Memorandum

MIAMI-DADE COUNTY

Date: April 6, 2010

Agenda Item No. 9(A)(11)

To: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: FY 2010-11 Human and Social Services CBO Funding Process, Service Priority Areas, and Percentage Allocations

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Recommendation
It is recommended that the Board approve the Human and Social Services Community-based Organization (CBO) Funding and Request for Proposals (RFP) process, service priority areas, and percentage allocations for funding commencing in FY 2010-11.

Scope
The Human and Social Services CBO Funding and RFP process provides details regarding the RFP process, service priority areas, percentage allocations for funding, performance-based contracting, and outcome measurement for CBOs providing human and social services throughout the County beginning in FY 2010-11.

Fiscal Impact/Funding Source
The amount of general fund support for CBOs will be determined as part of the budget process for FY 2010-11 and annually thereafter.

Track Record/Monitor
The Office of Grants Coordination (OGC) will be responsible for the continued development and implementation of the Human and Social Services CBO Funding process, including contract oversight and administration and management of the provider payment process.

Background
On April 8, 2008, the Board approved the model process for the solicitation and allocation of funding for CBOs providing human services and established the Community-based Organization Advisory Board. The CBO Advisory Board is comprised of twenty one (21) members representing community, business, civic, education, non-profit, social service, service recipient, and religious groups, including the following organizations: United Way of Miami-Dade, The Children's Trust, Dade Community Foundation, Greater Miami Chamber of Commerce, National Association for the Advancement of Colored People, Greater Miami Religious Leaders Coalition, and the Alliance for Aging, Inc. The CBO Advisory Board is primarily charged with the responsibility of recommending to the Board policies, goals, objectives, and strategic investments related to Human and Social Services CBO Funding.

To this end, the CBO Advisory Board met several times during the months of October, November, and December 2008 to hear presentations from local experts and representatives of other funding sources, review community needs data, obtain input from non-profit service providers and CBOs, and discuss and formulate recommendations for the Board. The meetings were facilitated by the Director and staff of the Office of Grants Coordination and staff from the County Executive Office. There were also four Community Needs Forums held in various locations throughout the County on evenings and weekends. These meetings and discussions culminated in a daylong retreat on December 19th where the CBO Advisory Board finalized its recommendations to the Board. In developing its recommendations, the

CBO Advisory Board took into consideration community needs, an inventory of local funding of human and criminal justice related services from County and non-County sources, and current and past levels of funding from the County. Decisions were made utilizing a consensus-based process, and all final recommendations were adopted by a formal vote of the members.

On February 11, 2009, this item was amended at the Housing and Community Development Committee to incorporate the following: in scoring the proposals submitted in response to the Human and Social Services Community-Based Organizations (CBO) Funding Request for Proposal (RFP), extra points will be awarded to agencies offering services within the Miami Children's Initiative in accordance with the focus areas as described in Resolution No. 1277-08 and in section 409.147 of the Florida Statutes, as may be amended from time to time.

At the April 15, 2009 Housing and Community Development Committee meeting a substitute item was approved. This approved substitute incorporated the following changes: the solicitation title was revised to read "Human and Social Services CBO Funding"; subject to the availability of funding and contingent upon the evaluation/selection committee's favorable review of submitted proposals, the County reserves the right to make funding recommendations to ensure that the distribution of the County's funds are done in a manner that supports human and social services throughout all of the geographic regions of Miami-Dade County; provide instructions to the evaluation/selection committee members and staff to determine a reasonable administrative percentage, not to exceed fifteen (15) percent, for each applicant organization, with special attention paid to applicants receiving funding recommendations for multiple categories of funding; award up to five extra points for proposals offering services in or proposals with a clear and feasible plan to provide services to residents from human and social services high risk/high need areas; reduce Service Priority Area Percentage Allocations categories "Basic Needs", "Children and Adults with Disabilities", "Children, Youth and Families", and "Elder Needs" by half of one percent each and increase the recommended allocation for "Immigrants/New Entrants" to four (4) percent; and adjust timelines to release the RFP.

At the July 15, 2009 Housing and Community Development Committee meeting the process was further amended by Resolution No. 541-09 eliminating the previously established cap on the maximum amount of funding that any one CBO may request in response to the 2009-2010 Human and Social Services CBO RFP and re-enforcing that regardless of the request, no single CBO will receive more than one million dollars in funding through this RFP process. This recommendation was approved by the full BCC on September 1, 2009 (Resolution No. R-1079-09).

I concur with the CBO Advisory Board's recommendations including its reaffirmation of these recommendations as they relate to the allocation of funds to Human and Social Services CBOs and they are included as Attachment 1 including the changes adopted by the BCC in the meetings noted above. Many of the recommended service priority areas align perfectly with the efforts of the State and the County in promoting and supporting the Miami Children's Initiative pilot project, which is designed to create service networks that develop, coordinate, and provide opportunities to a legislatively-defined portion of Miami-Dade County that would benefit from such networks. In support of these efforts in scoring the proposals submitted in response to the Human and Social Services CBO Funding RFP, extra points will be awarded to agencies offering services within the Miami Children's Initiative in accordance with the focus areas as described in Resolution No. 1277-08 and in section 409.147 of the Florida Statutes, as may be amended from time to time. Further, an award of up to five extra points will be given to proposals with a clear and feasible plan to provide services to residents from: Neighborhood Revitalization Strategy Areas (NRSA); Targeted Urban Areas (TUA); Enterprise Zone; Miami Children's Initiative; or other statutorily-defined human and social services high risk/high need areas.

I also plan to handle the selection process for a professional evaluator through a separate solicitation, utilizing the standard County RFP process that would not be limited to 501(c)(3) organizations. This evaluator will assist the County and the CBO Advisory Board in developing a plan for the ongoing evaluation of CBO programming and services. Future CBO solicitations issued by OGC, including Parks programming and environmental enhancement and educational grants, will be issued separately but will be modeled after the Human and Social Services Community-based Organization Funding and Request for Proposals process.

It is anticipated that, with Board approval, the RFP for Human and Social Services CBO Funding will be released in April with proposals due in June. If this timeline is met, the review process would take place during the months of July and August, and I will forward my recommendations to the Board after specific funding allocations are determined by the Board as part of the budget process for FY 2010-11.

Attachments

Jennifer Glazer-Moon, Special Assistant

cmo01210

MEMORANDUM
(Revised)

TO: Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners

DATE: April 6, 2010

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 9(A)(11)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous _____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 9(A)(11)
4-6-10

RESOLUTION NO. _____

RESOLUTION APPROVING THE HUMAN AND SOCIAL SERVICES COMMUNITY-BASED ORGANIZATION FUNDING AND REQUEST FOR PROPOSALS PROCESS, SERVICE PRIORITY AREAS, AND PERCENTAGE ALLOCATIONS FOR FUNDING COMMENCING IN FY 2010-11

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum and the recommendations of the Community-based Organizations Advisory Board, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board approves in substantially the same form as attached, the Human and Social Services Community-based Organization Funding and Request for Proposals process, service priority areas, and percentage allocations for funding commencing in FY 2010-11; authorizes the County Mayor or the Mayor's designee to exercise any amendment or modification of the process on behalf of Miami-Dade County, Florida; and authorizes the County Mayor or the Mayor's designee to create and advertise the Request for Proposals for and on behalf of Miami-Dade County and to exercise any cancellation and re-advertisement provisions and any other rights contained therein.

The foregoing resolution was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Chairman
Jose "Pepe" Diaz, Vice-Chairman

Bruno A. Barreiro	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Bárbara J. Jordan	Joe A. Martinez
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 6th day of April, 2010. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override of this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by the County Attorney as
to form and legal sufficiency.

Shannon D. Summerset

Attachment 1

Memorandum

MIAMI-DADE COUNTY

Date: November 6, 2009

To: George M. Burgess
County Manager

From: Nelson Hincapie, Chair
and Members, Community-based Organization Advisory Board

Subject: CBO Advisory Board Recommendations for Human and Social Services CBO Funding

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This item was amended at the November 4, 2009 CBO Advisory Board meeting to reflect all prior amendments made by the Board of County Commissioners to the Human and Social Service CBO funding process.

On behalf of the Community-based Organization (CBO) Advisory Board, I am pleased to submit additional recommendations for the Human and Social Services CBO Funding and Request for Proposals (RFP) process for FY 2009-10 (Attachment A) and revised percentage allocations for each service area, percentage allocations for each area (Attachment B), and service priority areas (Attachment C). These recommendations build upon the recent update of the County's Social Services Master Plan and are the result of several meetings and Community Needs Forums held throughout the months of October, November, and December 2008. Throughout the process to develop these recommendations, the Board heard presentations from local human services experts and representatives of other funding sources, local CBOs, service providers, and other interested parties from the community that were able to participate and provide additional input. Although these recommendations were developed in a short period of time, I believe they are data driven and needs based and represent a step in the right direction for County support of human and criminal justice service CBOs.

As a starting point, the CBO Advisory Board adopted a vision statement and a set of guiding principles. The recommendations contained herein flow from this shared vision and principles which are listed below:

Vision

A prosperous and dynamic Miami-Dade County where residents are able to live, work and be safe in their communities; where basic needs are met and residents are working towards self sufficiency; where residents are healthy; where there is appreciation, appropriateness and sensitivity towards the diversity of our community; where individuals can fulfill their potential to become productive citizens and where those least able to look after themselves are cared for.

Guiding Principles

- Funding should focus on prevention, early intervention, and preventing institutionalization
- Programs and services must be effective, fit community need(s) and be accountable based on relative size of investment
- Multi-year funding should be based on an annual review of performance
- Local funds should be utilized to leverage other non-County funding
- Reasonable administrative costs should be allowed
- Maintain continuity of community-based services

- Programs and services should be based, where possible, on proven practices, be evidence-based, have a proven track record and be scale appropriate
- Programs and services should be culturally appropriate and client centered or focused
- Funding should promote community/consumer leadership, citizenship and civic participation
- Increase the emphasis on training and employment due to economic circumstances
- Funding should promote cooperation and collaboration among agencies
- Funding process should be flexible and services should be comprehensive and holistic
- County support should be used to supplement, not supplant funding from other sources

In closing, I would like to thank all of the human services experts, representatives of other local funding sources, CBOs, service providers, and other interested parties from the community for their participation in this process. I would also like to recognize staff from the County Executive Office, Mr. Daniel T. Wall and his staff at the Office of Grants Coordination for their assistance and support during the development of these recommendations. Lastly, I would especially like to thank all of the members of the CBO Advisory Board for their active participation and commitment to this process and, ultimately, the efficient and effective provision of human services so desperately needed in our community.

Attachments

c: CBO Advisory Board Members
Daniel T. Wall, Director, Office of Grants Coordination

Funding, Contracting, and Outcome Measurement Recommendations (Adopted by the CBO Advisory Board – November 4, 2009)

Competitive Solicitation

1. Revise the solicitation title to read "Human and Social Services Community-based Funding".
2. Subject to the availability of funding and contingent upon the evaluation/selection committee's favorable review of submitted proposals, the County reserves the right to make funding recommendations to ensure that the distribution of the County's funds are done in a manner that supports human and social services throughout all of the geographic regions of Miami-Dade County.
3. Instruct evaluation/selection committee members and staff to determine a reasonable administrative percentage, not to exceed 15%, for each applicant organization, with special attention to applicants receiving funding recommendations for multiple categories of funding.
4. Award up to five extra points to proposals offering services in or proposals with a clear and feasible plan to provide services to residents from: Neighborhood Revitalization Strategy Areas (NRSA); Targeted Urban Areas (TUA); Enterprise Zone; Magic City Zone; or other statutorily-defined human and social services high risk/high need areas.
5. Revise the recommended Service Priority Area Percentage Allocations as follows: reduce "Basic Needs," "Children and Adults with Disabilities," "Children, Youth and Families," and "Elder Needs" categories by half of one percent each and increase the recommended allocation for "Immigrants/New Entrants" to four percent.
6. Weigh heavily the evaluation criteria that address the provision of services in a high need and/or underserved geographic area.
7. Utilize enhanced County RFP Process that incorporates best practices from other local funding sources, including United Way of Miami-Dade, The Children's Trust, and Dade Community Foundation.
8. Eligibility to apply for CBO funding should be limited to 501(c)(3) organizations, including churches.
9. 501(c)(3) status must be documented as part of an agency's proposal submission.
10. Implement a two-tiered application process for large and small organizations based on the size of the annual operating budget of the organization.
11. Require that a minimum of 5% of funding be allocated to small CBOs, which are defined as organizations with an annual operating budget of $500,000 or less.
12. Institute a cap on the maximum amount of funding that any one organization can recieve from this RFP at no more than $1,000,000.
13. Cap administrative costs at no more than 15% of the total funding received for any one program.

14. Include language in the RFP that restricts CBOs from submitting multiple applications for the same program under more than one service priority area.
15. Limit the number of agency applications that a CBO may submit to a single application (multiple program requests may be included in a single application).
16. Allow for a cure period for applicants to correct technical deficiencies identified by staff.
17. Retain Cone of Silence restrictions.
18. Request non-binding, non-mandatory letter of intent.
19. Include non-County personnel on evaluation/selection committees.
20. Reserve the right of the County to fund a proposal from a different category of funding than that which was requested.
21. Limit the basis of any appeal to failure on the part of the County to follow the process outlined in the RFP document.
22. Institute a three year funding cycle (one year contract with up to two additional one year options to renew subject to the availability of funding).
23. Encourage collaboration, leveraging, and civic engagement.

Contracting

1. Standardize to the greatest extent possible contract terms and conditions.
2. Assign one Contract Officer per agency.
3. Lessen requirements where appropriate for small CBOs.
4. Require County Vendor Registration as a condition of award.
5. Retain County authority to institute a cost-based reimbursement payment methodology if warranted.
6. Include nepotism restrictions modeled after State statute.
7. Allow for quarterly advance payments.
8. Waive insurance requirements for contracts of $25,000 or less (cumulative).
9. Provide for a 100% lump sum payment option for contracts of $10,000 or less.
10. Incorporate the use of the Comprehensive Administrative Assessment Tool (CAAT) as part of contract compliance reviews and monitoring.
11. Implement performance-based contract renewals.
12. Develop a process to reallocate funding on an as-needed basis.
13. Allow for renegotiation of contract scope within the same service priority area and within the parameters of the RFP at the sole discretion of the County.
14. Post contract data on the web portal to the fullest extent possible.

15. Require participation in evaluation and capacity building activities, including the development of a cross-system referral process, tools, and technology.

Outcome Measurement

1. Monitoring should include administrative, fiscal, and programmatic components.
2. Establish and adhere to performance improvement plans and corrective action protocols.
3. Post performance data on the web portal.
4. Explore joint programmatic review of CBO performance with other local funders.
5. Include sample outcome measures in RFP, and allow for applicants to propose measures that would be subject to final approval by the County as a condition of award.

Attachment B

*Adopted November 4, 2009**

CBO Advisory Board
Recommended Service Priority Area Percentage Allocations

Service Priority Area	% Allocation
Basic Needs	12.5%
Children & Adults w/ Disabilities	6.5%
Children, Youth, & Families	21.5%
Criminal Justice	15.0%
Elder Needs	13.5%
Health	4.0%
Immigrants/New Entrants	4.0%
Other	2.0%
Special Needs	16.0%
Workforce Development	4.0%
Evaluation Plan	1.0%
TOTAL	100.0%

SERVICE PRIORITY AREAS

SERVICE PRIORITY AREA	DESCRIPTION	EXAMPLES*
Special Needs	Programs providing services to victims of domestic violence or sexual assault Programs providing countywide mental health services Matching funds support for programs providing countywide and neighborhood-based homeless services Countywide and neighborhood-based substance abuse treatment programs to include prevention and education services to children and young adults	Including but not limited to: • Training of first responders to address children's needs • Emergency housing/shelter for victims with adolescent children • Community education and training in all aspects of domestic violence including the elderly, persons with disabilities, and immigrants and new entrants • Programs for youth victims of sexual assault • Specialized services for children who are witnesses of domestic violence • Comprehensive services to mentally ill adults with co-occurring disorders • Mental health treatment and post treatment services to children and adults • Employment training and services to mentally ill adults • Mental health jail diversion • Homeless prevention case management including assessment and one-time rental subsidies • Expansion of homeless outreach services • Assistance to homeless persons in obtaining vital identification and personal documents • Rental and eviction assistance services • Services to children of parents who are substance abusers and to parents of children who are substance abusers • Services to substance abusers with co-occurring disorders in a pre-trial program • Services to youth and adults diagnosed with co-occurring disorders that include step-down phases to facilitate individual integration into the community • Post treatment recovery programs that aim to keep the family intact and facilitate post treatment employability and educational skills with emphasis on services to farm workers and victims of abuse or domestic violence

**Examples are provided as a reference to assist potential applicants with the proper placement of a proposed program in the appropriate service priority area.*

SERVICE PRIORITY AREAS

SERVICE PRIORITY AREA	DESCRIPTION	EXAMPLES*
Children, Youth, and Families	Programs supporting community-wide core services for children, youth, and families	Including but not limited to: • Parenting services aimed to prevent and reduce instances of child neglect/abuse • Supportive services for young adults transitioning from relative care/independent living • Services for relative care givers • Positive youth development to include health education, life skills training • Alternative choices to youth and families • Teen parenting skills and development • School readiness and academic performance • After school programs • Stay in school and parental skills • Shelter for at-risk youth • Family Services
Immigrants/New Entrants	Programs providing services to immigrants and new entrants who are currently not eligible to receive federally funded services	Including but not limited to: • Community-based adaptation and socialization (acculturation facilitation services) • Facilitating access to social services and academic and vocational training • Legal services for immigrants (documented and undocumented) • Services to immigrant farm workers

**Examples are provided as a reference to assist potential applicants with the proper placement of a proposed program in the appropriate service priority area.*

SERVICE PRIORITY AREAS

SERVICE PRIORITY AREA	DESCRIPTION	EXAMPLES*
Basic Needs	Programs targeting poverty and hunger	Including but not limited to: • Food recovery and distribution • Nutritional education and referral to services • Neighborhood-based natural helpers for service access, education, and public benefit enrollment • Development and/or expansion of one-stop comprehensive services/activities to address hunger and poverty needs • Financial literacy and predatory lending • Bulk purchases of basic essentials • Maintenance of safe living environments • Legal services (representation and education) for indigent, immigrant, and special populations
Elder Needs	Programs supporting countywide and/or neighborhood-based elder care services	Including but not limited to: • Nutrition Services • Home-based services for frail elderly • Respite care for caregivers and elders • Linkage to services after discharge from a medical facility • Early intervention services to maintain a safe and stable environment • Transportation for elderly • Adult day care center services • Center-based socialization and recreational services • Respite care to caregivers/relatives of elderly with Alzheimer's

**Examples are provided as a reference to assist potential applicants with the proper placement of a proposed program in the appropriate service priority area.*

SERVICE PRIORITY AREAS

SERVICE PRIORITY AREA	DESCRIPTION	EXAMPLES*
Criminal Justice	Programs offering services for criminal justice involved youth, families, and others	Evidence-based program and service models recommended by the Youth Crime Task Force and the Dade-Miami Criminal Justice Council, including but not limited to: • Family and child empowerment programs • Improving community control • Juvenile weapons offender program • Post detention girl's program • Serious habitual offender sibling program • Family intervention services • Stop now and plan program • Teen drug court • Exemplary practices with juvenile offenders with mental health and substance abuse issues • Evaluation of criminal justice CBO programs and services
Health	Programs offering preventative health and promoting access to health services	Including but not limited to: • HIV/AIDS Prevention and Early Intervention Services for high-risk residents • Programs to educate consumers on health literacy and how to access services • Programs for expanding worksite wellness initiatives • Home delivered meals to low income medical patients • Health and wellness programs for the community • Access to health programs: community health workers to work with community-at-large • Access to health programs: health navigators • Health education for children

**Examples are provided as a reference to assist potential applicants with the proper placement of a proposed program in the appropriate service priority area.*

SERVICE PRIORITY AREAS

SERVICE PRIORITY AREA	DESCRIPTION	EXAMPLES*
Workforce Development	Programs supporting countywide employment and training	Including but not limited to: • Vocational mentoring program for at-risk youth • Coaching for all hard-to-serve job seekers • Demonstration employment programs and job readiness programs • Community education and training on the employment and vocational needs of hard-to-serve job seekers • Teen employment programs • Workforce development • Summer youth employment
Children and Adults with Disabilities	Programs offering services for the developmentally disabled Programs supporting countywide core service programs for children and adults with physical and sensory disabilities	Including but not limited to: • Resource specialists to assist children and adults with developmental disabilities to access service in the location of their choice and to assist children aging out of children services • Outreach and education programs on adaptive/special equipment and disaster preparedness • In-home supports and out of home services and therapies for adults with physical, sensory or developmental disabilities • Services to facilitate transitioning from school to work • Respite support for caregivers and adults with physical, sensory or developmental disabilities • Supervised out of school care or after work care for children and adults with physical, sensory or developmental disabilities • Cultural enhancement activities for children and adults with physical, sensory or developmental disabilities • Job training for disabled and other special populations • Cultural enhancement and recreational activities for children with disabilities • Resource specialists to assist children and adults with

**Examples are provided as a reference to assist potential applicants with the proper placement of a proposed program in the appropriate service priority area.*

SERVICE PRIORITY AREAS

SERVICE PRIORITY AREA	DESCRIPTION	EXAMPLES*
		physical and sensory disabilities to access service in the location of their choice and to assist children aging out of children services • Outreach and education programs on adaptive/special equipment and disaster preparedness • Transportation for disabled adults and children • Community based services for children and adults with physical, sensory or developmental disabilities
Other	Linkages to service Legal services GLBT Transportation Diversion and reentry Other	Including but not limited to: • Information and referral services • Non-immigration legal services • Human service-related transportation services • Literacy proficiency and job readiness for incarcerated individuals at their point of entry, during their incarceration, and upon release • Offender diversion programs • Other programs and services not included in one of the service priority areas above
Evaluation Planning	Professional consulting and evaluation services	Including but not limited to: • Assist the County and the CBO Advisory Board in the development of an evaluation plan for human services CBO funding

**Examples are provided as a reference to assist potential applicants with the proper placement of a proposed program in the appropriate service priority area.*