



Finance & Operations Committee Meeting

Thursday, March 7, 2024
3150 S.W. 3rd Avenue – 8th Floor
The Children's Trust – Training Room
9:30 a.m. – 11:00 a.m.

Board of Directors

Kenneth C. Hoffman
Chair
Pamela Hollingsworth
Vice-Chair
Mark A. Trowbridge
Treasurer
Marissa Leichter
Secretary

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Laura Adams
Islamiyat Nancy Adebisi
Matthew Arsenault
Daniel Bagner, Ph.D.
Hon. Dorothy Bendross-Mindingall, Ph.D.
Cathy Burgos
Norie del Valle
Lourdes Diaz
Richard P. Dunn II
Jacqueline Exceus
Gilda Ferradaz
Hon. Norman S. Gerstein (Ret.)
Lourdes P. Gimenez
Nicole Gomez
Valrose Graham
Mindy Grimes-Festge
Hon. Keon Hardemon
Malou C. Harrison, Ph.D.
Maria Norton
Clara Lora Ospina, Psy.D.
Ashna Paudel
Hon. Orlando Prescott
Diana Ragbeer Murray
Javier Reyes
Hon. Alex Rizo
Hon. Isaac Salver

David Lawrence Jr.
Founding Chair

James R. Haj
President & CEO

County Attorney's Office
Legal Counsel

AGENDA

9:30 a.m. **Welcome and opening remarks**

Mark Trowbridge
Committee Chair

9:35 a.m. **Public Comments**

Mark Trowbridge
Committee Chair

9:40 a.m. **Approval of November 2, 2023 Finance & Operations Committee minutes summary**
(Addl. Items packet, Pgs. 3-4)

Mark Trowbridge
Committee Chair

9:45 a.m. **Presentation**

Eddy Castaneda, CPA, CFE, MBA
MSL CPAs & Advisors

- *Approval of Annual Comprehensive Financial Report (ACFR) Fiscal Year 2022-23*

10:40 a.m. **Resolutions**

Mark Trowbridge
Committee Chair

Resolution 2024-A: Authorization to negotiate and execute contracts with five vendors, identified herein and selected following competitive solicitations, in an amount not to exceed \$2,348,500.00, for a term of 12 months, commencing October 1, 2024, and ending on September 30, 2025, with four annual renewal options at the sole discretion of The Children's Trust. *(Pgs. 5-8)*

Resolution 2024-B: Authorization to accept a \$1,000,000.00 contribution from and enter into an agreement with the Frederick A. Deluca Foundation to fund The Children's Trust Families Forward child care scholarship payments; to amend The Children's Trust budget to be reflective of the contributed funds; and for The Children's Trust to increase the Families Forward contract with the Early Learning Coalition of Miami-Dade/Monroe over two fiscal years, for child care scholarship payments to Thrive by 5 early learning providers. *(Pgs. 9-10)*

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.

10:45 a.m. **CEO Report**

- *Monthly Financial Statements*
- *Certificate of Achievement for Excellence in Financial Reporting*
- *Injury Prevention Mobile Unit – Arrive 30 minutes prior to March Board Meeting*
- *Champions for Children April 11, 2024
Double Tree by Hilton Miami Airport & Convention Center
711 NW 72nd Avenue, Miami, FL 33126*
- *Young Talent Big Dreams Finals – Saturday, May 11, 2024
@7:00p.m. Miracle Theatre 280 Miracle Mile Coral Gables, FL 33134*

James R. Haj
President & CEO

11:00 a.m. **Adjourn**

Reminder:
Next Committee Meeting: Thursday, May 2, 2024



**Finance & Operations Committee Meeting
Summary of Actions Taken
November 02, 2023
9:32 a.m.**

These actions were taken by the Finance & Operations Committee meeting held on November 02, 2023:

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

Motion to approve the June 29, 2023, Finance & Operations committee meeting minutes was made by Hon. Norman Gerstein and seconded by Annie Neasman. Motion passed unanimously, 7-0.

Resolution 2023-A: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Hon. Isaac Salver and seconded by Annie Neasman. Authorization to enter into a sponsorship agreement with Actors' Playhouse at the Miracle Theatre Inc. for presenting sponsorship of the Young Talent Big Dreams talent search, in an amount not to exceed \$65,000.00, for a term of 10 months, commencing on December 1, 2023, and ending on September 30, 2024. **Motion passed, 6-0. Recusal by Mark Trowbridge.**

Resolution 2023-B: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Annie Neasman and seconded by Dr. Clara Lora Ospina. Authorization to enter into a purchase agreement with Hitex Marketing Group, Inc. in a total amount not to exceed \$50,000.00, for The Children's Trust-branded promotional items for a term of 10 months, commencing on November 15, 2023, and ending on September 30, 2024. **Motion passed unanimously, 7-0.**

Resolution 2023-C: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Nelson Hincapie and seconded by Annie Neasman. Authorization to negotiate and execute a contract renewal with Armstrong Creative Consulting, Inc. for event planning services, in a total amount not to exceed \$290,000.00, for a term of 10 months, commencing on December 1, 2023, ending on September 30, 2024, with one remaining 12-month renewal. **Motion passed unanimously, 7-0.**

Resolution 2023-D: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Nelson Hincapie and seconded by Hon. Norman Gerstein. Authorization for a procurement waiver from a formal competitive solicitation to enter into a purchase agreement with DoubleTree by Hilton Miami Airport Convention Center in a total amount not to exceed \$69,565.54 inclusive of a contingency of \$6,324.14, to host and cater the 2024 Champions for Children event. **Motion passed unanimously, 7-0.**

Resolution 2023-E: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Hon. Norman Gerstein and seconded by Annie Neasman. Authorization for the expenditure of dues for membership in the Florida Association of Children's Councils and Trusts (FACCT) in an amount not to exceed \$85,000.00, inclusive of training and analytics tools to support public policy initiatives for a term of 12 months, commencing retroactively October 1, 2023, and ending September 30, 2024. **Motion passed unanimously, 7-0.**

Resolution 2023-F: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Dr. Clara Lora Ospina and seconded by Hon. Isaac Salver. Authorization to amend resolution #2023-43 and to execute contract amendments with 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, to add an additional \$1,000,000.00 to the contract amount, for a new total contract amount not to exceed \$3,602,239.00, and to correct/clarify that there are no remaining 12-month renewals on this agreement. Authorization to amend the FY 2023-2024 budget to increase the total allocations of Book Club to accommodate the increase in funding. **Motion passed unanimously, 7-0.**

Resolution 2023-G: Motion to recommend the resolution to the Board of Directors on November 13, 2023, was made by Annie Neasman and seconded by Hon. Norman Gerstein. Authorization to release competitive solicitations, in alignment with the board's strategic priorities and projected available funding, across multiple investment areas with funding cycles that have ended or are ending within the 2023-2024 fiscal year. **Motion passed unanimously, 7-0.**

Meeting adjourned at 10:02 a.m.

The Children's Trust Board Meeting

Date: March 18, 2024

Resolution: 2024-A

Strategic Framework Priority Investment Area: Community Engagement, Awareness and Advocacy: Public Awareness, Outreach and Program Promotion.

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

Recommended Action: Authorization to negotiate and execute contracts with five vendors, identified herein and selected following competitive solicitations, in an amount not to exceed \$2,348,500.00, for a term of 12 months, commencing October 1, 2024, and ending on September 30, 2025, with four annual renewal options at the sole discretion of The Children's Trust.

Budget Impact: Funding in the amount of \$2,348,500.00 is projected to be available in FY 2024-2025.

Background: On October 16, 2023, the board approved resolution #2024-01 to issue multiple requests for proposals (RFPs) to support The Children's Trust communications and community outreach services. All RFPs were released on November 3, 2023. The selection process for all RFPs included a review committee comprised of Trust staff members from multiple departments. The process consisted of initial independent reviews of the submitted proposals using a standard scoring matrix to analyze vendors' ability to deliver the scope of services sought. The scores from the final reviews identified the vendor that met the scope of services sought by The Trust and that provided the best value for the services proposed. There were several notices of appeal received for the process. All but one notice of appeal did not meet the criteria for the appeal process. The one notice of appeal that did meet the criteria for the appeal process was reviewed and was denied.

The RFPs were for the following:

- RFP #2024-05 Advertising Creative
- RFP #2024-06 African American and Haitian Creole Media Buying and Community Outreach
- RFP #2024-07 Event Planning for Champions for Children Awards Ceremony
- RFP #2024-08 General Media Buying
- RFP #2024-09 Public Relations Services

In the Children's Trust's 20-year history, trilingual communications (English, Spanish and Haitian Creole) and community outreach have always been key components in continually making the public aware of the programming and resources available from The Children's Trust. The ability to spread awareness of The Children's Trust's mission and role in the community is critical to the organization's success, and essential to bring the services, programs, and resources it funds to the population it serves. Communications and community

outreach efforts include general and strategic campaigns and initiatives that reach a wide range of community stakeholders, service providers, families, youth, and the public.

As The Children's Trust impact grows, so must its communication efforts. In recent years, communications and community outreach have increased in positive brand awareness and record attendance at the 2023 Family Expo events and 2023 Champions for Children Awards Ceremony, as well as record numbers of attendees to Trust solicitation information sessions.

Description of Services: This resolution authorizes The Children's Trust to negotiate and execute contracts with multiple vendors across the communications and community outreach services listed in the table below for an initial year, with four annual renewal options at the sole discretion of The Children's Trust.

1) Advertising Creative – The Children's Trust released a competitive RFP for advertising creative services related to marketing and advertising, including but not limited to graphic design and the development and execution of effective advertising campaigns in English, Spanish, and Haitian Creole. This includes designing and developing various communications assets for broadcast, print, outdoor, and digital media elements for multimedia public awareness, branding, and marketing campaigns related to The Children's Trust signature events and promotion of funded programs and initiatives. The process consisted of initial independent reviews of seven submitted proposals using a standard scoring matrix to analyze vendors' ability to deliver the scope of services sought. The scores from the final reviews identified the vendor that met the scope of services sought by The Trust and that provided the best value for the services proposed.

Seven applications (listed in alphabetical order) were submitted in response to the Advertising Creative RFP:

- Agencia Central, LLC (Current and recommended vendor)
- CCOM GROUP, INC
- Fenton Communications INC
- Gade Tet Ou LLC
- rbb Communications, LLC
- Roar Media LLC
- The Brand Collective INC

2) African American and Haitian Creole Media Buying and Community Outreach – The Children's Trust is aware that reaching some segments of Miami-Dade's population requires specialized communications strategies and assets, utilizing specific media expertise and community connections. To that end, an RFP for media buying and community outreach was released for both the African American and Haitian American communities, together or separately, that develops and executes:

- A multilayered community outreach strategy in Miami-Dade County involving a wide array of community partners, including a focus on faith-based partners.
- Targeted media buying on outlets that are most effective in reaching the intended population, including radio, television, digital and print.

Five applications (listed in alphabetical order) were submitted in response to the African American and Haitian Creole Media Buying and Community Outreach RFP:

- Armstrong Creative Consulting, Inc (Current vendor for African American and Haitian Creole Media Buying and Community Outreach contracts, but being recommended only for African American market)
- Island TV
- Lead To Excel, USA
- Repiblik, INC
- The Creative Esquire, LLC (Recommended vendor for Haitian Creole Media Buying and Community Outreach)

3) General Media Buying – An essential component of The Children’s Trust communication efforts and strategy is media buying with television and radio broadcasting stations, print, digital, and outdoor media. Media advertising remains the most widespread opportunity to convey messaging to a broad spectrum of diverse audiences. As such, a competitive RFP for media buying was released that included:

- Obtaining and analyzing data and research to develop a comprehensive media plan best suited to successfully delivering messages for the promoted programs and initiatives.
- 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.
- Reconciling monthly/annual media buys by analyzing results on a case-by-case basis to determine if goals were achieved and contractual obligations were met while obtaining "added value" benefits, including additional advertising provided at no cost.

Four applications (listed in alphabetical order) were submitted in response to General Media Buying RFP:

- CCOM GROUP, INC
- Fenton Communications Inc
- ROAR MEDIA, LLC
- WOW Factor Marketing Group, Inc (Current and recommended vendor)

4) Public Relations Services – An essential component of a well-rounded communications and community outreach strategy includes securing earned news media placement to ensure credible and positive reputation management and expanded awareness of Trust-funded programs and services. As such, a competitive RFP for a public relations agency was released to work closely with the communications department to develop, manage, and implement a comprehensive public relations plan that adheres to communications strategies and operating processes, and provides increased awareness of Trust-funded programs and initiatives.

Two applications (listed in alphabetical order) were submitted in response to Public Relations Services RFP:

- BALSERA COMMUNICATIONS GROUP, LLC (Current and recommended vendor)
- KO Communications, LLC

5) Event Planning for Champions for Children Awards Ceremony – No recommendations

The Children’s Trust Champions for Children Awards Ceremony is the organization’s annual signature celebratory event honoring child advocates and organizations serving the children and families of Miami-Dade County. This event has grown substantially over the years, with

a record 1,200 attendees at the 2023 ceremony. Nearly 100 percent of the cost for this annual event is paid by event sponsorships.

Three applications were submitted in response to Event Planning Services for the Champions for Children Awards Ceremony RFP. After review, the response to the scope of service in RFP did not meet the intent of the solicitation therefore the entire solicitation was canceled.

This resolution authorizes The Children’s Trust to contract with the vendors identified below to provide services in the respective areas of need.

RFPs	Recommended Vendors	Communications Budget	Book Club Budget	Funding Amount Not to Exceed	Contract Period
Advertising Creative	Agencia Central, LLC	\$390,000.00	\$60,000.00	\$450,000.00	FY 24-25
African American and Haitian Creole Media Buy and Community Outreach	Armstrong Creative Consulting, Inc. and	\$261,000.00	\$100,000.00	\$361,000.00	FY 24-25
	The Creative Esquire, LLC	\$115,000.00	\$65,000.00	\$180,000.00	FY 24-25
General Media Buying	WOW Factor Marketing Group, Inc.	\$1,125,000.00	\$50,000.00	\$1,175,000.00	FY 24-25
Public Relations Services	BALSERA COMMUNICATIONS GROUP, LLC	\$50,000.00		\$50,000.00	FY 24-25
Event Planning for Champions for Children Award Ceremony	Canceled	-----	-----	-----	-----

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

18th day of March, 2024.

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____

The Children’s Trust Board Meeting

Date: March 18, 2024

Resolution: 2024-B

Strategic Framework Priority Investment Area: Thrive by 5 Early Childhood Development: Child Care Quality Improvement.

Strategic Framework: Headline Community Results: High-quality early learning opportunities; Regular use of medical, dental and behavioral health care services; Nurturing and involved parents; Kindergarten readiness; and good choices for prosocial behaviors in schools, homes and communities.

Recommended Action: Authorization to accept a \$1,000,000.00 contribution from and enter into an agreement with the Frederick A. Deluca Foundation to fund The Children’s Trust Families Forward child care scholarship payments; to amend The Children’s Trust budget to be reflective of the contributed funds; and for The Children’s Trust to increase the Families Forward contract with the Early Learning Coalition of Miami-Dade/Monroe over two fiscal years, for child care scholarship payments to Thrive by 5 early learning providers.

Budget Impact: This item will increase The Children’s Trust budget by \$1,000,000.00 from the Frederick A. Deluca Foundation.

Description of Services: As part of The Children’s Trust mission to support working families through The Trust’s Thrive by 5 Families Forward child care scholarships, private contributions are being sought on an ongoing basis to augment Trust funding in this area.

The Frederick A. Deluca Foundation has committed \$1,000,000.00 over two fiscal years to support services for families on the waiting list for the Families Forward child care scholarships by providing enough funding for their families to receive scholarships for two years. This expands upon Miami-Dade County’s one-time \$3 million investment to the Early Learning Coalition of Miami-Dade/Monroe for child care scholarships for waitlisted families. The Children’s Trust also increased its funding for Families Forward by \$3 million through Resolution No. #2024-03.

Serving these children will support a safe and high-quality early learning education and set them on a path to kindergarten and later success in their school years. It also assists in preventing families from holding back from career advancement or engaging in intentional underemployment, due to the concern of falling off the fiscal cliff, a well-documented problem across the state and nation.

This contribution is part of a larger framework inclusive of additional private donations, public policy work to adjust the income threshold for the School Readiness Program, evaluations of the Thrive by 5 model, and results of an ongoing study by the Florida Association of Children’s Councils and Trusts (FACCT) and the Florida Chamber of Commerce Foundation to determine the impact of the fiscal cliff and study income and programmatic data to help solve the problem.

Background: The Children’s Trust Thrive by 5 Early Learning Quality Improvement System (QIS) stems from a two-generational approach that assists under-resourced families in combining parent and child interventions to disrupt the cycle of poverty. One component of Thrive by 5 is the Families Forward child care scholarship initiative for families earning up to 300% of the federal poverty line (FPL) instead of the 150% FPL currently allowed through Florida’s School Readiness Program. The Children’s Trust awards scholarships to children for two years to allow families to continue their economic and career path toward economic self-sufficiency to break the generational cycle of poverty. Scholarships also help families who become ineligible for a school readiness subsidy during the school year. Scholarships must be used at high-quality programs, determined by teacher-child interactions on the CLASS observation tool. Over 1,150 children are enrolled across more than 214 high-quality early learning programs located in or near high poverty neighborhoods.

The Trust currently invests \$13 million in the child care scholarship program. Private investment is necessary to augment public funding as community needs continue to rise, and a public policy solution has yet to be finalized.

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 **18th day of March 2024.**

THE CHILDREN’S TRUST
MIAMI-DADE COUNTY, FLORIDA

BY _____

SECRETARY

Approved by County Attorney for form and legal sufficiency _____