$ 146,398,248	\$ 133,954,397	\$ 150,610,248
Community awareness and advocacy	6,034,300	4,948,126	6,034,300
Program and professional development	5,800,000	4,176,000	5,800,000
The Children's Trust management and administration	10,763,703	10,333,155	11,118,889
Non-operating expenditures	4,600,000	4,600,000	5,100,000
Total expenditures	\$ 173,596,251	\$ 158,011,678	\$ 178,663,437
Ending fund balance, reserves/ net assets	\$ 19,575,817	\$ 31,795,916	\$ 16,528,554

The Children's Trust
Core Strategies
Fiscal Years 2020-2022

Description	2020-21 Amended Budgeted Expenditures	2021-22 Budgeted Expenditures	Dollar Difference	Percentage Difference
SUSTAIN AND EXPAND DIRECT SERVICES				
Parenting	\$ 19,661,000	\$ 20,123,000	\$ 462,000	2.35%
Early childhood development	33,841,017	35,841,017	2,000,000	5.91%
Youth development	59,828,817	61,178,817	1,350,000	2.26%
Health and wellness	21,079,306	21,479,306	400,000	1.90%
Family and neighborhood supports	11,988,108	11,988,108	-	0.00%
Total sustain and expand direct services	\$ 146,398,248	\$ 150,610,248	\$ 4,212,000	2.88%
COMMUNITY AWARENESS AND ADVOCACY				
Promote public policy and legislative agendas	\$ 215,300	\$ 215,300	\$ -	0.00%
Public awareness and program promotion	2,969,000	2,969,000	-	0.00%
Promote citizen engagement and leadership to improve child and family conditions	1,115,000	1,115,000	-	0.00%
Cross-funder collaboration of goals, strategies and resources	1,735,000	1,735,000	-	0.00%
Total community awareness and advocacy	\$ 6,034,300	\$ 6,034,300	\$ -	0.00%
PROGRAM AND PROFESSIONAL DEVELOPMENT				
Supports for quality program implementation	\$ 3,100,000	\$ 3,100,000	\$ -	0.00%
Information technology	950,000	950,000	-	0.00%
Program evaluation and community research	500,000	500,000	-	0.00%
Innovation fund	1,250,000	1,250,000	-	0.00%
Total program and professional development	\$ 5,800,000	\$ 5,800,000	\$ -	0.00%
ADMINISTRATION AND NON-OPERATING EXPENDITURES				
Management of The Children's Trust	\$ 10,763,703	\$ 11,118,889	\$ 355,186	3.30%
Non-operating expenditures	4,600,000	5,100,000	500,000	10.87%
Total administration and non-operating expenditures	\$ 15,363,703	\$ 16,218,889	\$ 855,186	5.57%
Total	\$ 173,596,251	\$ 178,663,437	\$ 5,067,186	2.92%

Board priorities requiring additional funding for expansion or launching new activities.						
Topic Area	Status	Actions & Notes	Timing	Additional Funding Needed		
				FY 21-22	FY 22-23	FY 23-24
Early childhood	EXPAND	Book Club membership growth and customized content in Haitian Creole	Immediate	1,100,000	1,100,000	1,100,000
Cross-cutting	NEW	Expand Trust provider and staff professional development regarding mental health, trauma and social emotional wellness (SEW)	Immediate	200,000	500,000	500,000
Cross-cutting	NEW	Racial equity, diversity and inclusion (REDI) plan involving board, staff, providers and community	Immediate	200,000	500,000	500,000
Family support	EXPAND	Expand, re-brand and maintain web content for parents, caregivers and children	Immediate	50,000	50,000	50,000
Family support	EXPAND	Expand Family and Neighborhood Support Partnerships to serve more populations in need	Next funding cycle	--	4,000,000	4,000,000
School-age	NEW	Minimum wage impact on direct Trust-funded programs	Gradual increase 2022 (\$10/hr) to 2026 (\$15/hr)	350,000	800,000	1,500,000
Early childhood	NEW	Minimum wage impact on early learning child care programs not directly funded by The Trust, but supported through Thrive by 5 Quality Improvement System (QIS) child care scholarships and quality tiered payments		2,000,000	2,000,000	3,000,000
Family support	EXPAND	Expand parenting and family strengthening services to include programs with a focus on the prenatal to age 2-year timeframe and also to support parent mental health/ trauma	Next funding cycle	--	--	2,000,000
School-age	EXPAND	Expand school health services using telehealth	Next funding cycle	--	--	TBD
TOTALS:				3,900,000	8,950,000	12,650,000

The Children's Trust Board Meeting

Date: June 21, 2021

Resolution: 2021-61

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

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization for a procurement waiver from a formal competitive solicitation to expend monies to be paid to the SIJ Holdings, LLC d/b/a The McClatchy Company, LLC, parent company of the Miami Herald, for services rendered by the Miami Herald to advertise The Children's Trust's truth in millage rate, board vacancies and other advertisements related to funding announcements, activities, initiatives, events and programs, in addition to the 2022 Silver Knight and Spelling Bee sponsorships, in a total amount not to exceed \$75,000.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022. This resolution also seeks retroactive authorization to issue payments to the SIJ Holdings, LLC d/b/a The McClatchy Company, LLC, as of April 2021 through the end of the current fiscal year, for any remaining amounts previously authorized through resolution 2020-67, approved by the board on June 15, 2020.

Budget Impact: Funding in the amount of \$75,000.00 for this resolution is projected to be available in FY 2021-2022.

Description of Services: The Children's Trust publishes advertisements in the Miami Herald's printed newspaper and on its website to reach a broad audience. These advertisements are used to announce the truth in millage rate (TRIM), board vacancies, funding opportunities, and community activities, initiatives, events, and programs. Considering the above, The Children's Trust selected the Miami Herald as its primary print advertisement vehicle. The Miami Herald Silver Knight Awards is one of the nation's most highly regarded student awards programs. It recognizes outstanding high school students who have unselfishly applied their unique knowledge and talents to contribute significant service to their communities. The Miami Herald Spelling Bee offers the opportunity for South Florida schools to participate in the Scripps National Spelling Bee program, with the champion representing their county in the annual Scripps National Spelling Bee near Washington, D.C.

Background: The Miami Herald has published print and online advertisements for The Children's Trust since 2003. Additionally, The Children's Trust has sponsored the Silver Knight and the Spelling Bee events for four and nine years, respectively. The Children's Trust wishes to continue its relationship with the Miami Herald as it has proven to be a valuable and helpful advertising partner that offers a significant return on The Children's Trust's investment.

McClatchy was purchased by SIJ Holdings, LLC in 2020. Thereafter, it implemented a policy to utilize a single Federal Identification number (FEIN) for the entire company with a DBA for each market instead of a separate FEIN for each of their markets. SIJ Holdings, LLC d/b/a The McClatchy Company LLC, is the Miami Herald's parent company and has its own FEIN. In accordance with the single FEIN policy referenced above, SIJ Holdings, LLC d/b/a The McClatchy Company LLC, will use its FEIN when the purchase order is created.

Additionally, in April 2021, The McClatchy Company LLC requested that The Children's Trust make all payments authorized pursuant to Resolution No. 2020-67 directly to them, the parent company of the Miami Herald. As a result, this resolution also seeks a retroactive approval of payments made between April 2021 through the end of the current fiscal year to the SIJ Holdings, LLC d/b/a The McClatchy Company LLC. There has been no change in the amount of funds previously authorized by the Board.

Request for Procurement Waiver (requires approval of a 2/3 vote of board members present): This resolution requests a procurement waiver from a formal competitive solicitation to expend monies to advertise The Children's Trust's TRIM, funding announcements, activities, initiatives, events and programs, and participate as a sponsor at the 2022 Silver Knight and Spelling Bee, with the Miami Herald. A waiver is being sought because the use of a formal competitive process is impractical, where the Miami Herald is the only major newspaper company in Miami-Dade County that publishes daily and in two languages. Additionally, the Miami Herald extends its nonprofit rate to The Children's Trust and typically doubles the investment in free added value through advertising campaign sponsorships.

Geographic Area: Countywide

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

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: June 21, 2021

Resolution: 2021-62

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

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to negotiate and execute contract renewals with the three agencies, identified herein, for advertising creative, media buying, and community outreach services, in a combined total amount not to exceed \$2,015,000.00, for a term of 12 months, commencing October 1, 2021, and ending on September 30, 2022, with two remaining 12-month renewals, subject to annual funding appropriations.

Budget Impact: Funding in the amount of \$2,015,000.00 for this resolution is projected to be available in FY 2021-2022.

Description of Services: The three agencies listed below provide creative or media buying services for marketing campaigns related to The Children's Trust's branding, signature events, and the promotion of funded programs such as literacy, early childhood, children's health, after-school, summer learning, youth enrichment, quality child care, parenting, and adoption programs.

Advertising Creative: Agencia Central LLC provides creative services related to marketing and advertising, including but not limited to graphic design and the development and execution of effective trilingual advertising campaigns. These include creating broadcast, print, outdoor, and digital media elements for multimedia public awareness, branding, and marketing campaigns related to The Children's Trust's signature events, and promoting funded programs and initiatives. Agencia Central LLC has provided creative services for The Book Club, Parent Club, Champions for Children, Miami Heart Gallery, and other Trust campaigns and initiatives in the current fiscal year. This year's budget includes additional funds to create marketing materials for outreach and other grassroots efforts to increase Book Club enrollment.

Media Buying: WOW Factor Marketing Group purchases discounted media buys with television and radio broadcasting stations, print, digital and/or outdoor media. The media buys include:

1. Obtaining and analyzing data and research to develop a comprehensive media plan best suited to successfully deliver messages for the programs and initiatives being promoted.
2. Negotiating best rates and additional benefits on multiple media platforms, such as no-cost tv/radio spots, print/digital ads and/or additional outdoor media spaces.
3. Paying media;
4. Reconciling monthly/annual buys by analyzing results on a case-by-case basis to determine if goals were achieved and contractual obligations met while obtaining "added value" benefits, including additional advertising given at no cost.

: Armstrong Creative develops and executes: (1) a multilayered faith-based community outreach strategy in Miami-Dade County involving approximately 80 houses of worship; (2) targeted media buying on urban media outlets primarily tied to the faith-based community; and (3) outreach services specific to the African American community. Additionally, Armstrong

will manage Haitian Creole marketing and outreach efforts which include: (1) negotiating discounted media buys with targeted Haitian Creole television and/or radio broadcasting stations and other Haitian Creole media as needed; and (2) providing community outreach specific to the Haitian Creole-speaking community.

Funding for these services is projected in both the Communications and Parenting budgets for FY 2021-22. The Parenting budget will support the marketing and advertising efforts to support the Book Club initiative. This year’s budget includes additional funds in the amount of \$25,000 for Armstrong Creative, and \$20,000 for Agencia Central, LLC to support enrollment in the Book Club specifically in the priority ZIP codes designated by The Children’s Trust.

Each agency is recommended for renewal as follows:

Agency	Communications Budget	Book Club Budget	Recommendation Not to Exceed
Agencia Central, LLC	\$390,000.00	\$50,000.00	\$440,000.00
WOW Factor Marketing Group	\$1,200,000.00	\$50,000.00	\$1,250,000.00
Armstrong Creative	\$250,000.00	\$75,000.00	\$325,000.00
Total	\$1,840,000.00	\$175,000.00	\$2,015,000.00

Background: On February 18, 2020, the board of The Children’s Trust approved the funding recommendations from the competitive requests for proposals, RFPs #2020-01 and 2020-02, for a five-year funding cycle, following a comprehensive review process. On June 15, 2020, by resolution #2020-68, the board approved the renewal of their contracts for FY 20-21. All three agencies have demonstrated proven knowledge in their respective areas and have consistently delivered excellent results.

Geographic Area: Countywide

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

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: June 21, 2021

Resolution: 2021-63

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

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to negotiate and execute a service agreement with Cay Industries, Inc., d/b/a Print Dynamics, to print and prepare for distribution The Children's Trust's trilingual monthly Parenting Our Children newsletter, in a total amount not to exceed \$40,000.00, for a term of 12 months, commencing on October 1, 2021, and ending on September 30, 2022.

Budget Impact: Funding in the amount of \$40,000.00 for this resolution is projected to be available in FY 2021-2022.

Description of Services: Print Dynamics will be responsible for printing, sorting, boxing, labeling, and preparing The Children's Trust's monthly parenting newsletter for delivery. The newsletter is a trilingual publication (English, Spanish, and Haitian Creole) distributed to 71 locations throughout Miami-Dade County, including after-school programs, child care centers, faith-based institutions, and community outreach events.

Background: For over a decade, The Children's Trust has produced and delivered the "Parenting Our Children" newsletter every month. It is a detail-driven, precisely timed project that reaches more than 22,000 readers. During the onset of the COVID-19 pandemic, the physical printing of the Parenting Our Children Newsletter was suspended, in favor of an all-digital format. Starting in 2021, the printing has resumed and is now being done monthly.

Per the procurement policy, three quotes were sought from qualified vendors as follows:

1. Hager Graphics, for a \$2,205.00 per month rate (\$26,460.00 per year)
2. Print Dynamics for a \$1,717.00 per month rate (\$20,604.00 a year)
3. Life in Colors, for a \$3,346.00 per month rate (\$40,152.00 per year)

Print Dynamics was selected for this service as its quote came in significantly lower than other vendors. Additionally, past experiences with Print Dynamics in printing collateral material for The Children's Trust have shown its reliability in fulfilling complex print work.

Geographic Area: Countywide

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

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: June 21, 2021

Resolution: 2021-64

Strategic Plan Priority Investment Area: Community Awareness and Advocacy

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to execute a service agreement with Yellow Box, Inc., to rent and maintain Yellow Box kiosks in a total amount not to exceed \$50,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$50,000.00 for this resolution is projected to be available in FY 2021-2022.

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 give The Children's Trust access to 25 custom-built displays in the Haitian community and regular restocking of printed parent resource materials in both English and Haitian Creole. Funding will also cover the display of images and videos promoting Trust-funded programs and initiatives in Creole on the video screens located at the top of the kiosks.

Background: The Children's Trust has successfully used Yellow Box, Inc.'s kiosks to disseminate information in the Haitian community since May 2014. On June 15, 2020, resolution #2020-70 was approved for the Yellow Box kiosk service for the current fiscal year, and this resolution seeks the continuation of those services for the upcoming fiscal year.

Over the years, the displays have improved with the addition of videos screens, mobile charging stations and, last year, personal protection equipment (PPE) and hand sanitizer for the community. The Children's Trust has also worked with Yellow Box to secure better locations for the displays. Yellow Box is an asset The Children's Trust can continue to use to promote The Children's Trust programs and services in the Haitian community of Miami-Dade County. In addition to the kiosk placements and exposure, in the upcoming year Yellow Box will provide promotion of The Children's Trust programs and initiatives on six (6) Haitian Mini-Buses operating along routes in Little Haiti for five (5) days a week. The advertisements will come in the form of posters on the sides or back of the mini-buses, four chair covers per mini-bus, and mini-bus community boards.

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

Resolution 2021-64- Marketing Campaigns – Media Buying (Community Awareness & Advocacy, Public Awareness)
June 21, 2021

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

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: June 21, 2021

Resolution: 2021-65

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 negotiate and execute an agreement with BoardroomPR, a public relations agency, for a term of 12 months, commencing on October 1, 2021, and ending September 30, 2022, to plan and execute public relations campaigns on behalf of The Children's Trust, in a total amount not to exceed \$42,000.00.

Budget Impact: Funding in the amount of \$42,000.00 for this resolution is projected to be available in FY 2021-2022.

Description of Services: In April 2021, The Children's Trust requested quotes seeking services to create and implement a comprehensive media and public relations plan that adheres to The Children's Trust's communications strategies. The plan includes the following components.

- Relationship building and in-person meetings with media, executive speaking opportunities and thought-leadership positioning.
- Developing and maintaining a targeted media list for distributions of all press releases, relevant corporate communications, and other public-facing communications during emergencies.
- Cultivating and maintaining relationships with reporters, editors, and bookers at key media publications, outlets, programs, etc.
- Proactively pursuing positive stories and responding to inquiries - targeting all forms of media: broadcast, digital, podcasts, print, etc. as appropriate for each opportunity.
- Coordinating approved communications flow with other partners of The Children's Trust, relevant associations, and others in market.
- Collectively working with The Children's Trust's corporate communications and public policy departments on any issues surrounding corporate communications and public policy during an emergency.
- Developing media kits, as needed.
- Assisting in all aspects of hosting a press conference, as needed.
- Vetting incoming Children's Trust media calls, as needed.
- Drafting, reviewing and/or distributing Op-Eds, Letters to the Editor, news releases, messaging documents, talking points, FAQs, media Q&As, and others, as needed.
- Providing advice to help The Children's Trust's providers about how they can leverage media and PR efforts.

- Pitching successful funding or community stories to media in order to secure coverage by local and/or national outlets.
- Providing agreed upon status reports at periodic intervals.

Background: Per The Children’s Trust procurement policy, The Children’s Trust received quotes from the following four agencies to provide the services described:

1. Balsera Communications, \$3,500 per month
2. BoardroomPR, \$3,500 per month
3. Bristol PR & Communications, \$3,000 per month
4. Fusion Communications, Inc., \$3,500 per month

After reviewing the quotes and services, BoardroomPR was selected because of their demonstrated expertise and their track record with projects performed for The Children’s Trust. During FY 2020-21, BoardroomPR worked on behalf of The Children’s Trust securing a variety of story placements on several platforms, crafting messages for internal and external release, and successfully working on other public relations projects.

Geographic Area: Countywide

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

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: June 21, 2021

Resolution: 2021-66

Strategic Plan Priority Investment Area: Community Awareness and Advocacy: Cross-funder collaboration of goals, strategies and resources.

Strategic Plan Headline Community Results: This investment supports all headline community results for children in the child welfare system.

Recommended Action: Authorization to negotiate and execute a contract renewal with The United Way of Miami-Dade County, Inc., for match funding for the Community Based Care Alliance of Miami-Dade County (CBC Alliance), in a total amount not to exceed \$64,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$64,000.00 is projected to be available in FY 2021-2022.

Description of Services: Since August 2007, The Children's Trust has provided annual funding to the Community Based Care Alliance of Miami-Dade County (CBC Alliance) to defray staff and operational costs. United Way of Miami-Dade County, Inc. (United Way) serves as the fiscal agent for the CBC Alliance. The funding for one staff position and operating costs allows the CBC Alliance board and its subcommittee workgroups to function adequately to advocate, monitor, evaluate, and propose improvements to the child welfare system. Recommendations by the CBC Alliance help to improve children's well-being in the foster care system and promote the integration of foster care with other social services programs, including The Children's Trust's direct services programs.

The \$64,000.00 invested by The Children's Trust supports the CBC Alliance's full-time director position, operating costs, and the CBC Alliance Annual Regional Child Welfare Conference. As the fiscal agent, the United Way, coordinates the payment for the staff position, using the funds from this contract together with the funding commitments from other agencies.

The CBC Alliance director is responsible for the day-to-day operations of the CBC Alliance, the implementation of its mission, goals, and responsibilities, and provides administrative guidance to the CBC Alliance, as well as the following:

- organizing and attending monthly CBC Alliance meetings;
- preparing and disseminating minutes from all committee meetings and a summary of all full board meeting minutes;
- conducting follow-up activities after all full board and committee meetings;
- participating in the child welfare system and community meetings and events as the CBC Alliance representative;
- facilitating meetings and ensuring action plans are developed and completed for board-driven priorities and projects;
- engaging in regular communication with the CBC Alliance related to community events and advocacy opportunities;
- overseeing all operational issues concerning the CBC Alliance; and
- engaging in activities related to ongoing projects of the CBC Alliance.

In addition to the activities listed above, over the past year the CBC Alliance has accomplished the following:

- Due to the COVID-19 pandemic, the CBC Alliance pivoted and hosted the Annual Regional Child Welfare Conference in a virtual format. The conference is a one-day event for county-wide community partners offering coordinated, evidence-based training that supports improved services for children and their families;
- actively participated with the Florida Department of Health, Kristi House, Citrus Health Network, Full Case Management Agencies, and University of Miami through the Teen Sexual Health Workgroups;
- facilitated communications through collaborative meetings between multiple Foster Parent Associations, Community Partners, Florida Department of Children Families, Children's Legal Services and Citrus Health Network;
- actively participated and facilitated the Visitation and Transportation Quality Improvement Workgroup involving collaborative partnerships with Full Case Management Agencies, Judiciary, Florida Foster Parent Association, Early Learning Coalition, Citrus Health Network, Thriving Minds and Guardian Ad Litem program;
- actively participated and facilitated the Placement workgroup in collaboration with the Florida Department of Health, Regional Counsel, Citrus Family Care Network, Full Case Management Agencies, University of Miami, Guardian Ad Litem program, and Florida Foster Care Review, to achieve solutions for placement barriers within the child welfare system;
- actively participated and facilitated the Miami-Dade Race and Equity workgroup in collaboration with the Florida Department of Health, Regional Counsel, Citrus Family Care Network, Full Case Management Agencies, University of Miami, Guardian Ad Litem program, Florida Foster Care Review, the Department of Children and Families, and other county and state organizations to tackle the hurdles of systemic racism, racial equity, cultural sensitivity, and cultural competency within the child welfare system;
- actively participated and facilitated the Case Management workgroup in collaboration with the Department of Children and Families, Regional Counsel, Citrus Family Care Network, Full Case Management Agencies, Thriving Minds, Guardian Ad Litem program, and Florida Foster Care Review, to achieve solutions for case management barriers within the child welfare system;
- participated in the Collaborative Domestic Violence Awareness Campaign;
- actively participated in the Dependency Provider's Workgroup, and collaborated with Thriving Minds and its providers to implement a system that bridges the gap of communication between the court and the provider;
- established and facilitated "The Conversation" training series used in various organizations to bring awareness to implicit bias, systemic racism, microaggressions in the workplace, and strategically planning for systemic change in the community;
- designed strengths, weaknesses, opportunities, and threats analysis for community partners, stakeholders and members of the CBC Alliance to express their concerns and issues as well as make recommendations or suggestions of different topics within the child welfare system; and
- conducted the CBC Alliance-Guardian ad Litem Training Series each month offering continuing education units through in-kind of Jewish Community Services.

Background: The CBC Alliance was established under section 20.19(6), Florida Statutes, to carry out the mission of providing a local community presence to guide the development of community-based care for child welfare in Miami-Dade County. While the CBC Alliance is statutorily created, it has always been the responsibility of local stakeholders and the board of directors established per Florida Statutes to make it a functional body that promotes the interests of children and families associated with the child welfare system.

The CBC Alliance is composed, by law, of mandatory representatives and includes several members through expansion so that at any given time, the body consists of more than 20 participating members. The Children’s Trust is a mandatory representative to the CBC Alliance, as the children’s services council representative.

The mission of the CBC Alliance is to engage the community in advocating for a family-centered, culturally competent, and outcomes-driven system of care that enhances the safety, permanency, and well-being of children and families. The CBC Alliance focuses on:

- redesigning the system of care for children in or diverted from the juvenile dependency system;
- serving as the lead advocate for implementation of research-based best practices for the provision of services to dependent and other children associated with the child welfare system, including the advent of “structured decision-making” in the child welfare system;
- advocating for additional funding for traditionally state-operated social services components; and
- maintaining an open community forum for addressing the challenges associated with the community-based system of care for dependent children and for continuing improvement of the system.

In addition to the funding from The Children’s Trust, the following agencies contribute to the staff position and operating expenses of the CBC Alliance:

Partner	Amount
The Department of Children and Families	\$10,000.00 (in-kind)
Domestic Violence Initiative	\$9,340.78
The Ware Foundation	\$5,000.00
Jewish Community Services	\$1,200.00 (in-kind)
Total	\$25,540.78

As a result of the partnership, nearly every dollar The Children’s Trust invests is matched by the partners collectively. Per the procurement policy, section 2006, Match Funding and Funder Collaboration, the negotiation and execution of a match contract are exempt from the competitive solicitation process. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children’s Trust and is contingent upon satisfactory performance, availability of funding, and an ability to maintain the underlying primary funding sources.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval.
The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

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: June 21, 2021

Resolution: 2021-67

Strategic Plan Priority Investment Area: Youth Development: Youth Enrichment, Employment and Supports

Strategic Plan Headline Community Results: 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 a match contract renewal with Miami-Dade County Department of Cultural Affairs, for cultural arts programs in an amount not to exceed \$1,500,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$1,500,000.00 is projected to be available in FY 2021-22.

Description of Services: This resolution authorizes match funding for the Miami-Dade County Department of Cultural Affairs (County) to support non-profit organizations that provide cultural arts programs for children and families across Miami-Dade County. The County issues competitive grants throughout the year and provides at least 100 percent leverage funding for these youth art/arts education programs. The Miami-Dade County Department of Cultural Affairs' grant applications are reviewed and rated by experienced community participants with expertise in the arts and by staff members from The Children's Trust. Programs awarded funding through this grant process are limited to Youth Development programs not already funded by The Children's Trust. To ensure program and participant progress and quality improvement, the County works with The Children's Trust to develop appropriate outcome measures for the funded programs.

The pandemic has impacted operations of this funded program. The Children's Trust and the County have developed contingency plans with actions such as allowing virtual program delivery, and we continue to work collaboratively to address additional adjustments needed. Programs include:

1. **YOUTH ARTS ENRICHMENT PROGRAM (YEP)**

YEP enriches the lives of children by making the arts available to more children and families throughout Miami-Dade County including:

- arts instruction;
- arts intervention;
- in-school and public performances;
- healing/expressive arts; and
- public exhibitions.

2. ALL KIDS INCLUDED (AKI)-ACCESSIBLE ARTS EXPERIENCES FOR KIDS

AKI's mission is to increase the number of quality arts experiences accessible to children with disabilities and their families and to promote the benefit and importance of inclusionary arts and cultural programs in school settings and the community. This program makes resources available to non-profit organizations, including funding, ideas, information, technical assistance, and programs. Funding creates ADA-accessible arts experiences for children with disabilities, which affords all children the opportunity to participate fully in the arts. Project-based funding is provided in two categories: demonstration projects to create high-profile, innovative, fully accessible arts experiences, and programs using the arts as learning tools to help teach and include children with disabilities in the classroom and community.

3. SUMMER ARTS & SCIENCE CAMPS FOR KIDS (SAS-C)

The objective of SAS-C is to provide grant funding to non-profit organizations that provide underserved children across Miami-Dade County with opportunities to attend high-quality cultural arts or science summer camps at little or no cost. SAS-C funding is intended to augment existing programs, providing more children with the opportunity to participate in cultural arts and science summer camps. Priority is given to funding projects that address children whose ability to participate in such programs may be limited by geography, economics, or disability.

Background: The Children's Trust understands the importance of exposing children to visual arts, music, storytelling, and dramatic play and has successfully partnered with the County to provide these experiences since 2006.

Research has demonstrated that art can enhance children's experiences in almost every social and academic standard of achievement. Further, children who can study art are found to be generally happier, more self-confident, and more likely to academically outperform those who do not.

Per the procurement policy, section 2006, Match Funding and Funder Collaboration, the negotiation and execution of a match contract is exempt from the competitive solicitation process. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children's Trust and shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s). The County has consistently surpassed the minimum 100 percent match. Given the program's success, this resolution seeks to renew the match funding to expand arts programming across Miami-Dade County for another year. Attached is a summary of the progress for this match contract.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

MIAMI DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS



Program Summary

Miami-Dade County Department of Cultural Affairs for The Children's Trust Youth Arts Grant Programs funds non-profit organizations, that provide cultural arts programs for children and families in Miami-Dade County. The objective of the program is to enrich the lives of children through the arts by making the arts available to more children and families throughout Miami-Dade County. Children will have opportunities to have positive live arts experiences through; summer arts and science camps, arts instruction, arts intervention, healing/expressive arts, in-school arts residencies & performances, out-of-School/public arts exhibitions & performances, and accessible & inclusive arts programs for children and youth with disabilities. (2020)



Key Numbers



73 Programs Funded



69,503 Children and Youth Served



312 Educators Received CWD Professional Development



3.4 Million Leveraged Match

Outcomes

Exceeded 85 percent outcome achievement targets for:

- o Improved proficiency of arts skills
- o Increased positive peer relationships
- o Increased educators' knowledge

The Children's Trust Board Meeting

Date: June 21, 2021

Resolution: 2021-68

Strategic Plan Priority Investment Area: Parenting: Early literacy programs

Strategic Plan Headline Community Results: Children are supported by nurturing and involved parents; and children are ready for kindergarten.

Recommended Action: Authorization to negotiate and execute renewal contracts with the Miami-Dade Family Learning Partnership, Inc. and All in One Mail Shop, Inc. d/b/a All in One Direct Marketing Solutions for the support and maintenance of a birth to five book club, in a total amount not to exceed \$2,262,024.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022, with two remaining 12-month renewals, subject to annual funding appropriations; and authorization to amend current contracts with the same entities, as authorized by Reso No. 2020-82, running from October 1, 2020 to September 30, 2021, to add \$688,000.00 in funds, for a new total not to exceed \$2,075,892.00, and to amend fiscal year 2020-21 general budget to reflect the increase.

Budget Impact: Funding in the amount of \$688,000.00 for this resolution is available in FY 2020-2021, subject to approval of this resolution and budget amendment. Funding in the amount of \$2,262,024.00 for this resolution is projected to be available in FY 2021-2022.

Description of Services: The Children's Trust book club provides free, monthly age-appropriate books and supporting materials for children from birth to their fifth birthday in Miami-Dade County. By participating in the book club, parents are provided with the means to help their children build strong learning and social skills. The opportunity to remain in The Children's Trust Book Club for five years increases touchpoints with parents, provides families with information and strategies that bolster early interactions, and supports child brain development and kindergarten school readiness.

National research indicates poverty is a leading indicator of limited early reading skills since it may contribute to lower school readiness, poor school attendance, and learning loss in the summer. These factors contribute to achievement gaps between children in low and middle-income households. To reduce these disparities, focused marketing and recruitment for this universal book club will be prioritized in neighborhoods where early child development, kindergarten readiness and third grade reading levels are historically lower, and child poverty rates higher than the county average.

The Children's Trust's early literacy investments include The Children's Trust Book Club, Reach Out and Read, and the Books for Free programs, which are all part of the community-wide campaign for grade-level reading in Miami-Dade County. The campaign focuses in part on increasing high quality early learning experiences, including early access to books in English and Spanish and early parent-child reading interactions supported by parent-friendly guides for developmentally appropriate practices with young children.

The Children’s Trust Book Club is comprised of four implementation components, which include the following key services:

- 1) **Content Revision/Development and Book Buying** – Includes the: (i) selection of developmentally-appropriate books for young children, (ii) revision and creation of culturally-relevant content and activities to accompany the books, inclusive of content for children with disabilities, (iv) revision and development of digital content, activities that support early literacy, math and social-emotional skills, and (v) procurement of books.
- 2) **Professional Fulfillment Services** – Includes packaging and monthly mailing of the books and accompanying materials.
- 3) **Marketing** – Includes the creation and implementation of specialized marketing campaigns and other supporting collateral materials for grassroots efforts. This component is approved under a separate resolution for marketing services.
- 4) **Ongoing Operations** – Includes project and vendor management, relationship building to coordinate outreach and enrollment with other early childhood organizations and the community, customer service, and day-to-day oversight. These tasks are carried out by a dedicated Children’s Trust staff member. The book club’s existing software management solution has been redesigned and upgraded to automate most tasks necessary for managing the expanded book club.

Vendors for the above-described implementation components and The Children’s Trust are working together to ensure coordination and effective operations. The following vendors are recommended for contract amendments and renewals. The contract amendments are for fiscal year 2020-21 to add funds for Miami Dade Family Learning Partnership, Inc. to purchase additional books to be mailed out from June 2021 to December 2021, and for All in One Mail Shop, Inc. to ship the additional books to children. These additional funds are needed because our initial growth rate in terms of numbers of children enrolling is almost double our initial estimates.

Agency	Service Provided	Amount Not to Exceed (2020-2021)	Amount Not to Exceed (2021-2022)
Miami Dade Family Learning Partnership, Inc.	Content Development/ Book Buying	original contracted amount: \$716,892.00 Additional amount: \$488,000.00 Amended total: \$1,204,892.00	\$1,277,839.00
All in One Mail Shop, Inc. d/b/a All in One Direct Marketing Solutions	Professional Fulfillment Services	original contracted amount: \$671,000.00 Additional amount: \$200,000.00 Amended total: \$871,000.00	\$984,185.00

Background: The Children’s Trust issued a request for proposals (RFP) # 2019-10, on March 27, 2019, to fund one or more vendors to implement The Children’s Trust expanded book club. Applicants could apply for one or more of three implementation components in the RFP: content development and book-buying; professional fulfillment services; and ongoing operations. Two agencies were funded for the book club's content development/book buying and professional fulfillment services components. The operations, functions, and marketing of the book club are managed by The Children’s Trust and contracted marketing vendors.

During contract year 2020-2021, six months' worth of content guides have been created (total of 30 guides), completing a full 12-month set of reading guides to accompany the 61 currently selected books. Each month, there are five different guides, one for each age group. In addition, an overall marketing campaign with associated marketing collateral materials were completed. Numerous early childhood organizations collaborated and supported these efforts in the past year as part of The Children's Trust Book Club Community Advisory Committee. The following individuals and organizations are members of the Advisory Committee and receive payment from the Miami-Dade Family Learning Partnership, Inc. for content development services for the parent reading guides. Miami-Dade Family Learning Partnership, Inc is ultimately responsible for the quality and final delivery of the artifacts created:

- Miami-Dade County Public Schools
- Florida International University
- Dr. Melissa Baralt
- Dr. Marisel Elias Miranda
- Maggie Casero
- Agencia Central LLC
- AF Designs, LLC

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

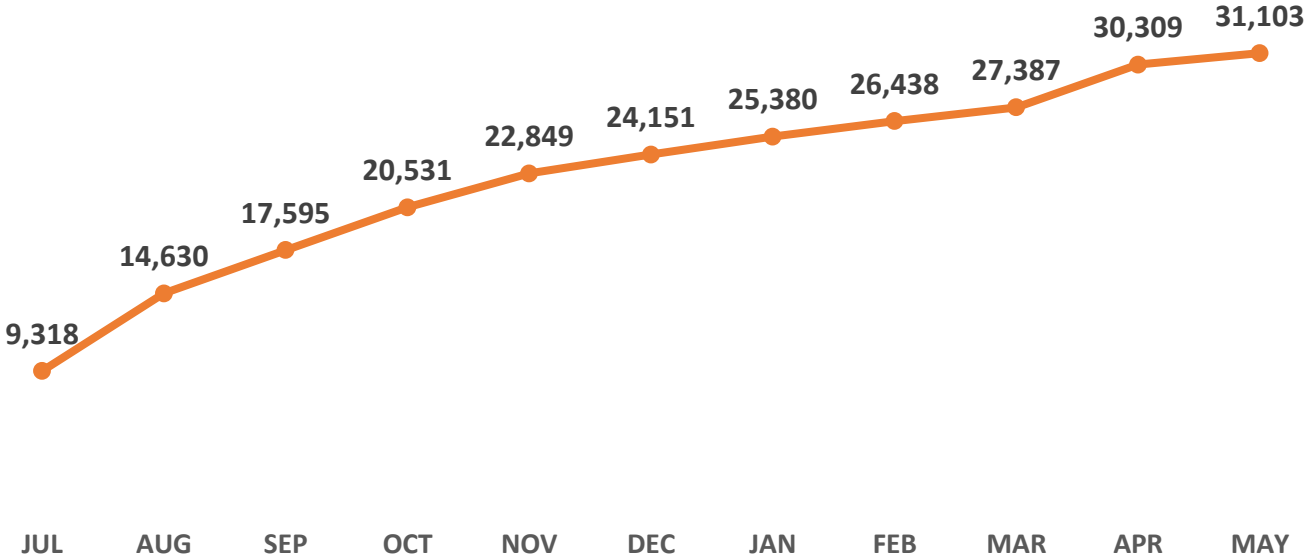
THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust Book Club has mailed over 249,600 books since expanding to a birth to 5 model in July 2020, with the **total membership** growing each month.



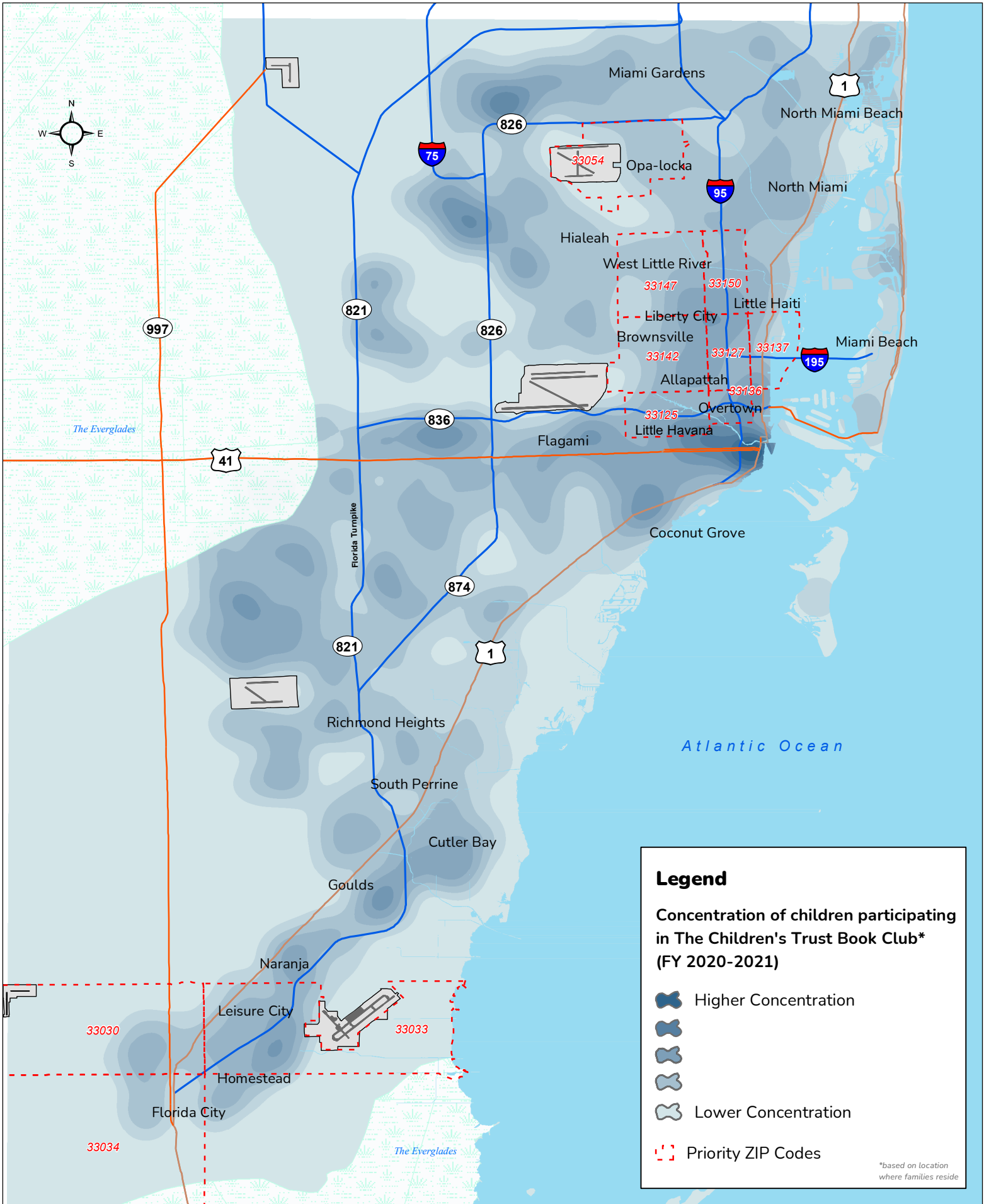
Book Club Membership since expansion

Data Sources:
-The Children's Trust

Location:
Miami-Dade County,
Florida

Created by
Research and
Evaluation
May 2021

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



Legend

Concentration of children participating in The Children's Trust Book Club* (FY 2020-2021)

- Higher Concentration
- Medium Concentration
- Lower Concentration
- Priority ZIP Codes

*based on location where families reside



**Book Club Membership
FY 2020-2021**

Data Sources:
-The Children's Trust

Location:
Miami-Dade County,
Florida

Created by
Research and
Evaluation
May 2021

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

The Children's Trust Board Meeting

Date: June 21, 2021

Resolution: 2021-69

Strategic Plan Priority Investment Area: Across the proposed investments, all priority investment areas are included.

Strategic Plan Headline Community Results: This investment supports all headline community results.

Recommended Action: Authorization to negotiate and execute a match contract, the fourth and final renewal, with Key Biscayne Community Foundation, to support the Evidence2Success initiative, in a total amount not to exceed \$50,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount \$50,000.00 for this resolution is projected to be available in FY 2021-22.

Description of Services: The Evidence2Success framework includes the engagement of community residents in decision-making and action alongside agency leaders. The multi-year Evidence2Success roadmap¹ allows the data-driven partnership to understand better how children are doing in their well-being. The roadmap also helps in selecting proven evidence-based programs to enhance strengths and address needs and develop financing and action plans to support the ongoing use of these community evidence-based programs. Evidence2Success is currently in the fourth year where a community board, reflective of the Liberty City population, has formed and is leading Evidence2Success. The community board is made up of anchor institutions including Miami-Dade County, Miami Dade Public Schools, City of Miami, Miami-Dade County State Attorney, Public Defender offices, and community-based organizations including Urban League of Greater Miami, Hosanna Community Church, Girl Power, Power U, KIPP Schools Miami, New Horizons Mental Health, Jessie Trice Community Health Services, Concerned African Women, and Circle of Brotherhood.

The Evidence2Success board has:

- learned about prevention science and strategic financing;
- deepened its knowledge of the local context in partner neighborhoods and participating public systems and related disparities;
- continued its efforts to attract, engage and recruit individual community residents to participate;
- developed a timeline for installing Evidence2Success that considers key public systems budget and planning dates/cycles;
- engaged a wider group of stakeholders;
- convened youth focus groups, analyzed the findings, and identified the top risk and protective factors for prioritization;
- started mapping data collection with information being entered in the online QuickBase platform;
- worked with Miami-Dade County Public Schools, the Florida Department of Health, and the Department of Children and Families to obtain their grant data; and
- hosted training by the Annie E. Casey Foundation that provided an informative orientation regarding the Evidence2Success (E2S) framework, the timeline, the roles and responsibilities of each partner.

¹This was originally a 3 year grant from Annie E. Casey Foundation, however, because we had to change the local grantee, they reset the grant after the first year and kept the original 3 year term.

As a result of COVID-19, Evidence2Success experienced a disruption of the planned in-person activities, trainings, and timeline. During the upcoming contract year, the community board will focus on writing a vision statement, formulating key messages about Evidence2Success in neighborhoods and public systems, continue collecting grant data for fund mapping and conduct community assessment a of gaps in program or services.

Key Biscayne Community Foundation is the fiscal agent, providing in-kind services in the amount of \$50,000.00, for this effort. Miami Children Initiative (MCI) serves as the lead agency convening the public officials and community stakeholders and works with Miami-Dade County Public Schools to conduct the youth surveys in Liberty City area middle and high schools. The Children’s Trust funds for this initiative support a site coordinator at MCI who convenes the numerous community meetings, manages the day-to-day management of the effort, and completes the necessary grant reporting requirements. Key Biscayne Community Foundation and Himan Brown fund will raise the additional dollars needed to implement the programs once they are identified.

This investment represents the fourth year of funding for Evidence2Success. For every dollar The Children’s Trust invests in Evidence2Success, \$3.00 is invested by the funding partners as described in the table below.

Program	Provider	Requested Amount Not to Exceed	Annie E. Casey Foundation Match Amount	Total Program Amount
Evidence2Success	Key Biscayne Community Foundation	\$50,000.00	\$150,000.00	\$200,000.00

Background: The Evidence2Success initiative intends to focus on improving the well-being and development of children and youth by soliciting their input about the issues they face. Once problems are identified, the Evidence2Success initiative uses an evidence-based approach to convene local government officials, clergy, school district employees, local funding agencies, community organizations, and community residents to determine which programs best suit the community. Agencies are also identified to implement them. This is done by first partnering with the school district to collect data from middle and high school youth and meeting with local funders, government entities, and community organizations to identify the programs that currently exist in the community. Based on the information collected, the community board decides the next steps. Examples include: ensuring residents are aware of services in their community; writing grants to bring additional programs to the community; and expanding existing programs.

During the coronavirus disease 2019, COVID-19 pandemic, the program has successfully hosted community meetings and received approval by Miami-Dade County Public Schools to administer the student surveys. However, the administration of the surveys has been delayed due to virtual schooling.

Per the procurement policy, section 2006 Match Funding and Funder Collaboration, the negotiation and execution of a match contract are exempt from the competitive solicitation process. The Evidence2Success initiative was approved at the April 2018 board meeting through resolution #2018-55. Renewal of match and funder collaboration funding beyond the initial contract term is at the sole discretion of The Children’s Trust and shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements,

availability of funding, and an ability to maintain the underlying primary funding source(s). Given the continued success of the project, this resolution seeks to renew this funder collaboration for a fourth and final year.

Geographic Area: Liberty City.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

Evidence2Success is a framework for improving child and youth well-being and development. It brings together public systems, schools, neighborhoods and elected officials to invest in programs that are tested and effective for improving outcomes. Local data, system practice changes and strategic financing help communities implementing Evidence2Success to invest more effectively in their young people by increasing the community's focus on prevention and early intervention.

October 2020 Started Phase 3



April 2021 Completed Phase 3

In Phase 3, the Evidence2Success workgroup completed the community assessment. They reviewed data, recommended priorities, identified gaps in service delivery and recommended solutions.

Milestones

7 Evidence2Success workgroup meetings held virtually - Monthly workgroup meetings held to educate the workgroup on the framework and report progress

7 Together for Children meetings with Evidence2Success participation - 15 minutes has been allotted for the Site Coordinator to update the greater Coalition as part of the Liberty City/Brownsville Coalition

Synthesized Florida Youth Substance Abuse Survey data for Liberty City - The pandemic and the ensuing schools closure prevented Evidence2Success from administering the Youth Experience Survey (YES) in schools so secondary data was used to fill in the data gap. The FYSAS is a statewide survey that measures youth problem behaviors and the risk and protective factors that predict these outcomes. The FYSAS data used included county level data collected in 2014, 2016 and 2018. Secondary data results from the Florida Youth Substance Abuse Survey were presented to the workgroup.

24 Workgroup members & 13 Key Leaders interviewed for Wave 1 Interviews - Pennsylvania State University conducted a process evaluation to independently document the efforts of Miami and Liberty City with the Evidence2Success framework. The report summarized the pre-existing capacities related to collaboration, as well as the adoption, implementation, and monitoring of tested, effective programs. Wave 1 Interview results were presented to the workgroup.

Wave 1 Report Findings:

Racial & Ethnic Equity & Inclusion (REEI) - Income-based was the most-often-named dividing line in Miami at 64%, with racial divisions second.

Program Confidence: Individuals reported strong support for and belief in the effectiveness of prevention programs. Individuals conveyed strong support of tested, effective programs; individuals also reported that they would need to adapt tested, effective programs in order for them to be effective.

Shared Accountability - Low to neutral scores were reported consistently across the shared accountability domain, indicating that community or neighborhood resident needs and voices are not considered when decisions are being made about youth health and development programs and that decision-making power is not equally shared among differing organizations.

2 youth focus groups were held in Liberty City - The focus groups's purpose was to gather youth's perspectives about protective/risk factors as well as youth outcomes for youth who reside within Liberty City. Youth were also asked about their perception on key data points from the FYSAS 2014-2018 data. A total of three focus groups were conducted in March 2021 with 29 students from Miami Children's Initiative, Power Youth, Girl Power. Primary data results from the focus group were presented to the workgroup.

Participated in the Youth Power and Voice Summit & Race, Ethnic Equity, and Inclusion Training Both training workshops required by the AECF in order to successfully implement the Evidence2 Success framework.

Conducted Fundmapping Orientation to Evidence2Success workgroup/Together For Children Coalition - the Miami Finance Lead and Finance Coach were introduced to the group. They presented the various steps and actors involved to carry out a successful fundmapping exercise. Begun Fundmapping Data Collection - Requests were made to Miami-Dade County Public Schools, Miami-Dade County administration, Florida Department of Health, The Children's Trust, and the City of Miami administration.

The Children's Trust Board Meeting

Date: June 21, 2021

Resolution: 2021-70

Strategic Plan Priority Investment Area: Community awareness and advocacy: Cross-funder collaboration of goals, strategies and resources.

Strategic Plan Headline Community Result(s): Students succeed academically; children behave appropriately in school, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to negotiate and execute a funder collaboration contract with Key Biscayne Community Foundation, for the Fab Lab, in a total amount not to exceed \$100,000.00, for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount \$100,000.00 for this resolution is projected to be available in FY 2021-2022.

Description of Services: The Fab Lab is a mobile unit initially designed for communities as a prototyping platform for local entrepreneurship that educators use for project-based, hands-on STEM (Science, Technology, Engineering, and Math) education. Users learn by designing and creating objects of personal interest or import. Additionally, users are empowered to learn and mentor each other, gaining in-depth knowledge about the invention, the materials, the design process, and the engineering that goes into creativity and innovation. In educational settings, rather than relying on a fixed curriculum, learning happens in an authentic, engaging, personal context. Students go through a cycle of imagination, design, prototyping, reflection, and iteration as they find solutions to challenges or bring their ideas to life. Due to COVID-19, the Fab Lab is not being rotated. It is currently stationed at TACOLCY, Liberty City Optimist Club, and Tru Prep Academy.

The Fab Lab mobile unit uses different types of technologies. Some of the hardware technologies can be found at local hardware stores or purchased from specialty companies. The software used is often open-source, allowing free access, and some of the products are written by researchers at MIT's Center for Bits & Atoms. This solution not only teaches children about technology but uses technology that is accessible to them.

The Fab Lab mobile unit includes the following materials:

- laser cutter that makes 2D and 3D structures;
- sign cutter that plots in copper to make antennas and flex circuits;
- high-resolution CNC milling machine that makes circuit boards and precision parts;
- large wood router for building furniture and housing; and
- suite of electronic components and programming tools for low-cost, high-speed microcontrollers for on-site rapid circuit prototyping.

This investment represents the third year of Children's Trust funding for the Fab Lab. Key Biscayne Community Foundation is the provider of services in partnership with the Collective Empowerment Group of South Florida, Liberty City Optimist Club, and Teen Outreach Program. However, because of COVID-19, the programming has been delayed by a month. Additional partners in the Fab Lab include an anonymous foundation.

Background: The Fab Lab is an effort by the Key Biscayne Community Foundation to expand access to STEM (science, technology, engineering, and math) to the children of Liberty City. Key Biscayne Community Foundation has successfully raised funds from Himan Brown Charity Trust and an anonymous foundation. This investment complements The Children’s Trust’s match contract with the Miami-Dade County Public Library System, bringing STEM opportunities directly to our communities. Funding both initiatives allow for scale at a faster rate. Because the Fab Lab is mobile, there is an opportunity to move the lab to other Trust-funded providers in the Liberty City area.

Due to the coronavirus disease 2019, COVID-19, pandemic the completion of the lab buildout and programming launch has been delayed. This project is on track with other deliverables, including the delivery of materials, preparation of space, and hiring of staff.

The Children’s Trust invests \$100,000.00, while the Key Biscayne Community Foundation, Himan Brown and the anonymous foundation invest a combined total of \$364,320.00. For every dollar The Children’s Trust invests in the Fab Lab program, the funding partners invest \$3.60.

Per the procurement policy, section 2006 Match Funding and Funder Collaboration, the negotiation and execution of a funder collaboration contract are exempt from the competitive solicitation process. The application submitted by Key Biscayne Community Foundation underwent a multi-step review process that evaluated its match funding documentation. The assessment of the documents indicated that the Fab Lab brings new funds to Miami-Dade County and provides recurring, sustainable, and ongoing resources. Renewal of match and funder collaboration funding beyond the initial contract term is at the sole discretion of The Children’s Trust and shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s). Given the continued success of the project, this resolution seeks to renew this funder collaboration for a third year.

Geographic Area: Liberty City.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st of June, 2021.**

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

Impact Report / 2020-2021

Program Summary

Through its Sister City Initiative between Key Biscayne + Liberty City, the Key Biscayne Community Foundation launched **Fab Lab Liberty City**; a digital fabrication space for youth to play, create, learn, mentor and invent. The program aims to inspire, prepare and nurture the pursuit of coursework and careers in STEM through a hands-on experience with digital fabrication. The students are learning how to use the equipment to make their ideas come to life, while understanding the connection between the curriculum, digital fabrication and the STEM career at hand.

Program Expansion

Fab Lab Liberty City is also supporting students with post-secondary education planning, standardized test prep, financial aid, and college applications.

Results By The Numbers



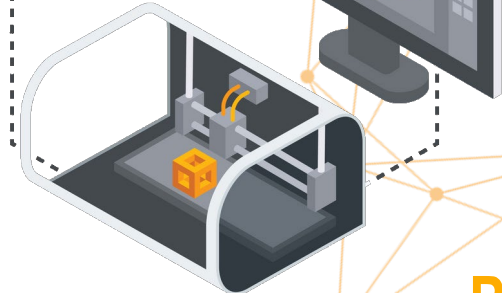
INCREASE
in the number of participants that would like to engage in more STEM activities



DESIRE
of the students to continue working with digital fabrication tools in the future



COMFORT
level of the students using the tools they were exposed to during the program



DIGITAL FABRICATION STEM PROGRAMMING

COVID-19 Adaptations

Fab Lab launched virtually and pivoted to in-person in fall 2020. **Fab Lab Liberty City** was designed to rotate from site to site every 2 months; however, due to the pandemic, in-person after-school programming was limited. This allowed the **Fab Lab** to remain at Belafonte Tacolcy Center and provide a deeper level of programming to its students. Now that more programs are offering in-person services, **Fab Lab** is now serving 3 locations simultaneously.

ONE of the best decisions I've made...it is the most fun I've ever had...I can let my creativity shine. It is a great place where you can be yourself and show what you can make and what you can do and what you can give to society or the public and be part of something bigger than what you are...and be who you are."

- Fab Lab participant

The Children's Trust Board Meeting

Date: June 21, 2021

Resolution: 2020-71

Strategic Plan Priority Investment Areas: Community awareness and advocacy: Cross-funder collaboration; and youth development.

Strategic Plan Headline Community Results: Students are succeeding academically; children behave appropriately in school, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to negotiate and execute a funder collaboration contract renewal with Catalyst Miami, Inc., for Future Bound Miami, a Children's Savings Accounts program, in a total amount not to exceed \$135,000.00 for a term of 12 months commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$135,000.00 for this resolution is projected to be available in FY 2021-22.

Description of Services: Future Bound Miami, the Children's Savings Accounts (CSA) program led by Catalyst Miami, Inc., addresses the economic challenges described in the background below and is a crucial strategy for postsecondary attainment with two program goals:

1. Educational Achievement – Increase postsecondary readiness among students by fostering a postsecondary-bound identity that will help reduce the achievement gap.
2. Financial Capability – Help low-and moderate-wealth families lead healthier financial lives through financial education and sound savings habits among children and parents.

Upon entering kindergarten, each child enrolled in Miami-Dade County Public Schools (M-DCPS) will automatically gains access to a no-fee saving account in their name. Parents activate the Future Bound Miami account by accessing the M-DCPS Parent Portal during the activation periods. Within 48 hours of activating the account, children receive an initial seed incentive of \$25 in their account, or \$50 for children who qualify for free or reduced lunch. This seamless enrollment process is possible through a custom CSA account-management platform, Outcome Tracker powered by VistaShare. Through this platform, parents, family members, and friends can make deposits directly into the savings account; however, only the child can access the account funds upon graduation from high school.

School staff, teachers, and administrators are key partners in Future Bound Miami and help families and children access financial resources and understand the benefits of enrolling in the program. Teachers promote financial literacy in the classroom throughout the year and participate in quarterly training sessions to share program updates and provide financial literacy "Launch Lessons" that can be used in the classroom.

The first account activation period, which ended in December 2019, was a soft launch to test the process and the platform and learn best practices for a large-scale program rollout. During the initial activation period, 262 accounts were opened in M-DCPS schools in the City of Miami.

To date, the program has activated and seeded more than 935 Future Bound Miami Children's Savings Accounts. This is a 218 percent increase from the first activation period.

Additionally, during the first contract year, the following accomplishments were achieved:

- developed the classroom curriculum for kindergarten teachers to deliver, and provided training and support to teachers and administrators;
- recruited and trained more than 150 volunteers from the banking and finance industry;
- developed and implemented a marketing and community outreach plan;
- launched the technology platform, Outcome Tracker powered by VistaShare, allowing parents to activate an account for their child with ease, directly from the M-DCPS Parent Portal;
- developed webinars for parents to assist with account activation; and
- memorialized the partnership among all consortium members through the execution of a Memorandum of Understanding.

Background: Miami-Dade County is home to a growing population of low- to moderate-income families. The middle class is steadily declining, and the gap between high- and low-wealth individuals is widening, with the wealthiest fifth of the population earning \$176,876.00 in 2013, versus \$8,829.00 for the lowest fifth. Postsecondary attainment leads to higher earning potential, which can decrease the income gap in Miami-Dade County. There is strong evidence suggesting a correlation between postsecondary savings and postsecondary graduation. Research indicates low- and moderate-income children with postsecondary savings of just \$500.00 or less are three times more likely to enroll in college and four times more likely to graduate.

CSAs are an innovative and effective way to increase postsecondary attainment. CSAs are long-term savings accounts that provide incentives to help children and their families build savings for the future. Accounts are opened with an initial seed deposit in kindergarten and grow through family contributions and earned incentives. Throughout the program, children and parents have access to free financial education to build financial capability. CSAs are accessible upon high school graduation to help pay for postsecondary education and/or technical training. If a student does not pursue post-secondary education nor technical training upon graduating high school, then all the incentive funds and related interest are forfeited. However, the student will have access to the funds deposited in the account by her/his parent(s)/caregiver.

On November 14, 2016, through resolution #2017-28, the board approved the funding of an innovation contract with Catalyst Miami, Inc., to convene stakeholders in a comprehensive planning process to launch a universal CSA program for all M-DCPS kindergarten students. Planning began with establishing a diverse design team to lead the process towards creating a CSA implementation plan. The planning process involved coordination with M-DCPS, government officials, community organizations, and various parent focus groups.

From the design team, a consortium comprised of key community stakeholders emerged – each sharing a vision of launching a universal CSA program focused on increasing postsecondary readiness among participants, with a focus on building the financial assets among under-resourced families. Consortium partners include Catalyst Miami, Inc., The Children's Trust, the City of Miami, The Children's Movement of Florida, M-DCPS, Sant La Haitian Neighborhood Center, the United Way of Miami-Dade County, the Miami Foundation, the Health Foundation of South Florida, Junior Achievement, and EdFed (formerly the South Florida Educational Federal Credit Union).

Subsequently, on November 19, 2018, through resolution #2019-17, the board of The Children's Trust approved a funder collaboration contract with Catalyst Miami, Inc., to launch Future Bound Miami, the first-ever CSA program in Miami-Dade County. Future Bound Miami

launched in 30 M-DCPS elementary schools within the City of Miami. The ultimate goal is to expand it to a countywide M-DCPS program by 2025.

The Children’s Trust’s investment of \$135,000.00 supports the program’s infrastructure. It leverages nearly \$820,000.00 from the City of Miami, Miami-Dade County, the Perez Family Foundation, and United Way of Miami Dade County in direct funding, along with approximately \$1,480,000.00 in in-kind contributions secured by the consortium. For every dollar The Children’s Trust invests, more than \$17.00 in direct funding is leveraged in return.

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

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____
SECRETARY

Approved by County Attorney for form and legal sufficiency _____

2020-2021 Impact Report

Program Summary

Future Bound Miami is Florida's first universal Children's Savings Account (CSA) program in Miami-Dade County providing families with a free, long-term savings account for their child's postsecondary education. In its second year, families are eligible to activate a Future Bound Miami account during a child's kindergarten or 1st grade year. When a child's account is activated, the child will receive an initial seed incentive of up to \$50.

Future Bound Miami addresses the economic challenges facing Miami-Dade County and is a key strategy for achieving a vision of postsecondary attainment. The design team settled on two program goals:

- Educational Achievement - Increase postsecondary readiness among students in Miami-Dade County by fostering a postsecondary-bound identity that will help reduce the achievement gap among racial and socioeconomic groups.
- Financial Capability - Help low- and moderate- wealth families lead healthier financial lives through financial education and sound savings habits among children and parents.

Program Highlights

Since the 2019-2020 academic year, Future Bound Miami launched for kindergarten and 1st grade students in 30 schools within the City of Miami.

Some of our successes include:

- Developed an engaging brand identity
- Establishing a scalable youth curriculum
- Buildout of portal for account activations, disbursements and communication for parents.
- Implemented seed incentives for all participants
- Successfully launched the first account activation period



By the Numbers

As of April 2021, Future Bound Miami has achieved the following metrics:

- Activated and seeded more than 935 Future Bound Miami Children's Savings Accounts (218% increase from the first activation period).
- Held four teachers training sessions and a virtual pep rally with over 80% of teachers attending at least one session
- Educated over 3,000 students with our financial education curricula
- Raised over \$600,000 in seed incentive funds in order to expand both within and outside of the City of Miami starting with the 2021-2022 academic year



COVID-19 Pivot

After launching in November 2019, we gained excellent momentum, but it was abruptly stalled due to the rise of the COVID-19 pandemic in March 2020. Under guidance from M-DCPS School Operations, we were asked to pause account activations until Spring 2021. We used this time to further develop our program infrastructure and conduct more targeted work in fund development and program expansion. With the support of County Commissioner Eileen Higgins and the Community Disparities Subcommittee we were able to secure \$500,000 to expand the Future Bound Miami program to 15 new feeder patterns (98 elementary schools) over the next two years. We also were awarded with program infrastructure funds from The Jorge M. Perez Family Foundation totaling \$100,000 over two years.

Regional Consortium

A Regional Consortium leads the implementation of Future Bound Miami. This consortium acts as a formal advisory board responsible for overseeing and approving the decisions guiding the program, ensuring that each decision is directed by a community-wide vision for all of Miami-Dade's children. Currently, Consortium members include:



The Children's Trust Board Meeting

June 21, 2021

Resolution 2021-72

Strategic Plan Priority Investment Areas: Community awareness and advocacy: Cross-funder collaboration of goals, strategies and resources.

Strategic Plan Headline Community Results: Students succeed academically; children behave appropriately in school, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to negotiate and execute a funder collaboration contract renewal with Miami Homes For All, Inc., to support partnerships to end youth homelessness in Miami-Dade County, in an amount not to exceed \$100,000.00 for a term of 12 months commencing, October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$100,000.00 is projected to be available in FY 2021-2022.

Description of Services: Miami Homes For All, Inc. (MHFA) coordinates system partners to identify and track homeless youth and provide immediate access to appropriate programs and services, including housing, education, healthcare, employment, mentorship/peer groups, and other supportive services. MHFA is the primary county-wide support agency for the Helping Our Miami-Dade Youth Collective (HOMY Collective), a multi-sector effort to create a locally designed, comprehensive system of care to prevent and address youth homelessness in Miami-Dade County. With the help of MHFA, the HOMY Collective ensures that more than 100 agencies work collaboratively together to serve Miami-Dade County's youth experiencing homelessness. The HOMY Collective supports youth with safe and stable housing and wraparound services that will help them become more resilient adults. The collaboration seeks to reach Miami's most vulnerable and often invisible youth with the goal of ensuring stable housing for all youth. This funder collaboration project allows more homeless youth to be served with wraparound services and supports.

MHFA continues to lead the HOMY Collective to improve marketing, outreach, identification, and assessment of homeless families and youth. MHFA through the HOMY Collective continues to improve youth-friendly access points and community outreach locations, provide intake and shelter referrals within a day, even after typical business hours. MHFA recruited Educate Tomorrow, Pridelines, Miami Bridge Youth and Family Services, and Citrus Health Network to serve as service access points and pursued stable housing for youth by recruiting more housing opportunities and improved service coordination. The program education and employment strategy improved education and the workforce pipeline for youth experiencing homelessness. In addition, MHFA coordinated the donation of 53,500 masks and other personal protective equipment (PPE) for homeless youth.

Background: MHFA, formerly known as the Miami Coalition for the Homeless, was created to promote community efforts to help prevent and end homelessness in South Florida by establishing alliances with agencies and organizations. Since its inception, MHFA has sought to develop formal partnerships to break down silos and support all individuals who experience homelessness at any point in their lives.

MHFA is dedicated to preventing and ending youth homelessness, defined as individuals 13 to 24 years of age, unaccompanied by a parent or guardian experiencing housing instability. Homeless youth often couch-surf, live in shelters, or live-in transitional housing. MHFA, in partnership with the HOMY Collective, aims to provide Miami-Dade County's homeless youth with wraparound services and supports.

MHFA concentrates on advocacy, prevention, and informational services to enhance existing community efforts while filling identifiable gaps in supports. MHFA seeks to work in partnership with multi-sector organizations to create a comprehensive system of care. Specifically, MHFA seeks to:

- improve outreach, identification and assessment of participant needs;
- increase the supply of youth-specific, developmentally appropriate housing options;
- leverage existing resources and improve systems coordination;
- ensure disconnected and vulnerable youth develop healthy, permanent relationships;
- support the social, emotional and physical well-being of youth; and
- expand homelessness prevention efforts and improve collaboration between systems.

The Children's Trust invests \$100,000.00, while The Homeless Trust invests \$360,000.00 in a funder collaborative investment, totaling \$460,000.00. For every dollar The Children's Trust invests, approximately \$3.60 is leveraged in return. The Children's Trust funds are used to provide operational support and structure for the partnership of approximately 100 agencies working together to address youth homelessness through the HOMY Collective. The funds will be pooled with nearly \$3.4 million to support the work of the HOMY Collective.

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

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June 2021.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children's Trust invests in Miami Homes For All (MHFA) to be the backbone support to The HOMY Collective: Helping Our Miami-Dade Youth (HOMY). Since then, HOMY continues to grow. This year, we made great strides in cultivating and integrating the leadership of youth with lived experience of homelessness. HOMY continuously finds the gaps and needs of our community and addresses those needs by creating more youth-friendly housing options; centering unaccompanied homeless youth in policies; and learning new and more ways to make the movement to end youth homelessness sustainable.

HOMY RESULTS



Stable Housing recruited more housing opportunities for youth and improved services coordination:

- Placed 369 youth in the Homeless Trust and exited 296
- Increased number of housing units or beds for youth:
 - 50 new Fostering Youth to Independence vouchers
 - New host homes
 - Additional transitional housing beds
 - New rental assistance and rapid re-housing program
- Created the HOMY Housing Tool so youth can easily find + apply for the appropriate housing program
- Secured Miami-Dade Public Library System as an Access Point - this means 5 branches can now refer youth and families to shelter or other housing programs



Education + Employment improved services coordination and advocated for policy changes

- Created direct referral pipeline between homeless service providers and higher education institutions
- Improved employment referrals between housing providers and employment agencies



Permanent Connections developed strategies to connect youth with peer support and/or family services

- Launched a new partnership with the Greater Miami Chamber of Commerce's Leadership Miami program (Brighter 2morrow) to mentor YVAC members



Well-Being improved services coordination for youth to access health services

- Implemented training regarding the Transition to Independence Process framework to all HOMY partners
- Partnered with Thriving Mind to develop a referral system for youth to access mental health programs

COALITION HIGHLIGHTS



100 agencies are now members



Coordinated donations and provided 53,500 masks, 500 hygiene kits, soap, home kits (essential items, cleaning supplies, etc.), and more to youth



Developed and provided training + technical assistance to HOMY members on new housing and shelter policies



Surveyed 266 youth in the iCount Miami 2021, our census of youth experiencing housing instability and scheduled to conduct annual survey of HOMY service partners to understand needs + gaps

The **Youth Voice Action Council** is comprised of 11 youth and young adults with lived experience of homelessness. In December 2020, HOMY recruited and launched Cohort II. Here are their accomplishments in just the first three months of the program:



Began 6 projects leading to systems change + services coordination

The YVAC is working on various projects including a youth-led Outreach + Engagement committee and revamping the HOMY website.



Led 11 advocacy + civic engagement initiatives

They led, spoke, or engaged in local, state, and national conferences, events, or policies.



Received 11 life skills + professional development opportunities

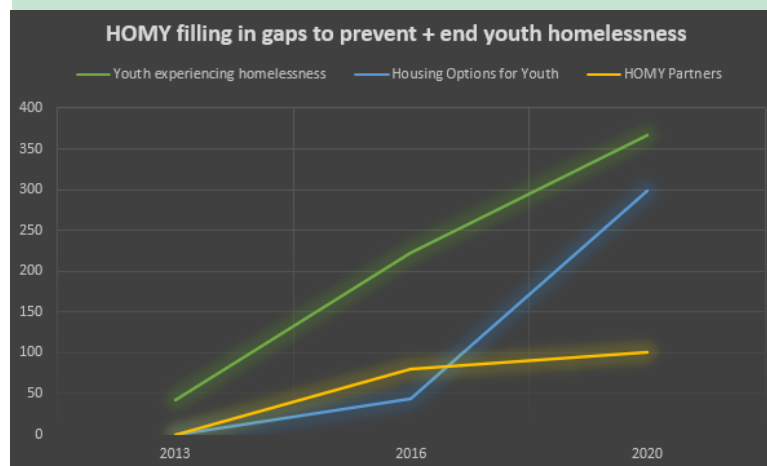
They received various trainings and leadership development workshops including financial literacy, advocacy, and public speaking.



Got 3 new jobs!

3 YVAC members leveraged this development opportunity to compete for and gain new employment.

The following chart highlights how HOMY identifies gaps (e.g., housing options for youth and service partnerships) to meet the needs of youth counted and identified as experiencing homelessness:



FOR MORE HOMY INFO:

info@homycollective.org

www.homycollective.org

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The Children's Trust Board Meeting

June 21, 2021

Resolution 2020-73

Strategic Plan Priority Investment Areas: Community awareness and advocacy: Cross-funder collaboration of goals, strategies and resources.

Strategic Plan Headline Community Results: Students succeed academically; children behave appropriately in school, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to enter into a service agreement with Miami-Dade County for a local funding match to support Miami-Dade Public Library System's STEAM-based programming and academic tutoring, in an amount not to exceed \$175,000.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$175,000.00 is projected to be available in FY 2021-2022.

Description of Services: The Children's Trust partners with Miami-Dade County Public Library System (MDPLS) through a match project to: (1) increase access to the STEAM (Science, Technology, Engineering, Arts and Math) program using the Technobus by providing at least 60 service stops at various high-need communities through the county, and (2) increase access to the academic tutoring provided by 105 certified teachers across 27 library sites. The estimated total cost of the project is \$961,000.00. The Children's Trust contributes \$175,000.00, and MDPLS funds the balance, a more than \$5.00 return on every Trust dollar invested.

The Technobus brings instruction and digital services directly to at least 60 locations in high-need communities, providing access to high-tech programming, tools, and projects in a nurturing environment. The Technobus stimulates children's natural inquisitiveness giving them a way to explore and learn concepts that will serve them the rest of their lives. The program is particularly valuable for the children in high-need communities for whom access to state-of-the-art technology is, at best, limited. The 37-foot bus accommodates 11 students and two instructors at a time. This rich learning environment with internet access offers its users popular software applications, as well as coding and programming activities. Program experiences include digital photography, music production, filmmaking, graphic design, digital pianos and high-tech drones.

This match project also increases access to homework help and tutoring for children and youth. MDPLS pairs certified teachers with small groups of students ranging from grades K through 12 to promote literacy and learning with free tutoring in reading, math, and science. Tutoring sessions are offered in one-hour increments primarily, on Saturdays from 10:00 a.m. to 1:00 p.m. Registration and interest in the program increase weekly. The program currently has 105 part-time tutors (certified teachers) on staff. Tutoring is offered at 27 library locations, providing broad access, and ensuring sufficient tutor-to-student ratios. Branch locations and subjects are listed below.

Library Locations (27)	
Allapattah	Miami Springs
Arcola Lakes	Model City
California Club	Naranja
Coral Gables	North Central
Coral Reef	North Dade Regional
Hialeah Gardens	Northeast Dade Aventura
Homestead	Palm Springs North
International Mall	South Dade Regional
Kendale Lakes	Sunny Isles
Kendall	Sunset
Little River	West Flagler
Main Library	West Dade Regional
Miami Beach Regional	West Kendall Regional
Miami Lakes	

Available Subjects (10)
Reading for Any Grade
Elementary Mathematics
Middle School Mathematics
Pre-Algebra
Algebra 1
Algebra 2
Geometry
Elementary Sciences
Middle School Sciences
Biology

Background: Miami-Dade County’s Public Library System provides services to fulfill the informational, educational and recreational needs of our community. MDPLS serves one of the largest and most diverse populations in the United States. Services include access to a collection of nearly 2.3 million physical items, as well as 300,000 downloadable or streaming eAudio and eBooks, 310 downloadable digital magazines, and millions of downloadable songs and music videos, all in a wide variety of formats and languages. MDPLS also maintains a high-speed computer network that provides access to free Wi-Fi, public computer workstations and tablet devices, gaming platforms, 3D printers, and a variety of software and hardware that ensures the latest technology is available to the public for learning, personal growth, and recreational use. MDPLS operates a main library, five regional branches, and 44 neighborhood branches. MDPLS coordinates many activities and functions with a variety of stakeholders, including schools, homeowners' associations, community councils, municipalities, community-based organizations and other local and neighborhood groups. Also, MDPLS works in conjunction with Miami-Dade County departments, and agencies to deliver programs and services to the public.

Access to STEAM programming is often limited in high-need neighborhoods. STEAM learning encourages creativity and critical thinking, providing opportunities to support the skills needed to thrive in today’s classrooms and workplaces, such as problem-solving, analytical thinking and the ability to work independently. MDPLS’s Technobus is a mobile unit that provides STEAM programming to children and youth in high-need neighborhoods free of cost.

Academic support services and tutoring help strengthen subject comprehension, boost confidence and build essential learning skills through individualized attention. As academic coursework grows more rigorous, parents often seek tutoring services to support their

Resolution 2021-73 – Community Awareness & Advocacy, Cross-funder Collaboration
June 21, 2021

children's achievement aspirations. More often than not, tutoring services are costly. In response to the need, MDPLS provides tutoring at locations throughout the county at no cost to participants.

The COVID-19 pandemic forced some changes in operation. In June 2020, when restrictions were partially lifted, the Library's Technobus service was reinstated at a reduced capacity. All services provided in the Technobus continue to follow the CDC's (Center for Disease Control) strict health and safety protocols. Until these are completely lifted, occupancy limits in the Technobus remain affected. As of March 31, 2021, the Technobus has served 330 children and teens and has visited 45 Children's Trust locations.

Additionally, the Homework Help and Tutoring Program continued online operations in accordance with local and state guidelines. As of March 31, 2021, the program has provided 20,367 in-person and online tutoring sessions to students throughout Miami-Dade County. The Homework Help and Tutoring Program was recognized for its service to the community in October 2020, by the Florida Library Association (FLA) as the Exemplary Instructional Program for 2020. In November 2020, the Miami Times newspaper ranked the program among the Best of Miami in academic support and community service during the COVID-19 pandemic.

While The Children's Trust intends to invest \$175,000.00 in the Public Library System's STEAM-based programming and academic tutoring this coming program year, MDPLS will provide approximately \$786,000.00 in support of this effort. The Children's Trust investment is a \$25,000.00 increase over the previous year. This increase in funding will support additional tutoring services, including extending the available tutoring service hours for all sites, adding more tutors, and maintaining remote tutoring accessibility. In addition, more Technobus stops will be added as well.

Per the procurement policy, section 2006, Match Funding and Funder Collaboration, the negotiation and execution of a match contract are exempt from the competitive solicitation process. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children's Trust and is contingent upon satisfactory performance, availability of funding, and an ability to maintain the underlying primary funding sources. Given the continued success of the project, this resolution seeks to renew this funder collaboration agreement for a third year.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June, 2021.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

PROGRAM SUMMARY

The Homework Help and Tutoring program embodies the vision of MDPLS to “enrich and inspire our community through knowledge, creativity and innovation” and exemplifies its mission to “provide extraordinary services, spaces and experiences that promote literacy and learning, personal growth and limitless opportunities.” The program promotes literacy and learning by providing certified teachers who meet with students in grades K-12 to provide free homework help and tutoring in reading and math. The Children’s Trust enhances the tutoring program through funding which supports increased access to tutoring services. In addition to providing an exemplary benefit to the community, the program inspires all children to a lifelong love of learning and supports student achievement in a safe and nurturing learning environment.

OUTCOMES (October 2019 – September 2020)

During its second year of operation, the Homework Help and Tutoring Program expanded operations from 18 to 27 locations and continued to provide tutoring services for grade K-12 students in reading, math, and science. In response to COVID-19, the program transitioned from an in-person program model to an online tutoring model. In this capacity, the Homework Help and Tutoring Program provided one-on-one tutoring in reading and math using the Zoom platform. Parents were able to request virtual tutoring appointments in 30-minute sessions through an online system. At the end of the program year, the Homework Help and Tutoring Program successfully completed a total of **34,556** tutoring sessions in FY19-20.



Between October 2019- March 2020 (20 weeks), **23,641 in-person sessions** were completed.



Between April 2020- September 2020 (22 weeks), **10,915 online sessions** were completed.

OUTCOMES (October 2020 – March 2021)

As its third year began, the Homework Help and Tutoring Program continued online operations in accordance with local and state guidelines. Additionally, the Homework Help & Tutoring Program was recognized for its service to the community. In October 2020, the Florida Library Association (FLA) recognized the program as the Exemplary Instructional Program for 2020. In November 2020, the Miami Times newspaper ranked the program among the Best of Miami in academic support and community service during the COVID-19 pandemic. As of 3/31/2021, the program completed an average of **926** tutoring sessions a week in FY2020-2021. Additional information is below.

Key Numbers:

Weeks of operation: 22

Tutoring sessions requested: 21,652

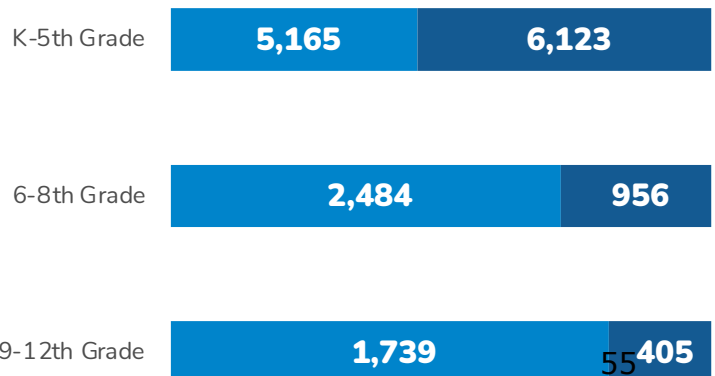
Tutoring sessions completed: 20,367

Average weekly sessions: 926

Average attendance: 94%

Requests: 46% male / 54% female

Math tutoring requests far exceeded reading tutoring requests in middle and high school.



PROGRAM SUMMARY

The Technobus brings instruction and digital services directly to the community, providing access to high-tech programming, tools and projects in a nurturing environment. The 37-foot bus accommodates 11 students and two instructors at a time. This rich learning environment with internet access offers its users popular software applications, coding and programming experiences in digital photography, music production, filmmaking, graphic design, digital pianos and high-tech drones. The Technobus stimulates the natural inquisitiveness of children, giving them a way to explore and learn concepts that will serve them the rest of their lives. The program is particularly valuable for the children in high-need communities for whom access to state-of-the-art technology is limited.

OUTCOMES (October 2019 – September 2020)

The Children's Trust enhanced the Technobus services by funding additional stops allowing the mobile learning center to reach younger audiences of children ages 10-12 years old in addition to teenagers, 13-19 years old. Young participants are engaged in creative problem-solving collaboration through computer programming which aims to teach the children innovation, to think critically and use engineering or technology in imaginative designs or creative approaches while building on mathematics and science skills. Due to the onset of the COVID-19 pandemic, in mid-March 2020, the Library was forced to halt its Technobus service. This resulted in the closure of many public and private countywide programs and services including after-school youth programs, parks, and Community Resource Centers. Despite this, the Technobus completed 142 stops and served 1,147 children and teens at Children's Trust locations by the end FY2019-2020.



Technobus made **142** stops providing over **160** hours of access to programs for **1,147** children & teens.



64% of children & teens learned basic & advanced coding/STEAM.

OUTCOMES (October 2020 – March 2021)

In June 2020, when restrictions were partially lifted, the Library's Technobus service was reinstated at a reduced capacity. Some of the sites have not come back due to health guidelines and overall community uncertainty. Despite that, the Library has done additional stops that have reopened and have reached out to those youth programs, parks, and Community Centers in order to meet the mutual goal of visiting 5 Children's Trust sites per month. All services provided in the Technobus continue to follow the CDC's (Center for Disease Control) strict health and safety protocols. Until these are completely lifted, occupancy limits in the Technobus remain affected. As of March 31, 2021, the Technobus has served 330 children and teens and has visited 45 Children's Trust locations. Additional information is below.

Over the course of 15 months,
721 children & teens gained access to computers & emerging technologies.
625 children & **280** teens learned basic & advanced coding.

The Children's Trust Board Meeting

June 21, 2021

Resolution 2021-74

Strategic Plan Priority Investment Area: Youth development; health and wellness; family and neighborhood supports; community awareness and advocacy; and cross-funder collaboration of goals, strategies, and resources.

Strategic Plan Headline Community Results: Children and youth regularly access medical, dental and behavioral health care; children and youth behave appropriately in schools, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to renew a service agreement with Kristi House, Inc., for a local funding match to support abuse prevention efforts, human trafficking awareness training, and victims' services, in a total amount not to exceed \$180,300.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$180,300.00 for this resolution is projected to be available for FY 2021-2022.

Description of Services: The Children's Trust partners with Kristi House, Inc., the United States Department of Justice-Office for Victims of Crime, and the United States Department of Health and Human Services-Substance Abuse and Mental Health Services Administration to fund Project GOLD, which supports abuse prevention efforts, human trafficking awareness training, and victims' services. The funds invested by The Children's Trust support the following direct service team members: a masters-level therapist, an education and outreach specialist, a child care specialist, and a client driver, that serve adolescent girls through intensive therapeutic services and youth through education and outreach services.

Throughout the last year, 6,709 children, adults, and administrators from social service organizations have been engaged in the education and outreach component of Project GOLD. This work provides evidence-based safety and prevention education directly to children and teens in schools and community-based sites. As a direct result of this program component, more children have disclosed abuse. Additionally, 685 group sessions were delivered, while 68 girls engaged in wrap-around support services. To ensure that all participants have continued access to services and resources, 858 transportation trips have been provided.

In mid-March 2020, Kristi House temporarily closed its drop-in center due to the coronavirus disease 2019 (COVID-19) pandemic, which negatively impacted accessibility and provision of services. About one week after the drop-in center's closure, all individual services such as individual therapy, youth advocacy, mentoring, career coaching, tutoring and other educational services were resumed through HIPAA-compliant virtual platforms. Additionally, in April 2020, group programming resumed with survivor-led parenting support, therapeutic support, employment, life skills, and recreational groups. In addition to virtual individual and group services, the program has made continuous efforts to meet the varying needs of youth and their families in other areas. Further, the program has continued to collaborate with donors and community partner agencies to find creative ways to engage the program participants in services to meet their needs as programming ramped up throughout the year.

Resolution 2021-74- Health and Wellness
June 21, 2021

Background: Founded in 1995, Kristi House, Inc. is the nationally accredited, state-designated child advocacy center for child victims of sex abuse in Miami-Dade County. The multidisciplinary team at Kristi House provides evidence-based services, including therapy, education and outreach services, child care, and transportation services for adolescent girls who are victims of sex trafficking and abuse. Kristi House coordinates victims' care with partner agencies and directly provides advocacy and mental health services to help children and families heal from trauma. With its staff of specially trained mental health clinicians and a nationally recognized track record for treating child trauma, particularly sexual abuse, Kristi House is a member of the preeminent National Child Traumatic Stress Network.

The organization also provides prevention education and best practices training to professionals, children, and parents. Kristi House's direct services include comprehensive family advocacy and therapy for children and their families, along with wraparound support and linkages for whatever services they may need for recovery. Last year, more than 1,500 child victims and their families received services, free of cost, at Kristi House.

In 2007, Kristi House created Project GOLD, a program dedicated to support adolescent girls who are victims of human trafficking. To ensure that all legal, medical, and emotional needs of Project GOLD victims are met, Kristi House staff meets weekly with the following partner agencies:

- State Attorney's Office;
- Department of Children and Families;
- University of Miami Child Protection Team;
- Jackson Hospital Rape Treatment Center;
- City of Miami;
- Miami-Dade Police; and
- Guardian Ad Litem.

In November 2019, the board of The Children's Trust approved match funding to support Project GOLD. The total cost of the program for 12 months is \$598,927.20. For every \$1 invested by The Children's Trust, \$2.32 is leveraged by the partner agencies.

Per the procurement policy, Section 2006 Match Funding and Funder Collaboration, match service agreements are exempt from the competitive solicitation process. The application submitted by the Kristi House, Inc. underwent a multistep review process that evaluated the leveraged funding opportunity as well as the potential impact of the proposed program. Renewal of match and funder collaboration funding beyond the initial contract term is at the sole discretion of The Children's Trust and shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and the ability to maintain the underlying primary funding source(s). Given the continued success of the project, this resolution seeks to renew this funder collaboration for a third year.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June 2021.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____



IMPACT REPORT: Program Highlights (JUL 2020 – MAR 2021)

Services Provided

6,709



Girls in Project GOLD need an array of services to overcome sex trafficking as well as other childhood traumas and unmet needs. The Project GOLD team provides comprehensive services to survivors and those at high risk including **case management, therapy, advocacy, educational support, jobs training, transportation, life skills** and a variety of enrichment programs. During the pandemic, family **emergency support** was also vital and provided from The Children’s Trust and the community.

Contact Hours

3,321



The Project GOLD team includes Youth Advocates, Survivor-Mentors, a Career Coach, Education Specialist, Tutor, Client Drivers, Program Support Specialist and community volunteers. This broad team addresses the myriad needs of Project GOLD clients with total hours representing service work with and on behalf of the girls involving **counseling, mentoring, employment coaching, tutoring, court advocacy, Member trainings** and **case staffings** with partners.

Groups Conducted

685



At the neighborhood **Project GOLD Drop-In Center**, girls participate in an array of enrichment and educational groups in a homelike setting created just for them, ideal for engagement and service delivery. The groups went virtual at the onset of the pandemic. Missing that in-person connection to staff and one another, girls are happy to be meeting in person again and enjoy the healing atmosphere of the Drop-In Center.

Transportation Trips Provided

858



Client drivers are vital to our program and beloved by program participants. Drivers offer support and another caring adult in girls’ lives and provide access to programs daily. During the pandemic, Drivers made socially distanced visits to girls and their families to drop off needed family stabilization items.

New Jobs Obtained

27



Project GOLD’s job training and career planning track focuses on closing the loop on restoring girls’ lives. Career specialists help girls identify their strengths and talents to find paths to continued education, on-the-job vocational training, internships and productive, rewarding **employment and careers**.

Community Members Trained

3,421



Kristi House provides **educational webinars** focused on child sex trafficking. Participants included Service providers, parents, youth and others in the Miami-Dade community as well as statewide audiences at the Florida Attorney General’s Annual HT Summit and the Florida Network of CACs annual conference.

Girls Served with Wrap-Around Support

68



Girls receive **wrap-around support** from the Project GOLD team tailored to each Member’s specific needs, including case coordination, mentoring, therapy, advocacy, transportation, educational support, enrichment groups, life skills training, emergency assistance and job/career coaching.

OUTCOMES

1. **“Not a Number”** group prevention program conducted during the period with 100% of the Members enrolled completing all sessions.
2. **“My Life My Choice”** survivor group was pending due to the pandemic. The next 10-session course is slated to begin in June.
3. **Goal Achievement** – 41 out of 62 girls (66%) who were active in Project GOLD for 6 months or longer achieved 75% or more of their goals in one or more program areas, exceeding our goal of 50%.



The Children's Trust Board Meeting

June 21, 2021

Resolution 2021-75

Strategic Plan Priority Investment Area: Youth development; health and wellness; family and neighborhood supports; community awareness and advocacy; and cross-funder collaboration of goals, strategies, and resources.

Strategic Plan Headline Community Results: Children and youth regularly access medical, dental and behavioral health care; children and youth behave appropriately in schools, homes and communities; and youth successfully transition to adulthood.

Recommended Action: Authorization to renew a service agreement with the Miami-Dade State Attorney's Office, for a local funding match to support an anti-human trafficking campaign and to increase services for victims of human trafficking, in a total amount not to exceed \$125,000.00 for a term of 12 months, commencing October 1, 2021, and ending September 30, 2022.

Budget Impact: Funding in the amount of \$125,000.00 for this resolution is projected to be available for FY 2021-2022.

Description of Services: Florida has the third-highest human trafficking rate in the United States. Human trafficking victims are often runaways and youth in foster care who are manipulated, coerced, and entrapped in the sex trade and afraid to seek help. To increase services for victims of human trafficking, The Children's Trust partners with the Miami-Dade State Attorney's Office (SAO), medical providers, law enforcement, Project Phoenix, the Thrive Clinic, Citrus Health, Voices for Children, the Homeless Trust, the Coordinated Victim Assistance Center, and Kristi House to support the Stop Sex Trafficking Campaign and other anti-human trafficking efforts.

The Children's Trust's funding supports the investigator's supervisor, and the victim specialist positions at the Institute for Coordination, Advocacy, and Prosecution (ICAP) to support the services linked to the campaign. The victim specialist is responsible for answering all calls, signals, texts, online tips, chats, and emails related to human trafficking. The ICAP operates 24 hours a day, seven days a week. The campaign is designed to provide victims, survivors, and callers with access to critical support and services to assist human trafficking victims. Victim specialists, among other things, assess victims' immediate needs, track critical victim information, and provide crisis counseling and safety planning. The aggressive public awareness campaign continues to reach hundreds of human trafficking victims. Since December 2020, 146 calls were received by the virtual call center, 21 calls were related to human-trafficking. As a result, 26 human trafficking cases are being filed, while 21 completed case assessments and 26 referrals were made to law enforcement and coordinated social services. In many cases, victims reside outside of Miami-Dade County, and/or may seek social-emotional services and other supports and may opt not to pursue legal action. In all cases, the SAO staff ensures that the victims are connected to the services and supports they seek.

Background: In 2012, the SAO established a dedicated Human Trafficking Unit that uses an innovative trauma-informed law enforcement model to investigate and prosecute human

trafficking cases. The Human Trafficking Unit consists of highly trained specialized prosecutors, investigators, and victim specialists who successfully prosecute traffickers and assist victims.

In November 2018, the SAO opened ICAP, an innovative victim-centered approach to human trafficking prevention and intervention. Prosecutors, investigators, and victim services are housed in one building and work directly with human trafficking victims. The ICAP's accommodations include an operations center, training center, forensic interviewing services, and victim services center. It also serves as a triage center when victims of human trafficking are recovered, and investigations commence.

On November 6, 2019, in a proactive effort to combat sex trafficking, the SAO, in collaboration with the Miami Super Bowl Host Committee and The Women's Fund Miami-Dade, launched the Stop Sex Trafficking Campaign. The campaign was in effect before and beyond Super Bowl LIV, which took place in Miami on February 2, 2020. The Stop Sex Trafficking Campaign is an unprecedented public awareness and education drive. It was designed to strategically generate highly targeted and coordinated social media, digital marketing, outdoor campaigns, and in-transit communications to activate a "super force" of citizen, community, and corporate partner "see-and-report" responders. Said responders are educated to identify possible "victims hidden in plain sight," and report incidences to the Rapid Response Net with the goal to recover victims and provide them with essential services, such as intake, placement, or relocation assistance, transportation to emergency shelters or other safe locations, as well as coordinating with law enforcement and medical providers. The campaign also advertises and directs callers to a dedicated local State Attorney's Office Human Trafficking Hotline where callers will receive an immediate response from the SAO's victim specialists and law enforcement.

In November 2019, the board of The Children's Trust approved match funding to support this project. The total cost of the program for 12 months is \$1,472,715.00. For every \$1 invested by The Children's Trust, \$11.78 is leveraged by the partner agencies.

Per the procurement policy, Section 2006 Match Funding and Funder Collaboration, match service agreements are exempt from the competitive solicitation process. The application submitted by the Miami-Dade State Attorney's Office underwent a multistep review process that evaluated the leveraged funding opportunity as well as the potential impact of the proposed program. Renewal of match and funder collaboration funding beyond the initial contract term is at the sole discretion of The Children's Trust and shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s). Given the continued success of the project, this resolution seeks to renew this funder collaboration for a third year.

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted this **21st day of June 2021.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

PROGRAM SUMMARY

The Miami-Dade State Attorney's Office Human Trafficking (HT) Unit utilizes an innovative trauma informed law enforcement model for the investigation and prosecution of human trafficking cases. Through the Institute for Coordination Advocacy and Prosecution (ICAP) center, victims, survivors and callers receive access to critical support and services to ensure safety. The unit is staffed with highly trained Prosecutors, Investigators and Victim Specialists who provide a continuum of care approach. Funding received from the Children's Trust supports the operation of a 24/7 Virtual Call Center (VCC) to respond to victims of human trafficking. The staff answers calls, signals, texts, online tips, chats and emails related to human trafficking. Safety assessments are conducted to determine the initial level of trauma and immediate needs. Victims, survivors and inquiry callers are referred to services such as counseling, shelter, medical therapeutic services and educational services to meet their needs. When appropriate, contact with law enforcement is initiated on a victim's behalf.

KEY NUMBERS



Results

A total of **26** human trafficking cases were successfully filed. **13** of these cases involved minors. All prosecutions against traffickers were pursued with a victim centered, trauma informed, approach.

Partnerships are **key** to ensuring victims' access to lifesaving supports and resources. The following collaborative partnerships **ensured** this access:

- ✓ Project Phoenix
- ✓ The Thrive Clinic
- ✓ Citrus Health
- ✓ Survivor's Pathways
- ✓ The Homeless Trust
- ✓ The Coordinated Victim Assistance Center (CVAC)
- ✓ Kristi House



The Children's Trust Board Meeting

June 21, 2021

Resolution 2021-76

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

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

Recommended Action: Authorization to negotiate and execute a funder collaboration contract renewal with the U.S. Soccer Foundation to support the Soccer for Success program, in an amount not to exceed \$125,000.00, for a term of 12 months commencing August 1, 2021, and ending July 31, 2022.

Budget Impact: Funding in the amount of \$125,000.00 is allocated for FY 2020-2021 and is projected to be available in FY 2021-2022.

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

This funder collaboration project leverages funds from local and national funders to support the following seven community partners:

1. After School All Stars,
2. City of Miami Gardens Department of Parks and Recreation,
3. City of North Miami,
4. Florida Introduces Physical Activity and Nutrition to Youth (FLIPANY)
5. Liberty City Optimist Club,
6. Miami-Dade County Department of Parks and Recreation, and
7. YMCA of South Florida.

These partners deliver the Soccer for Success program curriculum at 37 sites throughout Miami-Dade County. The community partners receive funding and/or materials and equipment, program curriculum, and training provided by the Foundation. The program offers structured physical activity, nutrition education, and mentoring for children in underserved neighborhoods. This collaborative effort supports expansion to serve approximately 3,000 participants throughout Miami-Dade County. Soccer for Success is an evidence-based program that aims to:

- increase the physical activity and nutritional knowledge of child participants;
- train coaches as mentors who assist children in the development of healthy, active lifestyles and deter delinquent behavior;

- create opportunities to connect participants and their families with services such as health clinics, farmers’ markets, insurance companies, and other wraparound services that partner with the Soccer for Success program operator; and
- improve the well-being of children by providing a safe after-school activity.

Background: On March 17, 2017, The Children’s Trust Board approved resolution #2017-70 and committed \$100,000.00 to support and expand the Soccer for Success program to serve 1,300 children and youth in Miami-Dade County. Over the last year, the program served a total of 2,165 elementary and middle school-age children through 37 countywide program sites. As a result of the COVID 19 pandemic, Soccer for Success programming was unable to assume typical operation between March 2020 and May 2021. To continue to support the communities program participant, the U.S. Soccer Foundation worked with The Children’s Trust to make virtual sessions available to the community through the Stay Home Miami portal. The program ran for a 12-week season (March 30 - June 20). Additionally, Soccer for Success at Home content was distributed to more than 18,000 sub-scribers. For the 2021-22 program year, The Children’s Trust will invest \$125,000.00 over a 12-month period in the Soccer for Success funder collaboration project. Over time, the program and funding pool has grown considerably to a current total of \$1,285,000.00. Contributors to this collaborative effort include:

Contributor	Amount
Adidas	\$500,000.00
Dick’s Sporting Goods	\$120,000.00
Health Foundation of South Florida	\$50,000.00
Himan Brown Charitable Trust	\$50,000.00
Miami Foundation	\$15,000.00
Target Corporate Social Responsibility	\$240,000.00
The Children’s Trust	\$125,000.00
U.S. Office of Juvenile Justice and Delinquency Prevention	\$60,000.00
U.S. Soccer Foundation	\$125,000.00

The U.S. Soccer Foundation also raises additional funds to grow and improve the program in Miami-Dade County. As a result of this collaborative effort, for every dollar The Children’s Trust invests, \$9.28 are invested by the funding partners collectively. The Children’s Trust’s 12-month investment is necessary to align the Children’s Trust funding with the program’s operational and funding cycles.

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

Geographic Area: Countywide.

The foregoing recommendation was offered by _____ who moved its approval. The motion was seconded by _____ and upon being put to a vote, the vote was as follows:

The Chairperson thereupon declared the resolution duly passed and adopted **this 21st day of June 2021.**

THE CHILDREN'S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

Soccer for Success

MARCH 2020– PRESENT



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

PROGRAM SUMMARY

As a result of the COVID 19 pandemic, our *Soccer for Success* programming was unable to run as usual between March 2020 and May 2021. In short, our 'way of doing business as usual' was no longer viable. To continue to support the communities in which we work, the U.S. Soccer Foundation worked with The Children's Trust to make virtual sessions available to the Miami community through the Stay At Home Miami portal. The program ran for a 12-week season (March 30 - June 20). *Soccer for Success at Home* content was distributed to 18,000+ subscribers.

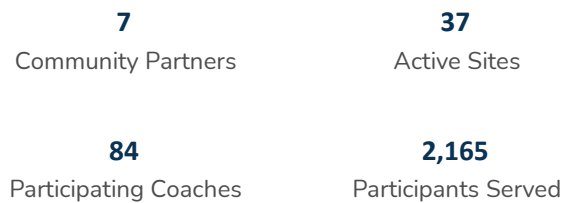
During the Fall 2020 and Spring 2021, program partners had the option to offer *Soccer for Success* through four levels of accessibility. Partners selected the level based on the local policies in place. The goal of this this blended approach was to allow coach-mentors to execute a full program year without interruption, no matter how social distancing policies change in their local community. SfS partners could move freely between each level at any point. Most partners engaged participants through one or more levels of accessibility.

- LEVEL 1: Pre-recorded virtual sessions**
Pre-recorded practice sessions that coach-mentors and partners can send directly to their participants/families.
- LEVEL 2: Live virtual sessions**
Coach-mentors deliver *Soccer for Success* virtually. Children attend via an online platform, to be decided by the program partner. The curriculum is adapted to enable children to engage in activities virtually. These sessions will last at least 45 minutes.
- LEVEL 3: In-person socially distanced**
Modified *Soccer for Success* curriculum that enables activities to be delivered with a group of mentees in a social distance setting. These sessions will last 60-90 minutes.
- LEVEL 4: Traditional**
Program partners that are in communities where all restrictions have been lifted will implement the non-modified curriculum.

Due to the COVID-19 pandemic, **Level 4** of accessibility was the **least utilized** during *Soccer for Success* programming.



PROGRAM IMPACT



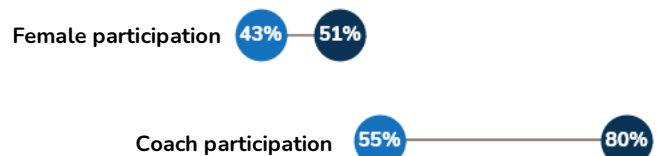
YOUTH DEVELOPMENT OUTCOMES

- 96%** of participants feel better about themselves because of *Soccer for Success*
- 95%** believe they have a better attitude towards school
- 95%** believe they avoid fighting because of *Soccer for Success*
- 97%** believe they have better peer-to-peer relationships because of *Soccer for Success*

UNITED FOR GIRLS

In addition to the levels of accessibility, the U.S. Soccer Foundation launched the *United for Girls* initiative. This initiative includes a two-year implementation and learning cohort for soccer-based youth development leaders across the country that have set a goal to increase the number of girl players and female coaches engaged in the program. The goal of this cohort is to support and connect leaders as they work to implement promising practices to increase girl and female engagement. Some partners in South Florida became part of this cohort.

Both female participation and coach participation increased between the **19-20** and **20-21** program year.



FUNDING PROFILE

The Children's Trust collaborates with the U.S. Soccer Foundation, as well as the Department of Justice, adidas, and DICKS Sporting Goods to provide 2,000 program slots in areas throughout the county with unmet demands.

SOCCKER FOR SUCCESS

MARCH 2020– PRESENT



SOCCKER FOR SUCCESS SITES– SOUTH FLORIDA

Soccer for Success sites served as food distribution centers, childcare centers for essential workers, homeless shelters, testing sites, and blood donation facilities. Soccer for Success partners diligently support parents with homework assistance, physical activity suggestions, and behavior management. Several Soccer for Success partners provided door-to-door services as well to supply families with groceries, sports equipment, and tablet/laptop donations.

Site Name	Address	City	State	Zip Code
Florida City Elementary	364 NW 6th Ave.	Florida City	FL	33034
Flamingo Elementary School	701 East 33rd Street	Hialeah	FL	33013
Hialeah Elementary School	550 East 8th Avenue	Hialeah	FL	33013
North Hialeah Baptist Church-Awa	5800 Palm Ave	Hialeah	FL	33012
North Hialeah Elementary	4251 E 5th Avenue	Hialeah	FL	33013
Twin Lakes Elementary	6735 West 5th Place	Hialeah	FL	33012
Campbell Drive K-8 Center	15790 SW 307th Street	Homestead	FL	33033
Irving & Beatrice Peskoe K-8 Center	29035 SW 144th Avenue	Homestead	FL	33033
Laura C. Saunders Elementary	505 SW 8th Street	Homestead	FL	33030
Allapattah Family Center	2370 NW 17 Avenue	Miami	FL	33142
Banyan Elementary	3060 SW 85th Avenue	Miami	FL	33155
Caribbean	11990 SW 200th St.	Miami	FL	33177
Comstock	2420 NW 18th Avenue	Miami	FL	33142
Cypress Elementary	5400 SW 112th Court	Miami	FL	33165
David Fairchild	5757 SW 45th Street	Miami	FL	33155
Frederick Douglass	314 NW 12th St.	Miami	FL	33136
Jesse J. McCrary Jr. Elementary	514 NW 77th Street	Miami	FL	33150
Liberty City Soccer	1350 NW 50 ST	Miami	FL	33142
M.A. Milam K-8	6020 W 16th Ave	Miami	FL	33012
Mandarin Lakes K-8 Academy	12225 SW 280th Street	Miami	FL	33032
Maya Angelou Elementary	1850 NW 32nd Street	Miami	FL	33142
Pine Lake Elementary	16700 SW 109th Avenue	Miami	FL	33157
Shenandoah Elementary	1023 SW 21st Avenue	Miami	FL	33135
Snapper Creek	10151 SW 64th St	Miami	FL	33173
Virtual Programming Phase 2	790 NW 107th Avenue, Ste. 206	Miami	FL	33172
North County Elementary	3250 NW 207TH STREET	Miami Gardens	FL	33056
Royal Oaks Park	16500 NW 87th Ave	Miami Lakes	FL	33018
Natural Bridge Elementary	1650 North East 141 Street	North Miami	FL	33181
Fulford Elementary	16140 NE 18th Avenue	North Miami Beach	FL	33162
Pinecrest Community Center	5855 Killian Drive	Pinecrest	FL	33156

