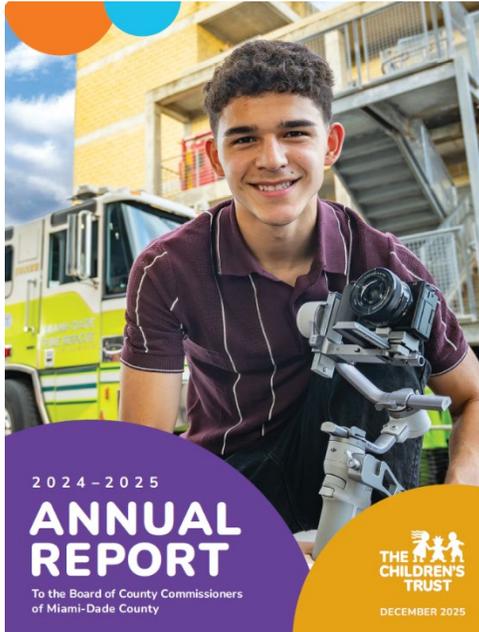


Strategic Board Retreat Agenda

Thursday, February 19, 2026

8:30 a.m. – 11:30 a.m.

The Children's Trust Office



Desired Meeting Results: Board members will:

- Gain insights into The Trust's use of data tools and dashboards to realize efficiencies and improve performance.
- Understand the practices in place for Comprehensive Performance Review (CPR) of contracts and the use of data for action planning with funded programs.
- Learn about the approach to strategic initiative planning and its implications for competitive solicitation timelines and initiative shifts aimed to better align and simplify Trust investments.
- Review The Trust's budget history over the past decade and the strategies to ensure maximum investment in direct services for children and families.
- Learn about The Trust's brand awareness in the Miami-Dade community, as well as public policy efforts to inform lawmakers about our impact and importance.

8:30 a.m.	Welcome, Introductions, & Retreat Overview	Kenneth C. Hoffman Chair
8:45 a.m.	Public Comments	
8:50 a.m.	Data Access Tools, Dashboard Development, & Efficiencies	Jacques "Jack" Bentolila, EdD, PMP Chief Operations Officer
9:10 a.m.	Comprehensive Performance Reviews (CPR) Lessons & Actions to Maintain Highly Qualified Programs	Juliette Fabien, MBA, RN Chief Programs Officer
9:30 a.m.	Strategic Initiative Planning & Competitive Solicitation Timelines	K. Lori Hanson, Ph.D. Chief of Research, Evaluation & Strategic Planning
9:45 a.m.	10-Year Budget Trend & Investment Strategy	William Kirtland Chief Financial Officer
10:00 a.m.	Trust Brand Awareness & Impact	Natalia Zea Chief Public Policy & Engagement Officer
10:15 a.m.	Break	
10:25 a.m.	Full Board Group Discussion	Kenneth C. Hoffman Chair
11:25 a.m.	Closing Remarks & Next Steps	Kenneth C. Hoffman Chair
11:30 a.m.	Adjourn	

Notes & Thought Questions for Board Discussion

Use this page to take notes about topics to discuss further during the full board group discussion time.

What community needs and priorities should be taken into consideration when planning competitive solicitations due to be released in the next 2-3 years (see pg. 3)?

What feedback have you heard from the community about The Children's Trust, and what ideas should be considered for further improving our services and operations?

Follow-up on Data Access Tools, Dashboard Development, & Efficiencies to Improve Performance

Follow-up on Comprehensive Performance Reviews (CPR) Lessons & Action Planning to Maintain Highly Qualified Funded Programs

Follow-up on Strategic Initiative Planning, Competitive Solicitation Timelines, & Planned Initiative Shifts to Align and Simplify Trust Investments

Follow-up on 10-Year Budget Trend & Strategy to Maximize Direct Services Investments

Follow-up on Trust Brand Awareness & Impact

5-Year Tentative Timelines for Competitive Solicitations

VERIFY ALL FINAL TIMING AND DUE DATES AT www.TheChildrensTrust.org/Grant-Opportunities

2025-26	Board Approves Funding Release	Estimated Solicitation Release	Estimated Funding Recommendations	New Funding Cycle Begins
Innovation Fund	Jan 2026	Jan 2026	June 2026	Oct 2026
The Children's Trust Youth Advisory Committee® Program (YAC)	Jan 2026	Feb 2026	May 2026	July 2026
Program Evaluation & Community Research	Mar 2026	TBD		July 2026
Afterschool Meal Program Food Sponsor	Mar 2026: Change to Waiver	N/A	N/A	Oct 2026

2026-27	Board Approves Funding Release	Estimated Solicitation Release	Estimated Funding Recommendations	New Funding Cycle Begins
Family & Neighborhood Support Partnerships (FNSP), plan to incorporate benefits enrollment supports and system-involved youth population	Oct 2026	Feb 2027	June 2027	Oct 2027
Trust Academy Program Quality Supports	Oct 2026	Feb 2027	June 2027	Oct 2027
Small Community-based Organization (CBO) Capacity Building	Oct 2026	TBD	TBD	Oct 2027

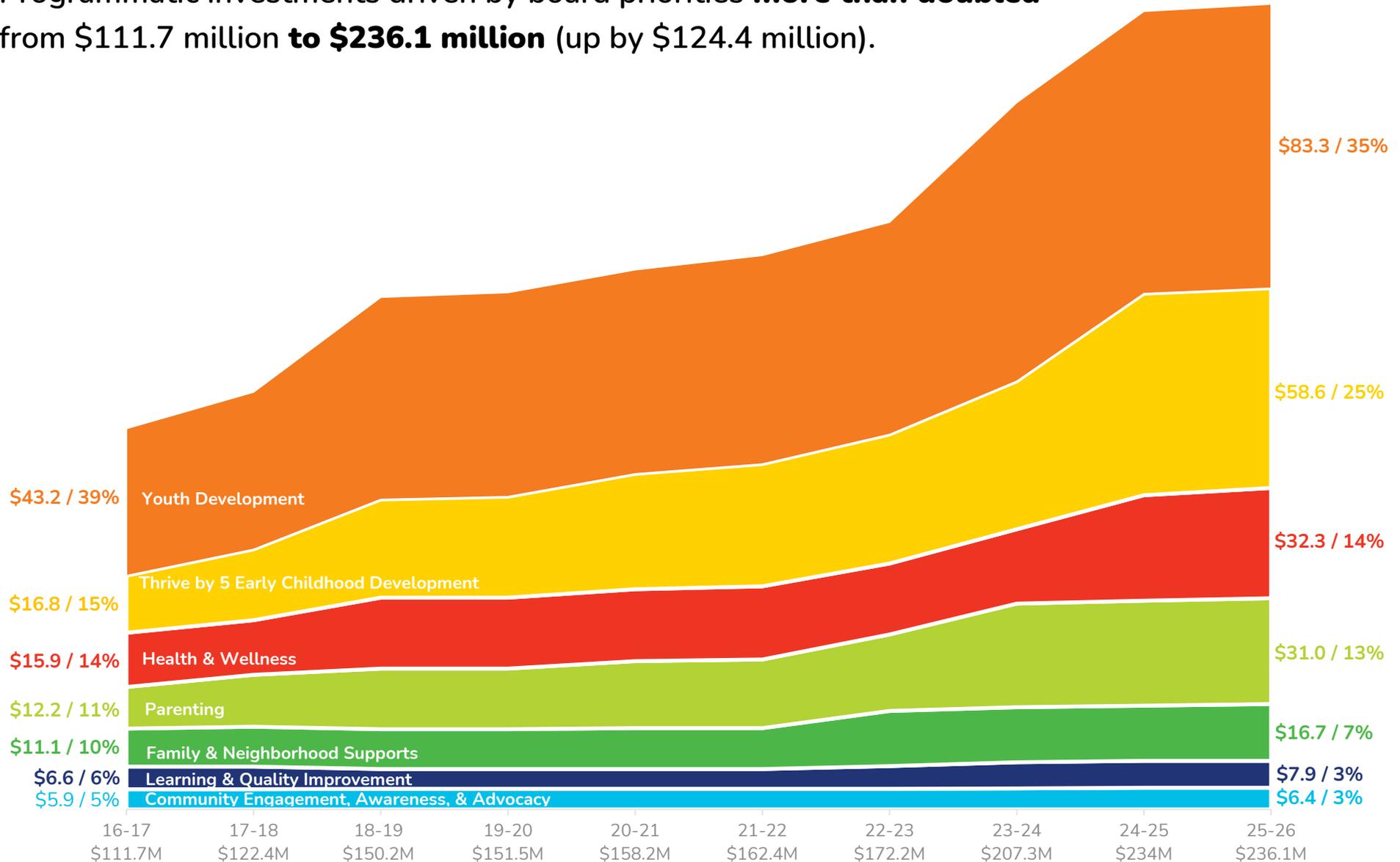
2027-28	Board Approves Funding Release	Estimated Solicitation Release	Estimated Funding Recommendations	New Funding Cycle Begins
Youth Development After-school Programs & Summer Camps	Oct 2027	Oct 2027	March 2028	Aug 2028
Parenting & Family Strengthening	Oct 2027	Feb 2028	June 2028	Oct 2028
Innovation Fund	Jan 2028	Feb 2028	TBD	Oct 2028

2028-29	Board Approves Funding Release	Estimated Solicitation Release	Estimated Funding Recommendations	New Funding Cycle Begins
Books for Free	Oct 2028	TBD	TBD	Oct 2029
Parent Club	Oct 2028	TBD	TBD	Oct 2029
Reading Enhancement Services	Oct 2028	TBD	TBD	Oct 2029

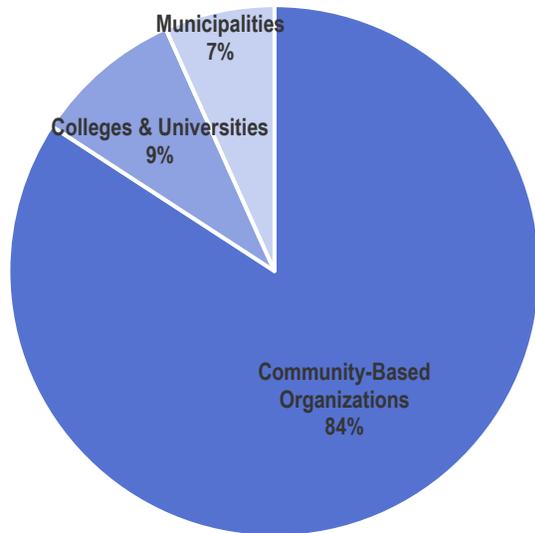
2029-30	Board Approves Funding Release	Estimated Solicitation Release	Estimated Funding Recommendations	New Funding Cycle Begins
HealthConnect in Our Schools	Oct 2029	TBD	TBD	July 2030
Book Club	Oct 2029	TBD	TBD	Oct 2030
Innovation Fund	Oct 2029	TBD	TBD	Oct 2030

STRATEGIC PRIORITY INVESTMENTS 10-YEAR TREND (2016-17 to 2025-26)

Programmatic investments driven by board priorities **more than doubled** from \$111.7 million **to \$236.1 million** (up by \$124.4 million).



Types of Organizations Funded



84 percent of Trust funding is allocated to community-based organizations.

Top 20 Funded Agencies	25-26 Funding*	# Contracts	Notes
Early Learning Coalition of Miami-Dade/ Monroe	\$26,580,000	3	Nonprofit organization established under Chapter 1002.83, Florida Statute. This organization plays a central role in managing essential federal and state programs that directly support early childhood education and readiness. Nearly all of these funds pass through the ELC to pay early learning providers directly for child care services.
University of Miami	16,701,903	20	Not-for-profit corporation that incorporates service to the community into its mission through hundreds of medical and academic specialties, such as pediatrics, early intervention, children with disabilities, mental health, parenting, capacity building, research, and youth development, with numerous centers of expertise, such as Mailman Center for Child Development, Debbie School, and the Center for Autism and Related Disorders (CARD).
Jessie Trice Community Health Center	8,113,452	5	This federally qualified health center serves 58 schools, offering essential health services to underserved populations, a function that requires substantial infrastructure and expertise. In addition to school health, the organization delivers oral health, benefits enrollment, and parenting services.
Community Health of South Florida	7,389,572	4	This federally qualified health center serves 57 schools, offering essential health services to underserved populations, a function that requires substantial infrastructure and expertise. In addition to school health, the organization delivers oral health, benefits enrollment, and parenting services.
Miami-Dade County	6,503,000	6	The county's unique position enables it to form key partnerships and leverage federal and local funding to support early learning programs, cultural arts youth programming, and fund countywide programs for truancy prevention, drowning prevention, and paid summer internships for high school students. These initiatives are essential for community development and cannot be replicated by smaller entities. Miami-Dade County contributes financially to most of these projects.
Florida International University	5,701,518	9	A state university dedicated to enriching the lives of the local community through hundreds of specialties and expertise in mental health, parenting, early childhood, youth development, ADHD, reading supports, research, and more.
Citrus Health Network	4,205,230	3	This federally qualified health center serves 32 schools, offering essential health services to underserved populations, a function that requires substantial infrastructure and expertise. In addition to school health, the organization delivers benefits enrollment and parenting services.
Nicklaus Children's Hospital	3,388,360	1	This nonprofit, freestanding specialty licensed hospital exclusively for children serves 30 schools, offering essential health services to underserved populations, a function that requires substantial infrastructure and expertise.

Top 20 Funded Agencies	25-26 Funding*	# Contracts	Notes
Hope for Miami / Family & Children Faith Coalition	3,234,000	2	This organization harnesses these funds to strengthen family services and faith-based coalition programs, which play a pivotal role in nurturing community solidarity and providing critical support to families in need. Several of their sites serve children and youth with significant disabilities.
The Arc of South Florida	3,074,451	3	This organization offers specialized services for children with unique abilities and their families, filling a critical gap in community services that require specific expertise and resources.
YMCA	3,070,094	2	Large youth development provider of nearly 2,800 slots across 24 after-school and 15 summer sites. This funding recognizes its expansive reach and proven track record in nurturing young lives through education, health, and leadership programs.
Gang Alternative	2,985,075	3	This organization leverages federal dollars, enhancing its impact on at-risk youth by providing alternatives to gang involvement and supporting their social, educational, and vocational development. Its multifaceted programs, with sites from North Miami to Homestead, contribute significantly to reducing crime and fostering safer communities.
Miami-Dade Family Learning Partnership	2,900,000	3	Specialized expertise and capacity for low-cost, bulk purchasing of children's books through association with Reach Out & Read national and The Children's Trust Book Club that aims to deliver monthly books to 60,000 children from birth to 5.
Touching Miami with Love	2,364,000	3	This organization focuses on creating nurturing environments for youth and families in underserved areas, delivering education, support, and enrichment programs. Their work is crucial in fostering individual growth and community resilience. They provide youth development and parenting services.
Advocacy Network on Disabilities	2,353,296	3	This organization offers specialized services for children with unique abilities and their families, filling a critical gap in community services that require specific expertise and resources.
United Community Options of South Florida	2,342,251	3	This organization offers specialized services for children with unique abilities and their families, filling a critical gap in community services that require specific expertise and resources.
YWCA South Florida	1,976,000	2	This organization plays a vital role in empowering women and promoting equity. Its programs are designed to create opportunities, support family stability, and strengthen communities. They provide youth development and quality improvement services.
City of Miami Beach	1,970,000	3	This organization plays a critical role in managing a variety of community services and initiatives. This funding enhances the city's efforts in areas such as youth programs and social services, which are integral to the well-being and development of Miami Beach communities. Miami Beach municipalities also contribute \$191,327 annually to support school-based mental health services.
Concerned African Women, Inc.	1,911,475	3	This organization delivers innovative educational programs and comprehensive support for families to nurture lifelong learners who are ready to face challenges, seize opportunities, and become leaders in their communities. They provide youth development, parenting, and family services.
United Way Miami	1,870,000	2	This organization's funding is focused in supporting early childhood education quality improvement programming in 84 programs through formative child assessment supports for more than 800 educators who serve more than 7,300 young children. In addition, they receive local match for the Early Head Start Child Care Partnership, supporting high-quality early learning slots for 520 infants and toddlers.

***NOTE:** Administrative/indirect costs within Trust contracts may not exceed 15 percent, including costs paid to subcontractors and partner agencies. Furthermore, organizations with operational budgets of \$100 million or higher are capped at 10 percent maximum for administrative/indirect costs.