

Policies & Procedures Manual



2000. Purchasing and Procurement Policy

To ensure The Children's Trust is conducting funding opportunities by using fair and consistent processes, the following policies have been established:

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2000A. Definitions

Artistic Services: The rendering by a contractor of its time and effort to create or perform an artistic work in the fields of music, dance, drama, folk art, creative writing, painting, sculpture, photography, graphic arts, craft arts, industrial design, costume design, fashion design, motion pictures, television, radio, or tape and sound recording.

Best Value: The highest overall value to The Children's Trust, based upon objective factors that include, but are not limited to, price, quality, design and workmanship.

Board: The Children's Trust board of directors often referred to as "the board" or "board members."

Cone of Silence: Prohibits certain communications regarding a particular competitive solicitation during the period the Cone is in effect. The Cone of Silence Policy may be found and viewed in its entirety at www.TheChildrensTrust.org/Procurement.

Direct Community Services: Services or programs identified in The Trust's Priority Investment Areas offered to support children and families in Miami-Dade County (the county) by The Children's Trust-funded providers.

Financial Statement Audit: The most recent audited financial statement, which includes:

- a) An annual financial statement audit, performed by a Certified Public Accountant (CPA) firm that is licensed and registered to conduct business by the Florida Department of Business and Professional Regulation or any successor agency.
- b) Written communication encompassing the requirements of AU-C section 265, "Communicating Internal Control Related Matters Identified in an Audit."
- c) Written communication encompassing the requirements of AU-C section 260, "The Auditor's Communication With Those Charged With Governance."
- d) Written communication encompassing the requirements of Government Auditing Standards, that includes an "Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards."
- e) A single audit conducted in accordance with OMB Circular A-133, "Audits of

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States, Local Governments, and Non-Profit Organizations,” or the Florida Single Audit Act, section 215.97, Florida Statutes, if applicable.

- f) A management letter: if no management letter is prepared by a provider’s CPA firm, then the CPA firm must expressly confirm, in writing, that no management letter was issued.

Indirect Administrative Costs: Indirect expenditures related to the day-to-day operations of an organization, rather than expenses that are directly related to programs and services. These costs are not directly tied to specific programs and services but are necessary for the general functioning of the organization. Examples of administrative and operating costs include rent, utilities, and insurance for administrative offices and salaries for staff with administrative functions. Further examples and definitions are provided during solicitations and in The Children’s Trust Budget Manual.

Invitation to Negotiate (ITN): A written competitive procurement document intended to determine the best method for achieving a specific goal or solving a particular problem recognized by The Children’s Trust. An ITN allows The Children’s Trust flexibility to identify one or more responsive vendors with which The Children’s Trust may negotiate to receive the best value, as defined. An ITN might be the most appropriate procurement tool to use when The Children’s Trust:

- Requires nonstandard or customized products; or
- Requires an emphasis on new technology or methodologies and a range of options are possible; or
- Requires re-engineering of a process; or
- Ascertains that limited availability of competition exists; or
- Ascertains that the desired services may not be of best value when provided by only one vendor, but rather, best value may be obtained by combining the strengths of multiple vendors.

Operational Goods and Services: Any of the various supplies, materials, goods, services, merchandise, equipment, information technology, or any other items purchased or leased by The Children’s Trust for use by The Children’s Trust, or

professional services for The Children's Trust. The professional services included within this definition include consulting, accounting, security, management systems, educational training programs, and research and development studies. Direct Community Services as defined below are excluded, as are architectural and engineering services subject to section 287.55, Florida Statutes.

Priority Investment Areas: This includes the categories of funding prioritized by The Children's Trust to achieve the desired community results for children. These are developed through strategic planning by the board of directors and specified in The Trust's Strategic Framework, and any successor documents, which can be found on The Children's Trust website.

Procurement Waivers: A purchase of goods and services or direct community services without a formal competitive solicitation.

Professional Services: For the purposes of Direct Community Services, Professional Services include the services of independent contractors, consultants, and other professionals or entities engaged to provide distinct services to participants and/or to conduct program evaluation services. Professional Services do not include subcontractor services as defined below. Rates paid for Professional Services must be consistent with those paid for similar work within the applicant's organization and the Miami-Dade County job market. The service provided is the focus, not the entity providing the service.

Provider: An agency or organization funded by The Children's Trust to provide Direct Community Services.

Purchase Order: A written authorization from a buyer for a supplier to deliver specified goods and services to the buyer, at the price, quality level and delivery date specified in the agreement. A purchase order is legally binding after the supplier countersigns it, or when the terms and conditions of the agreement are met.

Purchase Requisition: A document used within an organization to initiate the purchase of certain goods and services. A purchase requisition must be approved by designated staff within The Children's Trust before it becomes effective.

Request for Proposals (RFP): A written competitive procurement document whereby respondents are required to submit a funding application to provide goods and services

or direct community services that fulfill a need identified by The Children's Trust. The RFP process should be utilized when The Children's Trust can describe what it wants to accomplish, but there may be several methods available to achieve the outcome and The Children's Trust desires to consider all available options. An RFP describes The Children's Trust's needs, required services and/or outcomes in a particular area, and asks for proposed solutions, including the manner in which the services will be performed.

An RFP might be the most appropriate procurement tool to use when:

- The Children's Trust has defined a need, required services and/or outcomes and requests respondents to propose the best method for accomplishing the task.
- The skills, expertise, staff qualifications, methodology, management approach, financial stability and/or technical capability of the respondents may be evaluated.

Request for Qualifications (RFQ): A written competitive procurement document whereby The Children's Trust seeks to obtain statements of qualifications from prospective vendors of goods and services or direct community services regarding their experience, education, knowledge, availability and fee structure for a desired service, or to identify a group of vendors to establish a vendor pool.

The Children's Trust may issue an RFQ when creating a pool of qualified vendors to be used either for planned future projects and/or as part of a two-step competitive process where the scope of services is incomplete, or The Children's Trust seeks to "prequalify" potential vendors and only those organizations selected in the qualification phase may compete when a particular opportunity is announced. RFQs are often used for selection of professional services vendors or for services that are not well-defined and depend on the vendor's ability to identify and appropriately address the problem or issue.

Small Community-Based Organizations (CBOs): The Children's Trust defines small CBOs as organizations that have annual operating budgets of \$500,000.00 or less.

Sponsorship/Sponsor: Underwriting a single event, or a series of events, that involves community outreach or public awareness campaigns, which serve to promote

the mission of The Children's Trust. Sponsorship of an event entitles The Children's Trust to request logo placement on event banners, signs, other promotional materials and advertising in advance of, as well as at, the event. The use and representation of The Children's Trust logo must be according to certain specifications and with exclusive prior written approval of The Children's Trust.

Subcontractor(s): For the purposes of the Direct Community Services budget, a subcontractor is defined as an independent agency or entity that has entered into an agreement with a Trust-funded Provider to perform and oversee a distinct component of program services for participants on behalf of that Provider. This excludes individuals or entities rendering Professional Services, which must be budgeted under the category of Professional Services.

To support effective communication, continuous quality improvement, modeling of service delivery, and compliance with implementation requirements, Providers that utilize subcontractor relationships to deliver core services must directly operate at least one program site, with an appropriate proportion of directly delivered services expected. Provider/lead agency cannot fully delegate the delivery of the program to subcontractor(s).

2000. General Purchasing and Procurement Policy

Procurement policies have been established to ensure that The Children's Trust utilizes a system of uniform procedures to select and manage vendors of programmatic, fiscal, administrative, communications, community engagement and IT support services. As per board direction, this Procurement Policy is to be reviewed by the board no less than every five years. This document was last approved during the July 2024 board meeting to go into effect on October 1, 2024. It is to be presented for review to the board no later than October 1, 2029.

The Children's Trust recognizes that competitive solicitation ensures there is no favoritism during the vendor selection process, and inspires public confidence that contracts are awarded equitably and economically. The Trust will not request documentation of or consider a vendor's social, political, or ideological interests when determining if the vendor is a responsible vendor or give preference to a vendor based on the vendor's social, political, or ideological interests. The Children's Trust requires documentation of internal control processes for procurements related to programmatic, fiscal, administrative, communications, community engagement and IT support services.

The president/chief executive officer (CEO) or designee shall be responsible for the purchase of goods and services and direct community services in accordance with this purchasing and procurement policy, subject to board approval when applicable. Purchases may only be made within the annual budget approved by the board. In no event shall purchases be made for the personal use of staff, board members and/or their families.

The Children's Trust's general purchasing, and procurement policies are as follows:

- A. Conflict of Interest and Code of Ethics:** The purchase of goods and services and direct community services shall be made in compliance with The Children's Trust's conflict of interest policy, the County's conflict of interest policy, the County's code of ethics ordinance, and the State of Florida's code of ethics for public officers and employees and other applicable state statutes. The purchase of goods and services, and direct community services shall be aligned with the mission and vision of The Children's Trust.

- B. Purchase Requisition:** The purchase of goods and services and direct community

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services requires staff to create a purchase requisition that must be approved by the appropriate department staff prior to issuing a purchase order. Department staff must approve/disapprove purchase requisitions based upon best value, and then forward the requisition, with all supporting documentation, to the finance department for final approval.

C. President/CEO Funding Authority:

The president/CEO has the authority to negotiate and execute grants/contracts for funding requests from a single vendor, organization, or entity in an amount up to and including \$50,000.00 in a fiscal year. The president/CEO has authority of up to \$1,800,000.00 per year across multiple vendors, organizations, or entities for the following funding request categories:

- community engagement strategies and activities (pursuant to procedures in Section 2010 procurement policy)
- community outreach activities (pursuant to procedures in Section 2008 procurement policy)
- capacity building, training, and professional development (pursuant to procedures in Section 2007 procurement policy)
- match funding and funder collaboration (pursuant to Section 2006 procurement policy)
- unsolicited requests for funds (pursuant to Section 2005 procurement policy).

The president/CEO shall provide, at a minimum, quarterly reports to the board for the items approved in Section 2000, subsection C. Funds awarded to a single vendor or organization or entity under this section (President/CEO Funding Authority) will be considered independent and separate from Direct Community Services funding and thresholds.

D. President/CEO Purchase Authority for Operational Goods and Services up to and including \$50,000.00:

Purchases of operational goods, per fiscal year, and services per vendor per fiscal year in an amount up to and including \$50,000.00 may be approved by the president/CEO or designee without board approval. These operational expenditures are reported in annual budget categories disclosed in general administrative and capital expenditures.

Such purchases shall follow the procedures outlined in D-1 and D-2 below, depending on the purchase amount.

D-1. Purchases of Operational Goods and Services in an amount up to and including \$10,000.00: Purchases up to and including \$10,000.00 shall be carried out using appropriate purchasing practices, which includes submission of a purchase requisition that is fully completed and approved by appropriate department staff. It is prohibited to “split an order” to avert reaching the spending limit indicated. Purchases for services provided by a vendor will be per vendor per fiscal year.

D-2. Purchases of Operational Goods and Services greater than \$10,000.00 and in an amount up to and including \$50,000.00: Purchases greater than \$10,000.00 and in an amount up to and including \$50,000.00 shall follow the informal quote and other procurement practices outlined in Section 2000, subsection E. It is prohibited to “split an order” to avert reaching the spending limit indicated. Purchases for services provided by a vendor will be per vendor per fiscal year.

E. Purchases of Operational Goods and Services greater than \$10,000.00 and in an amount up to and including \$50,000.00:

Informal quotes shall be requested in writing from a minimum of three sources for purchases greater than \$10,000.00 and in an amount up to and including \$50,000.00. If at least three quotes cannot be obtained (i.e., only two quotes are available) then documentation must be included with the purchase requisition to substantiate the reason for fewer quotes.

Purchases with a value greater than \$10,000.00 and up to and including \$50,000.00 shall be carried out using appropriate purchasing practices, which include, but are not limited to:

E-1. Submission of a purchase requisition that is fully completed and approved by appropriate department staff.

E-2. Three (3) written quotes along with a completed/signed quotation selection form. Purchases exceeding \$50,000.00 require board approval.

F. Purchases for Direct Community Services, or Purchases for Operational Goods and Services greater than \$50,000.00:

Unless exempt from the formal competitive procurement process, all purchases of

operational goods and services above \$50,000.00 must be secured in accordance with the Formal Competitive Procurement Process, Policy No. 2001. or Purchases for Direct Community Services, must be secured in accordance with the Formal Competitive Procurement Process, Policy No. 2002.

- G. If the value of the initial purchase for Operational Goods and Services did not require a Formal Competitive Procurement Process, once it becomes known that the purchase will exceed \$50,000.00, a resolution seeking board approval must be drafted. The resolution should include the amounts paid to the vendor to date and the additional amount needed that will cause the payments to the vendor to exceed \$50,000.00.

H. Exemptions to Formal Competitive Procurement Process:

All contracts that have been exempted from the formal competitive procurement process for Direct Community Services or Operational Goods and Services greater than \$50,000.00 require board approval. Such contracts are renewable based upon the terms and conditions of the contract as set forth in this policy.

The following purchasing activities may be exempt from the formal competitive bidding process set forth in Formal Competitive Procurement Process, Policy No. 2001 and 2002 but governed by other policies specified herein or approved by the board:

H-1. Services or commodities provided by governmental entities (i.e., county, state, federal) such as county attorney, tax collector and property appraiser, or vendors identified through governmental cooperative contracts. These services or commodities shall be approved by the board during the budget approval process.

H-2. Emergency funding (Emergency Funding, Policy No. 2009).

H-3. Prevention services related to mental health, including drug abuse prevention programs and child abuse prevention programs; services provided to persons with mental or physical disabilities, which may include early intervention screening, assessment and therapeutic services for children and youth with developmental disabilities or delays; and health services involving examination, diagnosis, treatment, prevention, medical consultation or administration.

H-4. Single source purchases (Single Source Procurement, Policy No. 2004).

H-5. Unsolicited request for funds (Unsolicited Request for Funds, Policy No.

2005).

H-6. Match Funding and Funder Collaboration (Match Funding and Funder Collaboration, Policy No. 2006).

H-7. Capacity Building, Training & Professional Development (Capacity Building, Training & Professional Development, Policy No. 2007).

H-8. Artistic services, subscriptions, memberships, dues, and materials related to literacy (e.g., books, copyrighted and patented materials).

H-9. Licenses and permits for the operation of The Children's Trust's business office and information technology licenses, upgrades and renewals which have previously been approved by the board, where the contract term extends beyond one year (e.g., software licenses for the continuation of The Children's Trust's operations). The exception to this process includes licenses and services that cannot be solicited because only one vendor provides the license or service.

H-10. Piggyback purchases allow The Children's Trust the option to access the purchase of goods or services through an existing contract between a vendor and the federal government; a state or municipal government; another governmental agency; or a government-related association that was competitively procured. This includes, but is not limited to, contracts competitively procured by Miami-Dade County.

H-11. The procurement of employee benefits, payroll services and human resources-related services and insurance for the day-to-day operations of The Children's Trust, provided that:

- i. With respect to employee benefits, payroll services, human resources- related services, The Children's Trust:
 - a. Procures the same through a qualified, professional and shall be reviewed not less frequently than every five years; and may
 - b. Utilize a benefits broker to assist in obtaining favorable rates for benefits provided to its employees; and
- ii. With respect to insurance, The Children's Trust:
 - a. Engages an insurance agent who is experienced in nonprofit and

government entities insurance (the selection of which agent shall be reviewed not less frequently than every five years), to advise on the types, amounts and terms of insurance coverages to be carried and to place such insurance on its behalf;

- b. Obtains in connection with any such insurance placement not less than two quotes from carriers in good standing with a reputation and ability to provide the high-level health care services being sought; and
- c. Engages an independent insurance advisor to review and assist in selecting from among such quotes. These services or commodities shall be approved by the board during the budget approval process.

I. Procurement Waivers

If the purchase of Operational Goods and Services or Direct Community Services requires the use of the formal competitive process, and such purchase does not fall within any of the exemptions to the formal competitive process set forth above, the president/CEO or designee is authorized to waive the formal competitive process. Such a recommendation shall be made through a written recommendation to the board that such waiver is in the best interests of The Children's Trust, and that the use of the formal competitive process is impractical or not in the best interests of The Children's Trust for specific disclosed reasons. The waiver of the formal competitive process requires the approval of a two-thirds vote of the board members present. All waivers must be obtained in advance and documented prior to the purchase of the Operational Goods and Services or Direct Community Services. All resolutions requiring a waiver and two-thirds vote shall be clearly identified as such in the board agenda.

2001. Formal Competitive Procurement Process for Operational Goods and Services

This document outlines the procedures for the purchases of Operational Goods and Services greater than \$50,000.00.

Policy

Solicitations for the purchase of Operational Goods and Services greater than \$50,000.00 require a formal competitive procurement process, which is set forth herein. Solicitations must be aligned with The Children's Trust's annual budget and funding priorities set by the board. Funding applications will be reviewed through a multistep process designed to select applicants in an open and fair manner.

A. General Formal Competitive Procurement Guidelines

The Children's Trust reserves the right, at any time before, during, or after a competitive procurement process, and before a contract is executed, to postpone or cancel the solicitation, in whole or part. All entities submitting an application in response to a formal competitive procurement opportunity for the purchase of Operational Goods and Services are subject to the following requirements, as applicable:

A-1. The vendor must be in good standing with The Children's Trust as determined by The Children's Trust staff utilizing requirements found in the solicitation documents and our website.

A-2. Nothing in this purchasing and procurement policy is meant to apply to the acquisition of construction services subject to section 255.20, Florida Statutes, or the acquisition of design, architectural and engineering services subject to section 287.055, Florida Statutes.

B. Formal Competitive Solicitation Release Guidelines:

The Children's Trust shall determine the appropriate type of competitive procurement to be issued (i.e., ITN, RFQ, RFP, etc.) and assign a project leader to manage the procurement. The project leader will assemble a team to develop the solicitation documents, including the evaluation criteria, and oversee implementation.

Once satisfied about the evaluation of readiness, capacity, and other factors, the president/CEO or designee, upon board approval, will release the formal competitive

procurement opportunity. The solicitation shall be publicly noticed on The Children's Trust's website and may be advertised in local major newspapers and/or relevant trade newspapers, as may be required by applicable law. In addition, the president/CEO or designee will notify, via email, all board members of the release of the solicitation and of the start of the Cone of Silence.

C. Application Review Process:

The review process is designed to select the most qualified applicants in an open and fair manner. Applications are reviewed through a multi-step process that includes the following:

- 1. Eligibility:** Screening to determine if a vendor is eligible to apply based on the following requirements, as applicable:

C-1a. Applicant must be currently qualified to conduct business in the State of Florida. This means the organization is incorporated under the laws of Florida and has obtained a certificate of authority stating that the organization has been registered with the Florida Department of State: Division of Corporation, or a successor entity.

C-1b. Applicant may be required to submit a recent, valid annual financial statement audit, conducted in accordance with auditing standards generally accepted in the United States of America, or have one on file.

C-1c. The Children's Trust reserves the right to determine that an incomplete application submitted for consideration may render the application null and void and that the application will be rejected without further review.

- 2. Proposal:** Each application is independently reviewed and scored by a team of reviewers that may include Children's Trust staff and/or experts in the field.

Using a standard rating tool, reviewers assess the quality of responses within each application section, the alignment with the solicitation requirements, and the applicant's capacity to effectively deliver what is proposed. Each application section will be weighted according to its relative importance to the specific funding opportunity.

Following each reviewer's individual rating, the review team meets in a publicly noticed debriefing meeting to discuss each proposal. Applicants may attend

the debriefing meeting as observers. The team assigns a consensus team score to each application section, including explanatory comments. The consensus of the team score supersedes any individual team member's reviewer's score or comments. The application's total score is calculated as a percentage of the solicitation total maximum points.

The highest-ranking program proposal score does not assure a funding recommendation.

- 3. Interview/Second Rounds:** At The Children's Trust's discretion, publicly noticed interviews/second rounds may be conducted regarding the proposal. Members of the public may attend interviews/second rounds. Reviewers come to consensus on an interview/second round rating using a standard protocol and rating scale and provide input for staff recommendations.
- 4. Staff recommendations:** Based on consideration of all the above factors, the president/CEO of The Children's Trust develops the recommendation for awards.
- 5. Board review and approval of competitive solicitation funding recommendations:** President/CEO funding recommendations from competitive solicitations are reviewed and considered by the board at publicly noticed committee meetings and board meetings.

Applicants are encouraged to attend these meetings. Recommendations are based on the application review process described above from the competitive solicitation process. Recommendation resolutions will include:

- the priority investment area, initiative, required core activities and outcomes.
- the contract period and funding cycle years.
- maximum funding amounts
- The legal names of recommended vendor.
- Potential subcontractor agencies.

D. Cone of Silence:

The Cone of Silence is designed to protect the integrity of the procurement process by shielding it from undue influences prior to issuing a recommendation for contract

awards. The Cone of Silence becomes effective upon the release of the solicitation and is rescinded when the president/CEO makes written recommendations to the board. However, if the board refers the recommendation back to the president/CEO for further review, the Cone of Silence is re-imposed until such time as the president/CEO makes a subsequent written recommendation. The Cone of Silence policy may be found on The Children's Trust's website. Each solicitation document shall include an explanation of the Cone of Silence with a description of allowable and unallowable communications.

E. Solicitation Information Sessions and Support Services:

The Children's Trust may provide opportunities for organizations to obtain information or seek clarification about programmatic or technical requirements referenced in the solicitation when deemed appropriate. These may include:

E-1. Bidders' Conference: This represents an opportunity to provide information regarding the solicitation, application, and multi-step review process. Topics may include a discussion of the commodities, contractual services, and community services to be procured; the online application system; special consideration areas; and other critical purchase or service delivery requirements. The conferences are publicly noticed and may be held in the form of an in-person meeting, a webinar or video conferencing. Opportunities to ask or submit questions will be made available whenever possible. All questions and answers, including those requiring further research, shall be posted in a timely fashion on The Children's Trust's electronic solicitation system and/or website. After the close of the bidders' conference, other than during the application training, only technical questions may be answered verbally while the Cone of Silence is in effect. All other inquiries will only be accepted in writing by the deadline identified in the solicitation.

E-2. Application Training: This represents publicly noticed training sessions where Children's Trust staff will provide an overview of the application forms and instructions specific to the solicitation. Staff will answer questions related to the application process. All other questions must be submitted in writing through the electronic solicitation system and/or website. After the close of the application training, only technical questions may be answered verbally while the Cone of

Silence is in effect. All other inquiries will only be accepted in writing by the deadline identified in the solicitation.

E-3. Help Desk Technology Support: This represents IT support or other contracted support for applicants that may require technical assistance accessing any portion of the online application. Staff may only address technical questions during these communications.

E-4. Publicly Posted Written Questions and Answers (Q&A): Opportunity for applicants to submit specific questions in writing to The Children's Trust regarding the substance of the solicitation and receive written answers from Children's Trust staff will be provided as specified in the solicitation. All questions and answers shall be publicly posted in a timely fashion on The Children's Trust's electronic solicitation system and/or website. Questions must be submitted to The Children's Trust in writing by the deadline identified in the solicitation.

E-5. Solicitation addendum may be published if changes are made, or additional information is added to the solicitation document or the online application after its initial release. Addendums, if any, will be posted on The Children's Trust's electronic solicitation system and/or website. The Children's Trust shall notify all registered applicants via email or our electronic solicitation system, as stated in the solicitation, if an addendum is released and posted on the website.

F. Market Research/Industry Day

The Children's Trust may hold a publicly noticed meeting, that provides an opportunity for Trust staff to meet contractors who may provide insight into market trends, current best practices, and inform upcoming solicitations.

2002. Formal Competitive Procurement Process for Direct Community Services

This document outlines the procedures for the purchases of Direct Community Services.

Policy

Solicitations for Direct Community Services require a formal competitive procurement process, which is set forth herein. Solicitations must be aligned with The Children's Trust's annual budget and funding priorities set by the board. Funding applications will be reviewed through a multistep process designed to select applicants in an open and fair manner.

A. General Formal Competitive Procurement Guidelines

All entities submitting an application in response to a formal competitive procurement opportunity for Direct Community Services are subject to the following requirements, as applicable. The Trust will rescind any awards or contracts if applicants fail to meet or disclose any of these items.

A-1. The organization must be in good standing with The Children's Trust as determined by The Children's Trust staff based on the criteria established in the solicitation document.

A-2. The Children's Trust shall only fund community services offered to children and families residing in Miami-Dade County. The organization must indicate that services proposed in its application and offered, if funded, will be intended only for this target population.

A-3. The Children's Trust will not consider funding requests that would result in supplanting of funds for already established government-funded programs. This means The Children's Trust's funds may not be used as a substitute for existing public resources or to replace funding previously provided by federal, state, or local funding sources for the same purpose.

A-4. The Children's Trust will generally not fund capital improvements, construction or direct medical care unless The Children's Trust determines it is necessary to meet certain programmatic goals. Nothing in this purchasing and procurement policy is meant to apply to the acquisition of construction services as provided in section 255.20, Florida Statutes, or the acquisition of design, architectural and engineering services provided in section 287.055, Florida

Statutes.

A-5. At all times during and after submitting a funding application to The Trust, applicants must disclose if they are under investigation (whether formal or informal questioning so long as they are the intended target organization) by the Office of the Inspector General or any other federal, state, or local authorities. The nature of the investigation must be explained, and any related reports must be submitted to The Children's Trust.

A-6. At all times during and after submitting a funding application to The Trust, applicants must disclose any money owed to the Internal Revenue Service or other taxing authorities for unpaid, past due, payroll, or other taxes. The disclosure must specify the amount owed for past due taxes, interest, and penalties, listing each of these amounts separately.

A-7. At all times during and after submitting a funding application to The Trust, applicants must acknowledge that all work contained within their proposal is the unique and original product of the agency they represent and has not been plagiarized or duplicated in any way from another's work.

B. Formal Competitive Solicitation Release Guidelines:

The Children's Trust shall determine the appropriate type of competitive procurement to be issued (i.e., ITN, RFQ, RFP, etc.) and assign a project leader to manage the procurement. The project leader will assemble a team to develop the solicitation documents, including the evaluation criteria, and oversee implementation.

Solicitation process guidelines unique to the formal competitive procurement process are as follows:

B-1. The Children's Trust shall encourage applicants seeking funding to demonstrate the use of leveraged funds from other sources or the use of complementary resources when preparing a funding request, because the need and demand for services and programs typically far exceed the amount of funding available from The Children's Trust.

B-2. Once satisfied about the evaluation of readiness, capacity, community needs and other factors, the president/CEO or designee, upon board approval, will release the formal competitive procurement opportunity. The solicitation shall be

publicly noticed on The Children's Trust website and may be advertised in local major newspapers and/or relevant trade newspapers, as may be required by applicable law. In addition, the president/CEO or designee will notify, via email, all board members of the release of the solicitation and of the start of the Cone of Silence.

C. Application Review Process:

The review process is designed to select the most qualified applicants in an open and fair manner. Applications are reviewed through a multi-step process that includes the followings:

1. Eligibility: Screening to determine if an organization is eligible to apply for funding based on the following requirements, as applicable:

C-1a. All proposed Direct Community Services for children, and families and caregivers must take place within Miami-Dade County.

C-1b. The applicant must be currently qualified to conduct business in the State of Florida. This means the organization is incorporated under the laws of Florida and has obtained a certificate of authority stating that the organization has been registered with the Florida Department of State: Division of Corporation or a successor entity. Organizations are required to maintain "active status" throughout the duration of its contract with The Children's Trust.

C-1c. Applicants must not be under the exclusive jurisdiction of the public school system, including charter schools approved by a district school board or a state university, or any other sponsoring entity under Section 1002.33, Florida Statutes, as may be amended.

C-1d. Applicant must submit a recent, valid annual financial statement audit, conducted in accordance with auditing standards generally accepted in the United States of America, or have one on file. This only applies to direct service-related solicitations where an unexpected stop in services would have a widespread adverse effect on our community; nonservice solicitations such as research, evaluation, communications, information technology and professional development/capacity building are exempted. Audited financial statements must be completed by a CPA firm that is licensed and registered to conduct business by the Florida Department of Business and Professional Regulation. For small

CBOs, the president/CEO or designee, upon approval of the finance committee, may allow for the submission of a reviewed or compiled financial statement or other financial documentation, in lieu of an audited financial statement. Any additional waiver of the audit requirement will be included in the release of the solicitation. In such situations, staff may bring for consideration and approval of the finance committee alternative documentation to include a reviewed or compiled financial statement or other financial documentation in lieu of an audited financial statement. These exemptions will be considered for contracts under \$100,000.00 through a separate solicitation.

C-1e. If an agency owes funds to The Children's Trust, that agency must repay all amounts owed prior to the application due date of this solicitation to be considered an eligible applicant.

C-1f. The Children's Trust reserves the right to determine that an incomplete application submitted for consideration may render the application null and void and that the application will be rejected without further review.

2. Agency fiscal health: The Children's Trust's finance department reviews the agency audit to assess the level of fiscal solvency, compliance and strength of internal controls. Agencies recommended for funding that do not sufficiently demonstrate the criteria above may have additional post-application fiscal or contract requirements to reduce The Children's Trust's financial risk. Fiscal solvency is measured using a three-prong ratio test plus evaluation based on report and notes. The following is utilized in analyzing fiscal health.

C-2a. Current ratio (current assets divided by current liabilities) evaluates the current assets that can easily be converted into cash to pay current expenses. Current assets include cash, cash equivalents, accounts receivable, and prepaid expenses and inventories. The higher the ratio, the more capable the agency is of paying its obligations.

C-2b. Net assets as a percentage of annual expenses (net assets divided by total annual expenses) evaluate the availability of reserve funds compared to annual operations and could be viewed as an emergency fund. The higher the ratio, the greater the reserve.

C-2c. Current liabilities as a percentage of total annual expenses (current liabilities

divided by annual expenses) indicate an organization's timeliness paying vendors and its ability to meet other obligations. Current liabilities include accounts payable, accrued expenses, short-term borrowings, and the current portion of long-term debt. The lower the ratio, the lower current liabilities to expenses.

C-2d. Fiscal compliance and strength are evaluated using the independent auditors' report and accompanying notes. The report describes the scope of the audit, the accountant's opinion of the procedures and records used to produce the financial statements, as well as the accountant's assessment of whether or not the financial statements present a fairly accurate picture of an agency's financial position and the changes in its net assets and cash flows. Notes to financial statements provide additional information to explain specific items and provide a more comprehensive assessment of an agency's financial condition. Notes can include information about debt, going concern criteria, contingent liabilities or contextual information such as potential litigation or unpaid payroll taxes. Strength and soundness of an agency's system of internal controls are measured by the number of material weaknesses and/or significant deficiencies in the independent auditors' report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with government auditing standards. This report evaluates whether and to what extent an applicant has design or operating deficiencies in its internal control systems.

C-2e. For new applicants, The Children's Trust's finance department reviews the agency financial statement audit submitted with the application to assess the level of fiscal solvency, compliance and strength of internal controls.

C-2f. For renewal applicants, in addition to the review of the current agency audit on file, The Children's Trust's finance department reviews the program-specific audit. Results from both reviews are used to determine the fiscal health rating, which will be used to inform funding recommendations.

3. Program proposal: Simultaneous to the fiscal health review, each application is independently reviewed and scored by a team of reviewers that may include Children's Trust staff, experts in the field and trained volunteers. Using a standard rating tool, reviewers assess the quality of responses within each application section, the

alignment with solicitation requirements, and the applicant capacity to effectively deliver what is proposed. Specific application questions within each program section may vary somewhat based on whether the proposal is for a new program or for a renewal program. For renewal proposals, prior contract performance will be a focus and included in the review across the application sections in relation to what is proposed. Each program application section will be weighted according to its relative importance to the specific funding opportunity.

Following each reviewer's individual rating, the review team meets in a publicly noticed debriefing meeting to discuss each proposal. Applicants may attend the debriefing meeting as observers. The team assigns a consensus team score to each application section, including explanatory comments. The consensus of the team score supersedes any individual team member's reviewer's score or comments. The application's total score is calculated as a percentage of the solicitation total maximum points. Applicants who have been funded previously are ranked separately from new applicants to avoid any undue advantage to incumbents.

The highest-ranking program proposal score does not assure a funding recommendation.

4. Interview/site visit: At The Children's Trust's discretion, publicly noticed interviews and/or site visits may be conducted at either the applicant's site or The Children's Trust's offices regarding the agency fiscal health and/or program proposal. Members of the public may attend interviews and/or site visits as observers. The interview/site visit review team may include Children's Trust staff, experts in the field and trained volunteers. Reviewers come to consensus on interview/site visit observations using a standard interview protocol and rating scale and provide input to staff recommendations.

5. Staff recommendations: Taking into consideration the above review process results, consideration is also given to factors such as alignment with The Children's Trust's priority investment areas, effective and economical distribution of funding across Miami-Dade County and/or in underserved geographic areas/populations in Miami-Dade County (if applicable), minimizing duplication of efforts, and reasonable program cost for the services and outcomes proposed. Based on consideration of all the above factors, the president/CEO of The Children's Trust develops the list of

applications recommended for funding.

6. Board review and approval of competitive solicitation funding recommendations:

President/CEO funding recommendations from competitive solicitations are reviewed and considered by the board at publicly noticed committee meetings and board meetings.

Applicants are encouraged to attend these meetings. Recommendations are based on the application review process described above. Recommendation resolutions will include:

- the priority investment area, initiative, required core activities and outcomes.
- the contract period and funding cycle years.
- maximum funding amounts for each recommended agency.
- The legal names of recommended lead agencies.
- subcontractor agencies.

Upon approval of a recommendation resolution, the president/CEO or designee may execute contracts for the contract term. To meet the needs of the community, adjustments to services, individual sites (so long as it does not impact overall services provided in that community), participant numbers may be required, particularly if the approved funding amount is less than the amount requested in the original application. However, such changes will not impact the priority investment area, initiative, required core activities and outcomes, population served, subcontractor agencies, contract period, funding cycle years, maximum funding amounts, and contracted lead agencies.

7. Board review and approval of contract amendments within a contract year:

President/CEO recommendations for some specific contract amendments within a contract year are reviewed and considered as needed by the board at publicly noticed committee meetings and board meetings. Providers are encouraged to attend these meetings. Contract amendments that require board approval include:

- changes to the priority investment area, initiative, required core activities or outcomes underlying the original competitive solicitation requirements award.
- changes to population served.
- changes to the contract period.

- any increase in funding beyond the original maximum funding amount for a contracted agency.
- change to the contracted agency or subcontractor and/or changes to their legal name when its Federal Employer Identification Number (FEIN) has changed through the process.

The president/CEO or designee may negotiate and execute contract amendments related to other contract implementation details that do not change the underlying original competitive solicitation requirements. Such changes may include, but are not limited to:

- change to the contracted agency legal name or subcontractor name or “doing business as” (d/b/a), as long as the original awarded entity or subcontractor agency has not changed its Federal Employer Identification Number (FEIN).
- adjustments to activities, such as adding or removing activities, or adjusting frequency, intensity or duration.
- changes to individual sites (so long as it does not impact overall services provided in that community).
- reducing participant numbers if the funding amount is reduced accordingly.
- adjustments to specific outcome measurement tools, timing and expectations.

8. Board review and approval of annual contract renewals within a funding cycle:

President/CEO recommendations for annual contract renewals within a funding cycle are reviewed and considered by the board at publicly noticed committee meetings and board meetings. Providers are encouraged to attend these meetings. The option to renew a contract shall be at the sole discretion of The Children's Trust. Renewal recommendations are based on performance assessment of contracts as part of The Trust's ongoing continuous learning and quality improvement processes, which may include but are not limited to program and fiscal data reviews, program observations, site visits, and participant feedback. Performance areas assessed typically include staffing, inclusion of children with disabilities, service delivery, program participation, participant outcomes, data quality, safety/administrative/fiscal compliance, and agency fiscal health. Renewal board resolutions will include:

- the priority investment area, initiative, required core activities and outcomes.
- the contract period and remaining funding cycle years.
- maximum funding amounts for each recommended agency, which may include increases or decreases in annual funding amounts with appropriate justification for board consideration.
- The legal names of recommended lead agencies.
- subcontractor agencies.

Upon approval of a recommendation resolution, the president/CEO or designee may execute contracts for the contract term. To meet the needs of the community, adjustments to services, individual sites (so long as it does not impact overall services provided in that community), and participant numbers may be required, particularly if the approved funding amount is less than the amount requested in the original application. However, such changes will not impact the priority investment area, initiative, required core activities and outcomes, population served, subcontractor agencies, contract period, funding cycle years, maximum funding amounts, and contracted lead agencies.

D. Cone of Silence:

The Cone of Silence is designed to protect the integrity of the procurement process by shielding it from undue influences prior to issuing a recommendation for contract awards. The Cone of Silence becomes effective upon the release of the solicitation and is rescinded when the president/CEO makes written recommendations to the board. However, if the board refers the recommendation back to the president/CEO for further review, the Cone of Silence is re-imposed until such time as the president/CEO makes a subsequent written recommendation. The Cone of Silence policy may be found on The Children's Trust website. Each solicitation document shall include an explanation of the Cone of Silence with a description of allowable and unallowable communications.

E. Solicitation Information Sessions and Support Services:

The Children's Trust may provide opportunities for organizations to obtain information or seek clarification about programmatic or technical requirements referenced in the solicitation when deemed appropriate. These may include:

E-1. Bidders' Conference: This represents an opportunity to provide information regarding the solicitation, application and multi-step review process. Topics may include a discussion of the commodities, contractual services and community services to be procured; the online application system; special consideration areas; and other critical purchase or service delivery requirements. The conferences are publicly noticed and may be held in the form of an in-person meeting, a webinar or video conferencing. Opportunities to ask or submit questions will be made available whenever possible. All questions and answers, including those requiring further research, shall be posted in a timely fashion on The Children's Trust's electronic solicitation system and/or website. After the close of the bidders' conference, other than during the application training, only technical questions may be answered verbally while the Cone of Silence is in effect. All other inquiries will only be accepted in writing by the deadline identified in the solicitation.

E-2. Application Training: This represents publicly noticed training sessions where Children's Trust staff will provide an overview of the application forms and instructions specific to the solicitation. Staff will answer questions related to the application process. All other questions must be submitted in writing through the electronic solicitation system and/or website. After the close of the application training, only technical questions may be answered verbally while the Cone of Silence is in effect. All other inquiries will only be accepted in writing by the deadline identified in the solicitation.

E-3. Help Desk Technology Support: This represents IT support or other contracted support for applicants that may require technical assistance accessing any portion of the online application. Staff may only address technical questions during these communications.

E-4. Publicly Posted Written Questions and Answers (Q&A): Opportunity for applicants to submit specific questions in writing to The Children's Trust regarding the substance of the solicitation and receive written answers from Children's Trust staff will be provided as specified in the solicitation. All questions and answers shall be publicly posted in a timely fashion on The Children's Trust's electronic solicitation system and/or website. Questions must be submitted to The Children's Trust in writing by the deadline identified in the solicitation.

E-5. Solicitation addendum may be published if changes are made, or additional information is added to the solicitation document or the online application after its initial release. Addendums, if any, will be posted on The Children's Trust's electronic solicitation system and/or website. The Children's Trust shall send notification to all registered applicants to notify them when an addendum is released and posted on the website.

F. Market Research/Industry Day

The Children's Trust may hold a publicly noticed meeting, that provides an opportunity for Trust staff to meet contractors who may provide insight on market trends, current best practices, and inform upcoming solicitations.

2003. Formal Competitive Procurement Appeals Process

This document outlines the policies and procedures for appeals by applicants to The Children's Trust's competitive procurement opportunities.

Policy

Appeals are limited to procedural grounds. An applicant may appeal The Children's Trust's funding recommendations by utilizing the following guidelines.

A. Procedure

A-1. Request for Appeals: Whenever a formal competitive process is utilized, an applicant who is adversely affected by a procedural determination may file a Request for Appeal, in writing, within three (3) business days following the receipt of notice of its failure to advance to the next stage of review, or within three (3) business days following receipt of the president/CEO's written recommendations for funding to the board, whichever relevant event occurs first.

The Request for Appeals shall state the particular grounds upon which it is based and must include all pertinent documents and evidence to support the claim. All requests for appeal shall be directed to the president/CEO.

An appeal may only challenge a procedural matter related to competitive procurement. Examples of non-procedural matters include but are not limited to: An appeal may not challenge the award amount, relative weight of the evaluation criteria or the formula specified for assigning points contained in the bid or other competitive solicitation release. An appeal is limited, for example, to challenging errors in mathematical calculations or omissions to score sections by the review team. No appeal may be filed after the board has approved the award.

Children's Trust staff will carefully review all requests for appeals to determine if they meet the criteria outlined in this policy. Staff will provide an applicant who files a Request for Appeal a written decision within three (3) business days of receipt of the Request for Appeal.

An applicant who submits a Request for Appeal challenging a procedural matter that meets the criteria outlined in this policy and had a substantive effect on the outcome of the solicitation, as determined by The Children's Trust in its sole and absolute discretion, will be granted an appeal meeting with the president/CEO or

designee, which shall take place within fifteen (15) business days of receipt of the Request for Appeal. Within three (3) business days of the meeting, a written decision on the Request for Appeal will be provided to the applicant.

An applicant who submits a Request for Appeal that does not meet the criteria outlined in this policy, or it met the criteria outlined but did not have a substantive effect on the outcome of the solicitation, will not be granted an appeal meeting but will be offered a Review Meeting as described in A-3.

A-2. Notice of Appeal and Hearing on Appeal: If the applicant disagrees with the decision of The Children's Trust and desires further appellate review, within five (5) business days from the email transmission or notification from The Trust grant system of the decision by The Trust on the Request for Appeal, the applicant shall file a Notice of Appeal with the clerk of the board for The Children's Trust. The Notice of Appeal shall state the particular grounds on which it is based and shall include all pertinent documents and evidence. The Notice of Appeal is limited to the procedural issues raised, as well as the documents and evidence provided, in the Request for Appeal and the president/CEO's or designee's initial review meeting.

Any applicant who files a Notice of Appeal under this subsection shall, at the time of filing with the clerk of the board, provide a cashier's check made payable to The Children's Trust in an amount equal to one percent (1%) of the proposed value of the proposal submitted or a minimum of eight thousand dollars (\$8,000.00), whichever is greater. This cashier's check shall be used and applied to the payment of all costs and charges related to the appeal, including, but not limited to court reporter fees (if any), copying and courier fees. No appeal shall be accepted unless it complies with all of the requirements of this section.

Appeals that comply with all requirements herein shall be referred to a hearing examiner. Hearing examiners shall be selected from a panel of retired judges who have served five (5) years or more as county or circuit court judges of the Eleventh Judicial Circuit in and for Miami-Dade County, Florida. Alternatively, if no judges are available to serve at the hearing, a Florida Bar-certified mediator may serve as hearing examiner. The appellant/applicant is responsible for payment of all hearing examiner or certified mediator fees and costs, including

any advance payment requested by the hearing examiner or certified mediator.

The hearing examiner shall conduct a hearing on the appeal on the date mutually agreed upon by The Children's Trust and the appellant/applicant. The hearing shall be electronically recorded. The hearing examiner shall consider the written appeal; supporting documents; evidence appended thereto; the president/CEO's recommendation; and all evidence presented at the initial appeal review. The hearing examiner shall allow a maximum of one (1) hour for the appellant/applicant's presentation and a maximum of one (1) hour for The Children's Trust's response to the appeal. The hearing examiner shall be entitled to rely on evidence of a type commonly relied upon by reasonably prudent persons in the conduct of their affairs. Within four (4) business days of hearing the appeal, the hearing examiner shall file written findings and recommendations with the clerk of the board.

The hearing examiner's findings and recommendation shall be presented to the board together with the written decision by the president/CEO or designee following the initial review meeting. The matter shall be resolved by the board on the basis of the record before the hearing examiner and no evidence, issue, or speaker, which was not heard or raised at such hearing, shall be permitted or considered. Presentations to the board shall be limited to five (5) minutes per side. The foregoing time limitation shall be inclusive of all permitted speakers addressing the board on behalf of each side.

If the hearing examiner concurs with the recommendation of the president/CEO or designee, a two-thirds (2/3) vote of the board shall be required to take action other than the agreed recommended action. If the hearing examiner does not concur with the recommendation of the president/CEO or designee, a simple majority vote of the board shall be required to take action other than the hearing examiner's recommended action.

Costs of the appeal, including full payment of the hearing examiner's fee or mediator's fee, shall be assessed against the funds from the cashier's check paid by the appellant/applicant at the time the written appeal is filed.

After completion of the hearing process, if The Children's Trust prevails, then The Children's Trust shall be entitled to recover all actual costs and charges

associated with the appeal including, which shall not include time spent on the appeal by staff of The Children's Trust. If any funds remain from the cashier's check after paying all costs, fees and charges associated with the appeal, then those remaining funds shall be returned to the applicant/appellant.

Upon completion of the hearing process if the applicant prevails, the filing fees will be reimbursed.

A-3 Request for Review: An applicant may request a review to understand the reasons for the decision other than those that are on procedural grounds. Children's Trust staff will offer feedback to help improve further funding applications. To request a review the applicant will send a formal request to meet with appropriate Children's Trust staff. A request for review is not equivalent to a Request for Appeal or Notice of Appeal.

2004. Single Source Procurement

Policy

Single source procurement may be used when such goods and services, contractual services, or community services are available only from a single source and cannot be procured from any other vendor. A single source contract may not exceed a 12 (twelve) month term.

The term "single source" is strictly construed to mean absolutely no other source for the commodity, contractual service, or community service is available, including dealers or distributors.

A. Procedures

Commodities or services available only from a single source may be excepted from the formal competitive solicitation requirements. Conditions under which purchases of goods and services, or direct community services will likely be available from one vendor may include when:

- The goods and services or direct community services are available from only one source due to a license or exclusive distributor rights; or
- The goods and services or direct community services are protected by patent or copyright; or
- The source (vendor) has received designation by a local, state, or federal government as a single source for the goods and services, contractual services or community services desired by The Children's Trust.

When initiating the purchasing process for goods and services or direct community services in excess of \$10,000.00, The Children's Trust will determine if there is more than one potential vendor for the purchase pursuant to the procedure set forth in this policy.

If The Children's Trust believes that commodities or services are available only from a single source, The Children's Trust shall electronically post a description of the commodities or contractual services sought for at least seven (7) business days on The Children's Trust website. A request to use the single source procurement must first be approved by the president/CEO in writing before a notice for procurement is posted on The Children's Trust website. The description posted on The Children's

Trust website must include a request that prospective vendors provide information regarding their ability to supply the commodities or contractual services described.

After reviewing any information received from prospective vendors in response to the notice, staff for The Children's Trust shall determine whether the commodities or services are only available from a single source. If there are two or more potential vendors, then the appropriate purchasing process must be followed, as defined in the procurement policies contained herein. If there is only one eligible vendor, then the goods and services, contractual services or community services requested may be considered as a single source, subject to the approval of president/CEO.

Prior to purchasing goods and services or direct community services from a single source vendor, staff shall compose a memo to the president/CEO which includes a thorough and complete written justification for the single source determination. It must include a description of the research performed to identify that the goods and services or direct community services are only available from a single vendor as well as an explanation of the need for the purchase and any other factors considered in the decision. The written justification must be submitted to the chief operations officer (COO) for review and preliminary approval.

Single source purchases exceeding \$50,000.00 require board approval.

B. Renewal:

Annual renewal based on satisfactory performance of a single source contract is permitted in which there is no other provider for such a service. Written justification and approval by the president/CEO for the continued single source determination must be provided.

If a provider is no longer determined to be a single source during the contract term, then the current 12 (twelve) month contract shall remain in effect until termination or expiration of the contract. The procurement process will be followed if The Children's Trust wishes to continue purchasing the commodity or service in the future.

2005. Unsolicited Request for Funds

This document outlines the policies and procedures for the disposition of unsolicited requests for funding received by The Children's Trust and awarded through the president/CEO's authority.

Policy

At times, the president/CEO or designee may receive unsolicited requests for funds via email or letter. Requests for funding submitted by an organization based solely upon the requester's initiative, and not in response to a formal solicitation or procurement process of The Children's Trust, will be considered for funding on a case-by-case basis following the processes described in this document. Funding awards will not exceed \$50,000.00. To be eligible, the unsolicited request must be received in writing and seek support for a program, service or activity that is aligned with The Children's Trust's mission and values. The Children's Trust is under no obligation to fund unsolicited requests.

A. Procedure:

A-1. All requests for unsolicited funds shall be submitted to the president/CEO.

A-2. The president/CEO or designee will review The Children's Trust's contract and fiscal files to determine if there are existing contracts with the same requester and gather any history of previous funding from The Children's Trust. The president/CEO or designee will also research other pertinent information about the requester, including verifying the requester's corporate status on www.sunbiz.org.

A-3. If the review was conducted by CEO designee, the designee shall prepare a written response and recommendation to the president/CEO that includes a thorough analysis of all the facts gathered.

A-4 If the president/CEO decides that the unsolicited request should be accepted, then funding shall be made in accordance with the policy governing the president/CEO's signature authority and all other relevant policies of The Children's Trust.

A-5. A letter of notification about the president/CEO's decision will be drafted by

the president/CEO or designee, signed by the president/CEO, and sent to the requesting organization.

A-6. The president/CEO or designee will report the expenditures of unsolicited funding to the board in accordance with General Purchases and Procurement, Policy No. 2000, section C. "President/CEO Purchase Authority."

2006. Match Funding and Funder Collaboration

This document outlines The Children's Trust's policies and procedures to award match and funder collaboration funding. Match and funder collaboration investments are noncompetitive opportunities which leverage funding from other sources to increase community financial resources, increase collaborative partnerships and expand quality programs for children, youth and families living in Miami-Dade County.

Policy

Match funding is defined as a direct fiscal investment (grant) made by The Children's Trust to a program, with the specification that the grant amount must be matched with funding from one or more other sources for a specific outcome or result. The goal is to establish an incentive for agencies to apply for funding from sources other than The Children's Trust that requires an applicant to obtain a match. Examples of acceptable match funding include a local match for a grant received from the federal, state or local government.

Funder collaboration is defined as a direct fiscal investment (grant) made by The Children's Trust to an organization, with the specification that the grant amount must leverage funding from multiple other sources for a specific outcome or result. The Children's Trust investment in any one funder collaboration project must present a funding leverage ratio of at least 1:2. That is, for every dollar invested by The Children's Trust, the pool of funding presented by other funders must equal at least two dollars. The goal is to foster and establish widespread funder cooperation and complementary community support strategies.

Depending upon the availability of funding, The Children's Trust will consider match and funder collaboration opportunities on a case-by-case basis following the process described in this policy. These grants are noncompetitive and are intended to support projects not otherwise solicited through The Children's Trust's typical competitive solicitations process.

Match and funder collaboration funding must be utilized to bring new or expanded resources to the community and will not be used to supplant existing or current funding, or to assume the responsibilities of other public entities. Funding is not intended to be used for fund-raising, community events, and sponsorships or for construction costs.

The Children's Trust reserves the right to directly identify and pursue relevant match and funder collaboration opportunities, which may involve a process of implementing and/ or subcontracting these activities. The Children's Trust also reserves the right to reject all applications.

A. Procedure:

Match Funding: A proposal for match funding may be received by The Children's Trust either when:

- The initial funding proposal is submitted by the applicant to the primary funding source; or
- After the primary funding source has confirmed the award or availability of match funding.

Written documentation confirming that an award has been received from the primary funding source and acknowledgment of The Children's Trust as a local match will be required as part of any contract for match funding by The Children's Trust.

Funder Collaboration: The Children's Trust will consider requests from a prospective funder(s) demonstrating collaborative interest to invest in an organization or program for a specific outcome or result. The request for funding must be supported by the submission of a written proposal by the benefiting organization identifying the other interested funders and investment amounts. Written documentation confirming that an award has been guaranteed from the other identified funding sources and acknowledgment of The Children's Trust as a collaborative partner will be required as part of any funder collaboration contract with The Children's Trust.

All match and funder collaboration awards greater than \$50,000.00 require board approval, while those up to and including \$50,000.00 may be approved by the president/CEO and reported to the board in accordance with General Purchases and Procurement, Policy No. 2000, section C. "President/CEO Purchase Authority."

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). Upon written confirmation of the continued underlying primary funding source(s), The

Children's Trust will notify the funding recipient of its intent to renew the contract and the conditions to be negotiated upon each renewal.

Qualified applicants for match funding may be governmental entities, for-profit or not-for-profit organizations that are incorporated to conduct business in the state of Florida, or faith-based organizations that provide non-religious social services and qualify for tax exempt status. The Children's Trust is prohibited by section 125.901, Florida Statutes, from allocating and providing funds to programs or agencies which are under the exclusive jurisdiction of the public school system. However, collaboration with and/or use of school facilities by private entities may be permissible on a case-by-case determination. Proposal Submission and Review Processes:

Match Funding: The Children's Trust will consider requests from prospective applicants demonstrating the availability or potential availability of funding that requires a local match. Following initial consideration, the organization may be invited to submit a written request for match funding.

Funder Collaboration: The Children's Trust will consider requests from a prospective funder(s) demonstrating collaborative interest to invest in an organization or program. Following initial consideration, the benefitting organization/ program may be invited to submit a written proposal electronically.

All proposals will be reviewed using the multi-step proposal review process outlined in Competitive Procurement Process Policy 2001. In addition, the following characteristics may be considered when evaluating proposals:

Match Funding:

- Applicant includes documentation verifying that the match funding is required by the primary funding source.
- Applicant engages in bringing in new funds to Miami-Dade County (i.e., not simply replacing an existing match or matching local dollars that already exist in the community).
- Applicant facilitates the provision of recurring, sustainable and ongoing resources versus a one-time only match.

Funder Collaboration:

- The proposed funder collaboration project includes multiple funders.
- The Children's Trust investment presents a funding leverage ratio of at least 1:2.
- Applicant includes documentation verifying the other funder interests and investment amounts.
- Applicant brings in new funds to the organization or program (i.e., not simply replacing an existing match or matching local dollars that already exist in the community).
- Applicant facilitates provision of recurring, sustainable and ongoing resources versus a one- time only match.
- Agreement to have all funders use the same set of goals, outcomes and reporting requirements.
- A minimum of two annual meetings will occur amongst the funders to discuss the organization's progress, additional support that may be needed and community impact based on the funder collaboration investment.

While it is not expected that any single proposal will meet all the criteria, proposals should strive to achieve those relevant to the approach proposed. The Children's Trust may determine that more information is needed before a recommendation can be made, in which case the information will be requested and reviewed. The amount of any funding award may be directly related to the extensiveness of the activities proposed and the percentage of requested matching funds/collaborative investment. The Children's Trust reserves the exclusive right to limit the total number of annual projects funded and to determine which projects are selected for an award. Match and funder collaboration proposals are awarded in the sole and absolute discretion of The Children's Trust. Match or funder collaboration proposals that are denied by The Children's Trust cannot be appealed.

Renewal: Annual renewal of match or funder collaboration contracts shall be at the discretion of The Children's Trust and will be based on satisfactory performance, continued alignment with The Children's Trust's funding priorities, and continued availability of leveraged funding from other sources.

If a provider is no longer determined to have the requisite leveraged funding during

the contract term, then at the discretion of The Trust the current twelve (12) month contract may remain in effect until the termination or expiration of the contract.

2007. Capacity Building, Training & Professional Development

This document outlines the policies and procedures for procuring services for training and/or professional development of direct community service providers funded by The Children's Trust. Training activities and professional development are important strategies The Children's Trust may utilize to accomplish its mission. These services are intended to support efforts and activities that do not fit specifically within the purview of programmatic funding announcements for services made by The Children's Trust.

Policy

Training and professional development includes professional-level training and technical assistance aimed primarily at service providers. Specific training regarding evidence-based programs, best practices, and information relevant to meeting national quality or accreditation standards when relevant may be considered. Examples include training activities focused on implementing model programs, ensuring continuous quality improvement, encouraging professional development, improving consumer participation in governance and development of service programs, and promoting cultural competence.

The Children's Trust may procure capacity building, training and/or professional development services for the purpose of professional-level training, conferences and/or technical assistance to increase the knowledge, skills and abilities of direct community service providers funded by The Children's Trust. Direct Community Services activities intended to meet the individual needs of children and families are not funded under this policy. In addition, funds are not to be used for fundraising, meals for participants during trainings, indirect costs, equipment, or construction.

If the intended audiences are parents and/or youth, then the focus of training must be on a systems level that includes community/civic involvement, rather than a focus on individual family_service needs or interventions. Additionally, The Children's Trust reserves the right to directly identify and pursue relevant professional development activities.

A. Procedure

Proposals are evaluated on a case-by-case basis and must meet the specified

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definitions and criteria described herein, based on a staff review. Proposals are not ranked and do not compete against one another. Following staff reviews, recommendations are made to the president/CEO or designee for funding approval and reported to the board in accordance with General Purchasing and Procurement Policy No. 2000, section C. President/CEO Purchasing Authority. The Children's Trust reserves the exclusive right to limit the total number of annual projects sponsored and to determine what projects are selected for award.

Funding requests will be limited to no more than \$50,000.00 per provider per fiscal year. Preference will be given to proposals that bring additional funding partners to the endeavor. Receipt of funding for an annual or recurring event does not create any entitlement to continued funding of that activity in the future.

Qualified applicants may be governmental entities, for-profit or not-for-profit organizations incorporated or qualified to do business in the state of Florida, or faith-based organizations that provide non-religious social services and qualify for tax exempt status. Current Children's Trust-funded programs on performance improvement plans are not eligible to apply. The Children's Trust is prohibited by section 125.901, Florida Statutes, from allocating and providing funds to programs or agencies which are under the exclusive jurisdiction of the public school system. However, collaboration with and/or use of school facilities by private entities may be permissible on a case-by-case determination.

Successful applicants must possess relevant and significant expertise in conducting professional training and technical assistance.

B. Proposal Submission and Review Processes:

Applications can be accepted and reviewed by staff on an ongoing basis through this noncompetitive bid solicitation

For each proposal that passes the initial screening, a team of staff will review proposals and make recommendations to the president/CEO. It is the responsibility of staff to perform reviews and to draw upon whatever counsel they deem appropriate in doing so. The review team may determine that more information is needed before a recommendation can be made, in which case the information will be requested and reviewed at the review team meeting in the month following when the information is

received. Applications will be scored based on criteria specified above.

2008. Community Outreach Activities Policy

This document outlines the policies and procedures for community outreach activities grants where The Children's Trust is a paid sponsor in association with other entities, participates as a beneficiary of an event. This policy describes the process for funding of these community outreach activities (e.g. family resource fairs, health events, adoption day ceremonies etc.).

Policy

The Children's Trust may participate in and/or sponsor community outreach activities that support the mission and values of The Children's Trust, in accordance with the following guidelines:

- The purpose of events and/or organization hosting events must have the mission, that The Children's Trust has determined, better the lives of children in Miami-Dade County, including children with disabilities. All events must be accessible and in compliance with federal and state laws, rules or regulations for access to persons with disabilities. When The Children's Trust participates as a sponsor, The Children's Trust logo must be included in any promotional materials for the event. All such materials shall be subject to the prior written approval of The Children's Trust.
- The Children's Trust seeks to associate itself with entities and activities that share similar brand values. The name "The Children's Trust" is synonymous with children—and is keenly associated with quality, inclusiveness, transparency, accountability, and trust. Any promotional materials bearing The Children's Trust logo are limited to identifying The Children's Trust's participation in the event. The Trust's funding and branding materials may not be utilized for political or partisan events or activities.
- The Children's Trust will only participate in community outreach activities that maintain the integrity of its name and image in the community. It is expected that entities seeking funding will possess relevant and significant expertise in conducting public awareness initiatives, executing special events or community outreach initiatives.
- Sponsorship by The Children's Trust is intended to support efforts and activities

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that are not within the purview of Direct Community Services funding or Community Engagement Grants and cannot be used to supplement contracts or activities already receiving funding from The Children's Trust.

- Sponsorship by The Children's Trust does not create any entitlement to renewed or continued funding to an agency or for an activity in the future.
- Organizations must reapply for funding consideration each year.
- Each agency is limited to one (1) award per fiscal year, and only if the proposed activity is not already budgeted within an existing program services contract funded by The Children's Trust.
- Events defined as fundraisers may only be sponsored if the applicant is not already funded programmatically by The Children's Trust.
- Professional development conferences or trainings for preselected groups of children or parents through an invitation process are not considered community outreach activities.
- Funds must not be used for direct program service delivery expenses, indirect administrative costs, equipment, salaries, insurance, fringe benefits or construction.

All event sponsorships must center around issues consistent with The Children's Trust's strategic-framework.

A. Procedure:

Proposals are evaluated on a case-by-case basis and must meet the specified definitions and criteria described herein, based on a staff review. Proposals do not compete against each other. Following staff reviews, recommendations are made to the president/CEO or designee for funding approval and reported to the board in accordance with General Purchasing and Procurement Policy No. 2000, section C. President/CEO Purchasing Authority. The Children's Trust reserves the exclusive right to limit the total number of annual projects sponsored and to determine what projects are selected for award.

B. Funding Requirements:

Sponsorship funding of \$50,000.00 or less per entity per fiscal year may be approved

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by the president/CEO. However, the typical award amount does not exceed \$5,000.00. Any sponsorship funding requests of more than \$50,000.00 require board approval.

C. Application Process:

Applications for a paid sponsorship are accepted on a case-by-case basis because the process is not a competitive solicitation.

Applications shall be submitted electronically via The Children's Trust website or procurement system identified.

It is expected that successful applicants will possess relevant and significant expertise in conducting public awareness initiatives and executing special events or community outreach initiatives. Applicants are reviewed individually and do not compete against each other. To be considered, applications must meet the specified definitions and criteria.

Applications will be reviewed using a standard rating tool and funding recommendations will be made by staff based upon the scores and internal vetting of the purpose and impact of the event. The review team may determine that more information is needed before a recommendation can be made, in which case the additional information will be requested and reviewed upon receipt. Following the review process, staff will make a written recommendation regarding the request for funding to the president/CEO. All funding recommendations must be approved in writing by the president/CEO and applicants will be notified in writing about whether their request will be funded.

2009. Emergency Funding

This document outlines the policies and procedures for funding approvals or purchases during a communitywide emergency or community crisis, as defined below and as determined and declared by the president/CEO, or his/her designee, for: 1) items or services necessary for the continuation of The Children's Trust's operations during the communitywide emergency or community crisis; 2) the release of emergency funding to Miami-Dade County community partner organizations, institutions, and/or current Trust-funded agencies to address the communitywide emergency or community crisis; and 3) providing emergency funding to current Trust-funded providers that suffer substantial damage or loss due to the communitywide emergency or community crisis and which interferes with the provider's ability to operate and/or deliver Trust-funded services and programs.

Definition:

"Communitywide emergency" is defined as any natural, technological, or manmade occurrence which disrupts, or threatens to disrupt, the social or economic systems or infrastructure of Miami-Dade County and results in substantial community hardship, loss and/or damage to property in Miami-Dade County. Examples of communitywide emergencies may include, but are not limited to, hurricanes, tornadoes, pandemics, massive fires, and flooding, etc.

"Community crisis" is defined as a social, economic, or health event, situation, or circumstance that adversely affects a portion or the entire Miami-Dade County community and/or current Trust-funded providers. Examples of a community crisis may include sudden or significant changes to the stability of food and housing security, healthcare access, etc.

A. Policy:

Prior to or after a communitywide emergency or community crisis, the president/CEO, or his/her designee, with approval by the Board Chair, or if unavailable, Vice-Chair, Treasurer, then Secretary (respectively), as set forth below, may spend or release funds in excess of \$50,000.00, but not to exceed one percent of the total approved

A-annual budget, to award emergency funding, on an as-needed basis, to community partner organizations, institutions, and/or current Children's Trust-funded providers. Emergency funds may be used to help resolve a problem directly caused by the communitywide emergency or community crisis, or that results from the communitywide emergency or community crisis and interferes with delivering services and programs contracted with or approved by The Children's Trust. Emergency funds using the procedure outlined in 2009 A-1 through A-2 below, may also be used to ensure the continued operations of The Children's Trust.

B. Procedure:

When a community crisis or communitywide emergency has occurred in Miami-Dade County, the president/CEO, or his/her designee, will determine if there is a need for financial support to assist community partner organizations, institutions, and/or current Trust-funded providers to purchase supplies and/or fund services to continue delivery of their services. This preliminary determination will be based on an assessment by the president/CEO and Trust staff and may be made in collaboration with Miami-Dade County, local municipalities, the Federal Emergency Management Agency (FEMA), other disaster-involved institutions and community involved partners, as well as information shared by providers.

When the president/CEO, or his/her designee, has determined that a communitywide emergency or community crisis exists and there is a need for financial support to assist community partner organizations, institutions, and/or current Trust-funded providers, the President/CEO, or his/her designee, is authorized to act in accordance with the following procurement procedure:

- A-1. For funding needs up to and including \$50,000, the president/CEO may exercise the funding authority set forth in Section 2000. C.
- A-2. For funding needs above \$50,000, the president/CEO, or his/her designee, will:

(1) Confer with the chief finance officer (CFO) to determine if funds are available in the approved budget to use for emergency funding purposes and to determine the total amount of funds recommended to be released.

(2) Upon consultation with the CFO, the president/CEO, or his/her designee, shall contact the Board Chair, or, if unavailable, Vice-Chair, Treasurer, then Secretary (respectively) to inform him/her of Trust operational needs and/or requests for immediate financial assistance received from community partner organizations, institutions, and/or current Trust-funded providers, and/or immediate financial needs identified by The Children's Trust staff. The president/CEO shall request approval from the Board Chair, or, if unavailable, Vice Chair, Treasurer, the Secretary (respectively), a waiver of the \$50,000.00 president/CEO approval threshold.

(3) Upon approval by the Board Chair or, if unavailable, Vice Chair, Treasurer, the Secretary (respectively), of the actions noted above, The Children's Trust will work with the community partner organizations, institutions, and/or current Trust-funded providers to assess needs based on emergency/crisis type and determine the best processes to provide notification of funding availability, identify needs, make case-by-case funding recommendations, distribute funds, and document expenditures. All funding recommendations must be approved by the president/CEO or his/her designee.

(4) Upon president/CEO and/or designee approval, the finance department will issue payment and notify the recipient(s) regarding the delivery and/or receipt of the funds. The funding may only be used for the purchase of the approved goods and/or services.

(5) Within 30 (thirty) days of making the approved purchases or providing the approved services, the community partner organization, institutions, and/or current Trust-funded providers must submit copies of paid invoices documenting the purchases and proof of payment or the use of the funds for the purpose stated in the declaration of the communitywide emergency and/or community crisis. If The Children's Trust determines that the funds were used for a non-approved purpose, then the community partner organization, institutions, and/or current Trust-funded providers must return the unapproved dollars spent promptly to The Children's Trust.

(6) Within sixty (60) days the president/CEO or his/her designee will report on the expenditure of emergency funds to the board.

2010. Community Engagement Grant Policy

This document outlines the policies and procedures for the award of grants up to \$50,000.00 to invest in community engagement strategies and activities. The community engagement fund is a noncompetitive opportunity that provides community partners not currently funded for Direct Community Services (excluding Innovation and Small CBO) by The Children's Trust the opportunity to seek funding for programs that support communities as well as children and their families in Miami-Dade County. There are two types of Community Engagement grants – one that supports direct services for children and parents/caregivers and one that supports community collaboration and advocacy projects around community issues that align with the strategic framework of The Children's Trust. An organization may only be awarded each of these Community Engagement grants once in a fiscal year.

Policy

Through community engagement grants, The Children's Trust hopes to build on existing community assets, encourage collaboration and support the sustainability of successful projects. All funded programs/projects must support the mission and values of The Children's Trust, in accordance with the following guidelines:

- Applicants cannot be under contract with The Children's Trust for Direct Community Services.
- Funding will support projects and partnerships that promote citizen engagement, advocacy, and leadership at different stages of development and/or;
- Funding will support direct services and program enhancements to help children and families with limited access to the programs and support services they need to thrive.
- Proposals may include innovative action and private-public partnerships designed to promote and improve the social, physical and emotional health and security of the children and their parents.
- Proposed community engagement strategies can support capacity building and professional development of organizations, in addition to supporting collaboration tools like community surveys, community-based asset mapping, data gathering

and dissemination, meeting facilitation, and conflict resolution training.

- The Children's Trust must be included in any promotional materials for community engagement programs and events funded by The Children's Trust. All such materials shall be subject to the prior written approval of The Children's Trust.
- Organizations providing direct services to children must execute the Community Engagement Grant Contract and submit all required addendums. These grants are not subject to award renewals. Organizations must reapply for funding consideration each year.

A. Procedure:

Proposals are evaluated on a case-by-case basis and must meet the specified definitions and criteria described herein, based on a staff review. Proposals do not compete against each other. Following staff reviews, recommendations are made to the president/CEO or designee for funding approval and reported to the board in accordance with General Purchases and Procurement, Policy No. 2000, section C. "President/CEO Purchase Authority." The Children's Trust reserves the exclusive right to limit the total number of annual programs funded and to determine the programs selected for an award. Qualified applicants for community engagement funding may be governmental entities, for-profit or not-for-profit organizations that are incorporated to conduct business in the state of Florida, or faith-based organizations that provide non-religious social services and qualify for tax exempt status. The Children's Trust is prohibited by section 125.901, Florida Statutes, from allocating and providing funds to programs or agencies which are under the exclusive jurisdiction of the public school system. However, collaboration with and/or use of school facilities by private entities may be permissible on a case-by-case determination.

B. Funding Requirements:

Community Engagement up to and including \$50,000.00 per entity per fiscal year may be approved by the president/CEO. Funding greater than \$50,000.00 requires board approval.

C. Application Process:

Applications for community engagement grants are accepted on a case-by-case basis

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because the process is not a competitive solicitation. Applications shall be submitted electronically via The Children's Trust or procurement system indicated. Successful applicants must possess relevant and significant expertise to successfully execute the proposed project. Each proposal is reviewed individually. To be considered, applications must meet the specified definitions and criteria in the posted application.

Applications will be reviewed using a standard rating tool and funding recommendations will be made by staff based upon the scores and internal vetting of the purpose and impact of the proposed program/ project. The review team may determine that more information is needed before a recommendation can be made, in which case the additional information will be requested and reviewed upon receipt. Following the review process, staff will make a written recommendation regarding the request for funding to the president/CEO. All funding recommendations must be approved in writing by the president/CEO and applicants will be notified in writing about whether their request will be funded.