



# **Board of Directors Meeting**

## **Monday, January 26, 2026**

**8:30 a.m.**

**Location:**

**United Way – Ryder Room  
3250 S.W. 3rd Avenue (Coral Way)**





## Board of Directors Meeting

Monday, January 26, 2026  
3250 S.W. 3<sup>rd</sup> Avenue (Coral Way)  
United Way – Ryder Room  
8:30 a.m. – 10:00 a.m.

### AGENDA

#### Board of Directors

Kenneth C. Hoffman  
Chair

Pamela Hollingsworth  
Vice-Chair

Matthew Arsenault  
Treasurer

Laurie Weiss Nuell  
Secretary

Laura Adams

Islamiyat Nancy Adebisi

Alex Auguste

Daniel Bagner, Ph.D.

Hon. Dorothy Bendross-Mindingall, Ph.D.

Cathy Burgos

Silvia Castellanos

Norie del Valle

Lourdes Diaz

Gilda Ferradaz

Gioia Gentile

Hon. Norman S. Gerstein (Ret.)

Lourdes P. Gimenez

Valrose Graham

Mindy Grimes-Festge

Osmani Gonzalez

Hon. Keon Hardemon

Malou C. Harrison, Ph.D.

Thamara Labrousse

Benjamin Nussbaum

Clara Lora Ospina, Psy.D.

Hon. Orlando Prescott

Hon. Alex Rizo

Hon. Isaac Salver

Alfred Sanchez

Miriam Soler Ramos, J.D.

Luis E. Suarez, J.D.

David Lawrence Jr.  
Founding Chair

James R. Haj  
President & CEO

County Attorney's Office  
Legal Counsel

8:30 a.m. **Welcome and Opening Remarks**

Pamela Hollingsworth  
*Vice Chair*

8:35 a.m. **Approval of October 20, 2025, Board of Directors  
minutes summaries**

*(Additional Items Packet) (Pgs. 5-6)*

Pamela Hollingsworth  
*Vice Chair*

8:40 a.m. **Tax Collector Remarks**

Daniel Fernandez  
*Tax Collector*  
*Miami-Dade County*

8:50 a.m. **FIU President Remarks**

Jeanette Nuñez  
*Florida International*  
*University President*

9:00 a.m. **Public Comments**

Pamela Hollingsworth  
*Vice Chair*

9:05 a.m. **Nominating Committee Report**

- *Approval of New At-Large Board Member*
- *Approval of the "locally recognized faith-based Coalition" member seat on the board.*

Dr. Daniel Bagner  
*Committee Chair*

9:20 a.m. **Ratification of Resolutions Approved by the  
Executive Committee on November 17, 2025**

**Resolution 2026-11 (Amended):** Authorization to fund an unsolicited request for funds from United Way Miami with the full amount supporting food distribution organizations, in an amount not to exceed \$75,000.00, for a term of 3 months, beginning November 18, 2025, and ending January 31, 2026. *(Pgs. 7-8)*

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

9:25 a.m. **Finance & Operations Committee Report**

Matthew Arsenault  
*Committee Chair*

**Consent Agenda Resolutions 2026-12 through 2026-15**

**Resolution 2026-12:** Authorization to release a competitive solicitation for the Innovation Fund, in an amount not to exceed \$1,000,000.00, to support projects that test new ideas and strategies addressing community needs and that have not been previously implemented in Miami-Dade County, for a one-year contract period beginning October 1, 2026, with no contract renewals. *(Pgs. 9-10)*

**Resolution 2026-13** Authorization to release a competitive solicitation to identify an entity to operate The Children's Trust Youth Advisory Committee (YAC) program, in a total amount not to exceed \$260,000.00, to facilitate youth leadership and civic engagement programming of the YAC, for a term of 12 months, commencing July 1, 2026, and ending June 30, 2027, with four annual contract renewals, subject to annual funding appropriations. *(Pgs. 11-13)*

**Resolution 2026-14:** Authorization to contract with a new subcontractor to replace SquareWorks Consulting, LLC, the subcontractor approved in Resolution #2023-67, by the Board of Directors on July 10, 2023. *(Pgs. 14)*

**Resolution 2026-15:** Authorization to approve revisions to Section 2009 of the procurement policy pertaining emergency funding and all delegations of authority reflected therein. The updated policy change will take effect on February 1, 2026, and will remain in effect unless edited and approved by the Board in the future. *(Pgs. 15-19)*

9:40 a.m. **Program Services Committee Report**

Pamela Hollingsworth  
*Committee Chair*

**Early Childhood Presentation**

Dr. Brittany Birken  
Director / Principal Adviser  
Community and Economic Development  
Federal Reserve Bank of Atlanta

Rachel Spector  
*Director of Programs*

**Resolutions**

Pamela Hollingsworth  
*Committee Chair*

**Resolution 2026-16:** Authorization to award a total amount not to exceed \$47,497,000.00 for the delivery of integrated child care quality improvement services described below and to waive the formal competitive procurement process **[2/3 vote]**. The total amount includes \$29,007,000.00 to negotiate and execute through multiple contracts with providers, identified herein, and \$18,490,000.00 for The Children's Trust to encumber in purchase orders for educator scholarship payments, salary supplement payments to early learning educators, and high-quality tiered payment differentials to providers. In addition, authorization for the President & CEO to move funds between the different QIS system components identified within this resolution, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027. *(Pgs. 20-25)*

**Resolution 2026-17:** Authorization to negotiate and execute contracts with the Early Learning Coalition of Miami-Dade/Monroe, Miami-Dade County Community Services Department, and United Way Miami for local match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$2,670,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027. *(Pgs. 26-27)*

**Resolution 2026-18:** Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe (ELC) for local match funding for the State of Florida School Readiness Program Match grant, in a total amount not to exceed \$1,230,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027. *(Pgs. 28-29)*

**Resolution 2026-19:** Authorization to negotiate and execute a contract with Redlands Christian Migrant Association (RCMA) for local match funding to draw down federal and state child care subsidy funds, in a total amount not to exceed \$102,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027. *(Pgs. 30-31)*

**Resolution 2026-20:** Authorization to negotiate and execute a contract with the University of Miami-Nova Southeastern University (UM-NSU) Center for Autism and Related Disabilities (CARD) to provide comprehensive diagnostic evaluations for preschool-age children, in a total amount not to exceed \$264,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027. *(Pgs. 32-33)*

**Resolution 2026-21:** Authorization to negotiate and execute a contract with the University of Miami Miller School of Medicine (UM) in an amount not to exceed \$1,590,000.00 for comprehensive early intervention services for children with mild developmental delays who do not meet eligibility requirements for the Individuals with Disabilities Education Act (IDEA) parts B or C, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027. *(Pgs. 34-36)*

**Resolution 2026-22:** Authorization to negotiate and execute contract renewals with eight providers, identified herein, to provide 635 slots for therapeutic health and early intervention summer camp services for children aged birth to five years, in a total amount not to exceed \$2,517,499.00, each for a term of five months, commencing April 1, 2026, and ending August 31, 2026, subject to annual funding appropriations. *(Pgs. 37-39)*

**Resolution 2026-23:** Authorization to negotiate and execute contract renewals with 19 providers, identified herein, to deliver high-quality summer programming for 2,237 elementary, middle, and high school-aged children and youth, in a total amount not to exceed \$4,736,000.00. The contract term will be five months, commencing April 1, 2026, and ending August 31, 2026, with two remaining annual renewals, subject to annual funding appropriations. *(Pgs. 40-43)*

9:55 a.m. **CEO Report**

James R. Haj  
President & CEO

- Media Highlights *(Pgs. 44-50)*
- Champions for Children Ceremony, April 16, 2026
- Quarterly CEO Report *(Pgs. 51-52)*

10:00 a.m. **Adjourn**

**Reminder:**

**Next Board Meeting/Board Retreat: \*Thursday, February 19, 2026**

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



**Board of Directors Meeting  
Summary of Actions Taken  
October 20, 2025  
8:31 a.m.**

**These actions were taken by the Board of Directors of The Children's Trust meeting held on October 20, 2025:**

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

**Board Members in attendance:** Kenneth C. Hoffman, Chair, Pamela Hollingsworth, Vice Chair, Secretary Laurie W. Nuell, Matthew Arsenault, Treasurer, Islamiyat Nancy Adebisi, Dr. Daniel Armstrong, Alex Auguste, Dr. Daniel Bagner, Cathy Burgos, Norie Del Valle, Gilda Ferradaz, Gioia Gentile, Lourdes P. Gimenez, Osmani Gonzalez, Valrose Graham, Mindy Grimes-Festge, Dr. Malou C. Harrison, Thamara Labrousse, Hon. Orlando Prescott, Hon. Isaac Salver, Alfred Sanchez, Miriam Soler Ramos, Luis E. Suarez, and Benjamin Nussbaum.

**Public Comment:**

Rashana Campbell- Girl Power

Thema Campbell- Girl Power

**Motion to approve September 8th, 2025, Board/ TRIM I and September 15, 2025 TRIM II minutes summaries was made by Dr. Malou Harrison and seconded by Laurie W. Nuell. Motion passed unanimously, 23-0.**

**Presentations & Discussion Items:**

Remarks by Sheriff Rosie Cordero-Stutz

Funder Collaboration Presentation by staff Natalia Zea

**Finance & Operations Committee Report**

**[Consent Agenda]**

**Consent Agenda included Resolutions 2026-01, 2026-02, 2026-03, and 2026-04, which passed on a single vote. Motion to approve the resolutions was made by Alex Auguste and seconded by Judge Orlando Prescott. Motion passed, 22-0. Recusal by Thamara Labrousse, conflict due to her board membership with Jessie Trice.**

**Resolution 2026-01 Amended:** Authorization to negotiate and execute an agreement with U.S. Bancorp Asset Management Inc. to provide investment advisory services, commencing retroactively on October 1, 2025 and ending October 1, 2030.

**Resolution 2026-02:** Authorization to negotiate and execute contracts with two vendors, identified herein, for event planning services related to the 2026 Children's Trust Signature Events, in a total amount not to exceed \$655,000.00 for a term of 12 months, retroactively commencing on October 1, 2025, and ending on September 30, 2026, with four annual renewal options at the sole discretion of The Children's Trust and to waive the formal competitive procurement process [2/3 vote].

**Resolution 2026-03:** Authorization to accept a contribution of up to \$191,327.56 from Miami Beach Education Chamber Foundation, Inc., the fiscal agent for the City of Miami Beach and neighboring municipalities, and to negotiate and execute a contract with Jessie Trice Community Health System, Inc., a funded school-based health provider, to provide behavioral health enhancements in eight Miami-Dade County Public School system schools in Miami Beach, at a cost equal to the same dollar amount, for a term of nine months, commencing retroactively on October 1, 2025, and ending June 30, 2026.

**Resolution 2026-04:** Authorization for the payment of membership dues to the Florida Alliance of Children's Councils and Trusts (FACCT) in an amount not to exceed \$85,000.00, inclusive of training and analytics tools to support public policy initiatives, for a term of 12 months, commencing retroactively October 1, 2025, and ending September 30, 2026. Authorizing The Children's Trust staff to advocate in accordance with FACCT policy priorities, and other related policy priorities that benefit children and families served by The Trust.

### **Program Services Committee Report**

#### **[Consent Agenda]**

**Consent Agenda included Resolutions 2026-05, 2026-06, 2026-07, 2026-08, 2026-09 and 2026-10, which passed on a single vote. Motion to approve the resolutions was made by Dr. Daniel Bagner and seconded by Thamara Labrousse Motion passed unanimously, 23-0.**

**Resolution 2026-05:** Authorization to enter into a match service agreement with Miami-Dade County to support Miami-Dade Public Library System's STEAM-based programming and academic tutoring, in an amount not to exceed \$225,000.00 for a term of 12 months, retroactive to October 1, 2025, and ending September 30, 2026.

**Resolution 2026-06:** Authorization to negotiate and enter into a funder collaboration contract agreement with Catalyst Miami, Inc. for Future Bound Miami, a Children's Savings Accounts program, in a total amount not to exceed \$150,000.00, for a term of 12 months retroactive to October 1, 2025, and ending September 30, 2026; and to authorize The Children's Trust to enter into a five year non-binding Memorandum of Understanding with the Future Bound Miami Consortium.

**Resolution 2026-07:** Authorization to negotiate and enter into a funder collaboration agreement with Miami Homes For All, Inc., to support partnerships to end youth homelessness in Miami-Dade County through service linkage, advocacy, and engagement, in an amount not to exceed \$325,000.00 for a term of 12 months, retroactive to October 1, 2025, and ending September 30, 2026.

**Resolution 2026-08:** Authorization to negotiate and enter into a funder collaboration agreement with Key Biscayne Community Foundation to support Fab Lab Miami in an amount not to exceed \$200,000.00 for a term of 12 months, retroactive to October 1, 2025, and ending September 30, 2026.

**Resolution 2026-09:** Authorization to negotiate and enter into a match contract agreement with Miami Youth Garden, Inc. for the "Well Community Initiative" in a total amount not to exceed \$150,000.00 for a term of twelve months, retroactive to October 1, 2025 and ending September 30, 2026.

**Resolution 2026-10:** Authorization for the President/CEO to enter into legal data sharing agreements with other legal entities for the purpose of data analysis related to Children's Trust investments. This authority is delegated by the Board to the President/CEO for future data sharing agreements, provided such agreements comply with organizational policies and applicable legal requirements, with an annual report back to the Board when any such agreement is executed.

**The meeting adjourned at 9:23 a.m.**

## The Children's Trust Board Meeting

**DATE: November 17, 2025 Executive Committee Approval  
(ratified on January 26, 2026)**

### **Resolution: 2026-11 (AMENDED) <sup>1</sup>**

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**Strategic Framework Priority Investment Areas:** Community engagement, awareness and advocacy: Funder collaboration initiatives; and Children & Youth in High-Need Neighborhoods

**Strategic Framework Headline Community Results:** Healthy lifestyle habits for eating, sleeping, physical activity and mental wellness

**Recommended Action:** Authorization to fund an unsolicited request for funds from United Way Miami with the full amount supporting food distribution organizations, in an amount not to exceed \$75,000.00, for a term of 3 months, beginning November 18, 2025, and ending January 31, 2026.

**Budget Impact:** Funding in the amount of \$75,000.00 is allocated for FY 2025-2026.

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**Description of Services:** United Way Miami submitted an unsolicited request for funds for between \$100,000.00 and \$200,000.00 from The Children's Trust to be provided directly to its newly established "United Way Miami & Miami-Dade County's Mayor Food Assistance Fund." The fund provides direct financial support to Farm Share and Feeding South Florida for food distributions to Miami-Dade families, with no administrative or other fees kept by United Way. This new fund was launched in partnership with Miami-Dade County to allow community members and stakeholders to provide support to both of these food serving organizations to support community food distributions at a time when Supplemental Nutrition Assistance Program (SNAP) benefits are significantly delayed, reduced, or eliminated due to the federal government shutdown.

The situation related to SNAP benefits evolves each day as the freeze on the program continues to make its way through the courts and as administrative decisions shift. In early November 2025, The Children's Trust responded to this immediate need, and as a short-term solution, utilized the President & CEO's spending authority to grant United Way Miami the maximum award of \$50,000.00.

This resolution authorizes the President & CEO to expend up to an additional \$25,000.00 for the United Way Miami fund as Trust staff continues to closely monitor community food security needs as the federal administration challenges and changes continue.

**Background:** In late October, Miami-Dade County Mayor Daniella Levine Cava launched a countywide emergency response to address the impact of the ongoing federal government shutdown on Supplemental Nutrition Assistance Program (SNAP) benefits. Hundreds of thousands of families in Miami-Dade County rely on SNAP benefits for food security, and the delay in SNAP benefits from the federal government has strained a nonprofit food security system that had already been drastically impacted by recent federal budget cuts. Part of this

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<sup>1</sup> This version of the resolution differs from the version presented at the Executive Committee meeting to reduce the amount from \$150,000 to \$75,000.00, and to reduce the term from twelve months to a term of three months.

response included the establishment of the "United Way Miami & Miami-Dade County's Mayor Food Assistance Fund" at United Way Miami.

Prior to the immediate challenges for families due to the SNAP benefits uncertainty, both Feeding South Florida and Farm Share reported that previous state and federal budget cuts have drastically reduced their ability to provide food to Miami-Dade families. Feeding South Florida projects several millions of dollars in reductions to their budget and services this year, while Farm Share reports a \$2.5 million direct budget cut, and a 28 percent decrease in their food supply due to the elimination of certain federal food programs.

**Procurement Policy:** Per the procurement policy, section 2005 Unsolicited Request for Funds, 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 the policy.

**Geographic Area:** Countywide.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-12**

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**Strategic Framework Priority Investment Area:** Learning & Quality Improvement - Innovation fund.

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

**Recommended Action:** Authorization to release a competitive solicitation for the Innovation Fund, in an amount not to exceed \$1,000,000.00, to support projects that test new ideas and strategies addressing community needs and that have not been previously implemented in Miami-Dade County, for a one-year contract period beginning October 1, 2026, with no contract renewals.

**Budget Impact:** Funding for this resolution is projected to be available in FY 2026-2027.

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**Description of Services:** This resolution authorizes The Children's Trust to release a competitive solicitation for the Innovation Fund. The Innovation Fund allows The Children's Trust to invest in short-term innovative projects to test new ideas that address unmet or emerging community needs among children and families in Miami-Dade County. Projects funded through this grant aim to:

- Promote equitable opportunities for children with greater needs.
- Build on existing community assets.
- Encourage collaboration and sustainability.
- Address persistent economic and social challenges through practice-based innovation.

To be eligible to apply, projects must include novel strategies that have not yet been tried in Miami-Dade County. Proposals may involve different stages of an innovative project, such as planning efforts, pilot testing, or implementation of innovative concepts or practices that focus on improving the lives of children and families. Projects may not be currently funded in any major Trust-funded direct service initiatives.

All funding recommendations will be returned to the board for approval following the application review process. The maximum annual award is \$100,000.00, although most awards are for less than that.

**Background:** This resolution to release competitive funding has been designed to align with The Children's Trust's strategic priorities and the Board's guidance. The Innovation Fund operates on a one-year funding cycle, the last of which ended in September 2025, with the option for a no-cost extension for up to six months. The new funding cycle for Innovation will run through FY 2026-2027, with the option for a no-cost extension for up to six months.

The last funding cycle for Innovation was in fiscal year 2024-2025, which funded 20 projects. Past projects funded for innovative planning grants have included but are not limited to the following topics: strengthening families to reduce trauma, expanding early literacy initiatives,

elevating opportunities for women and girls, and supporting foster children and families. Over the past years, grants have been awarded to organizations to pilot innovation projects in the areas of engaging children with disabilities in performing arts, improving language development in young children, expanding access to Haitian Creole audio books, and supporting economic self-sufficiency in families. Innovative implementation grants, typically the largest group of funded projects have been funded to incorporate climate curriculum in public school education, to improve communication among children with autism, to promote mindfulness and reducing stress through therapy using VR technology, and to develop career readiness and life skills through mentorship of children with differing abilities.

**Procurement Policy:** This request for release of a competitive solicitation for The Children's Trust falls under Section 2002, Formal Competitive Procurement Process for Direct Community Services.

**Geographic Area:** Countywide.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026**.

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-13**

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**Strategic Framework Priority Investment Area:** Youth Development; Community Engagement, Awareness, and Advocacy: Youth Civic Engagement

**Strategic Framework Headline Community Results:** Good choices for prosocial behaviors in schools, homes and communities; Successful transition to adulthood.

**Recommended Action:** Authorization to release a competitive solicitation to identify an entity to operate The Children's Trust Youth Advisory Committee (YAC) program, in a total amount not to exceed \$260,000.00, to facilitate youth leadership and civic engagement programming of the YAC, for a term of 12 months, commencing July 1, 2026, and ending June 30, 2027, with four annual contract renewals, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$260,000.00 is projected to be available in FY 2026-2027.

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**Description of Services:** This resolution authorizes The Children's Trust to release a competitive solicitation to provide youth leadership and civic engagement programming for The Children's Trust Youth Advisory Committee (YAC). The YAC serves as the youth voice of The Trust and is a leadership development program with more than 200 high school members across six groups throughout Miami-Dade.

This is the first solicitation to contract for an entity to operate the YAC program, which previously has been overseen directly by Trust staff using numerous independent contractors and vendors to facilitate each of the groups, to lead program activities, and to manage day-to-day operations of the program. The YAC program has grown exponentially since it began almost 20 years ago. As part of this evolution, bidding out the operation of YAC to an external youth development entity will realize efficiencies such as streamlining program operations, leveraging existing program technology platforms, increased tracking of metrics and outcomes in line with other direct community programming, and support the delivery of an even higher quality and more robust youth leadership and civic engagement program for high school youth.

The solicitation will seek one entity to oversee all facets of the logistics and operations of the YAC, with ongoing direct guidance from Trust staff for program continuity. The entity will manage YAC student recruitment, staff engagement and retention, budgeting and purchasing, monthly meetings, activities, student-driven social media, and local and out-of-town field trip planning and execution, community service project development and execution, and other program needs, while ensuring the program maintains The Children's Trust YAC brand and identity.

The funding recommendation will be returned to the board for approval following the application review process.

**Background:** The formation of The Children's Trust Youth Advisory Committee (YAC) was initially authorized by resolution #2005-40 in 2005 and subsequently expanded services through resolution #2017-57 as well as participant numbers, availability and locations of programmatic activities through resolution #2019-08.

The YAC has served as the youth voice of The Trust since it was put in place more than 20 years ago. It is a leadership development and civic engagement program focused on community service and advocacy, especially in support of children and families. It began with a handful of students meeting at The Trust offices and has since evolved into the expanded program it is today.

During the 2024-2025 school year, the YAC had 220 active members from more than 52 high schools who met regularly at six sites across the county. The groups utilized six student-led Instagram accounts to raise awareness about youth civic engagement and to create opportunities for youth participation. Students dedicated thousands of community service hours in collaboration with a multitude of community partners. They also developed and executed six community service initiatives and participated in three local travel experiences. Twenty YAC members participated in the 2025 Legislative and College Tour in Tallahassee, which included meetings with Florida legislators, tours of the House of Representatives, and visits to Florida Agriculture and Mechanical University (FAMU) and Florida State University (FSU). The continuation of activities similar to these will be an expectation of the entity that is awarded this contract.

**Procurement Policy:** This request for release of a competitive solicitation for The Children's Trust falls under Section 2002, Formal Competitive Procurement Process for Direct Community Services.

**Geographic Area:** Countywide.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026**.

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

Date: January 26, 2026

### Resolution: 2026-14

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**Strategic Framework Priority Investment Area:** Learning and Quality Improvement:  
Technology Design Solutions

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

**Recommended Action:** Authorization to contract with a new subcontractor to replace  
SquareWorks Consulting, LLC, the subcontractor approved in  
Resolution #2023-67, by the Board of Directors on July 10, 2023.

**Budget Impact:** No additional funding is required for this change in subcontractor.

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**Description of Services:** This resolution authorizes The Children's Trust to contract with a  
new subcontractor, Charted, Inc., to replace SquareWorks Consulting, LLC, the subcontractor  
approved in Resolution #2023-67. Charted, Inc. will continue to provide Automate, an add-  
on service to the NetSuite solution that supports Accounts Payable (AP) automation and  
advanced check printing under its current contract without disruption. Contract terms, quality  
of products, services, and support remain unchanged.

**Background:** On July 10, 2023, the Board approved Resolution #2023-67, authorizing the  
Trust to contract directly with SquareWorks Consulting, Inc., as an approved subcontractor  
of The Children's Trust Finance and Accounting Software provider Oracle America,  
Inc./NetSuite, Inc. for services described above. Effective October 1, 2025, SquareWorks  
Consulting, LLC announced it had undergone a rebranding, including changing its corporate  
name (and EIN) to Charted, Inc. Under the procurement policy and delegated authority  
Section 2002.C.7, any change to a company that results in a change of EIN requires Board  
approval.

**Geographic Area:** Countrywide

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

The Chairperson thereupon declared the resolution duly passed and adopted **this 26<sup>th</sup>  
day of January, 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

# The Children's Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-15**

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**Strategic Framework Priority Investment Area:** Operations

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

**Recommended Action:** Authorization to approve revisions to Section 2009 of the procurement policy pertaining emergency funding and all delegations of authority reflected therein. The updated policy change will take effect on February 1, 2026, and will remain in effect unless edited and approved by the Board in the future.

**Budget Impact:** There is no budget impact for this resolution.

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**Background:** On July 15, 2024, the Board approved resolution #2024-59 which updated The Children's Trust procurement policy. This resolution approves a new Section 2009 Emergency Funding within the procurement policy. The revision aims to clarify the definition and guidelines for emergency funding usage and to improve the process for distributing such funds throughout the community.

**Recommended Action:** Approve the amended Section 2009 Emergency Funding (Attachment) of the procurement policy and the delegations of authority contained therein. The policy will take effect on February 1, 2026, and will remain in effect unless edited and approved by the Board in the future.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup>** **day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## 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 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.

## The Children's Trust Board Meeting

**Date: January 26, 2026**

### **Resolution: 2026-16**

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**Strategic Framework** **Priority Investment Area:** Thrive by 5 Early Childhood Development: Child Care Quality Improvement System (QIS)

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

**Recommended Action:** Authorization to award a total amount not to exceed \$47,497,000.00 for the delivery of integrated child care quality improvement services described below and to waive the formal competitive procurement process **[2/3 vote]**. The total amount includes \$29,007,000.00 to negotiate and execute through multiple contracts with providers, identified herein, and \$18,490,000.00 for The Children's Trust to encumber in purchase orders for educator scholarship payments, salary supplement payments to early learning educators, and high-quality tiered payment differentials to providers. In addition, authorization for the President & CEO to move funds between the different QIS system components identified within this resolution, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027.

**Budget Impact:** Funding in the amount of \$47,497,000.00 for this resolution is projected to be available in FY 2026-2027.

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**Description of Services:** The Thrive by 5 integrated child care quality improvement system (QIS) strives to increase access to high-quality early learning for young children in high poverty neighborhoods. The QIS builds on prior Trust efforts, evaluation, board policy guidance, and the state's early learning quality improvement work. The QIS intervenes across systems to promote healthy child development by helping build two-generational economic stability for families. The QIS offers a comprehensive array of support for children, families, teachers, and child care programs, within an integrated system that takes a tailored, equitable approach to improve and maintain child care quality and ensure access to high-quality programs. The system has been intentionally designed, and each component is essential for the overall integrated approach to child care quality improvement. This interwoven, comprehensive array of supports amounts to more than the sum of the individual parts and functions as an interconnected system.

Licensed child care programs that meet the following criteria qualify to participate in the Thrive by 5 QIS.

- 1) 25+ percent of children under age 6 receive child care subsidies.
- 2) Located in or adjacent to a high-poverty Census tract.
- 3) Provides services for infants/toddlers.

The components described below are integrated into a seamless system of supports to assist early learning providers in achieving and maintaining high-quality care for children with the greatest needs.

Funded Program/Partners/System Component Descriptions
<p><b>EARLY LEARNING COALITION OF MIAMI-DADE/MONROE:</b> Child care scholarships, high-quality tiered payment differentials, and educator scholarships.</p> <p><b>Child care scholarships [\$25,450,000.00]:</b> The Early Learning Coalition manages the Families Forward child care scholarship enrollment and provider payments to address early learning capacity issues in our community. Miami-Dade’s significant oversaturation of the child care market, coupled with low payment rates for children receiving school readiness subsidies, pose significant challenges for providers to meet and maintain high-quality standards. The Thrive by 5 QIS offers guaranteed payment for slots in high-quality programs to serve children not otherwise served by the school readiness program. The Children’s Trust Families Forward child care scholarships help children who become ineligible for a school readiness subsidy during the school year, and also enrolls eligible families with incomes from 55-110 percent of state median income (SMI).</p> <p>For the 2024-25 contract year, there were 362 early learning programs participating in Thrive by 5, and 295 of these are in the highest quality tiers 4 or 5, which are the only ones where The Trust authorizes families to utilize the Families Forward child care scholarships. As of November 1, there are 2,632 children utilizing a Children’s Trust Families Forward child care scholarship. There are 70 additional children on the waitlist.</p> <p><b>High-quality tiered payment differentials [\$14,000,000.00]:</b> Per chapter 1002.82(n), Florida Statutes, the Early Learning Coalition of Miami-Dade/Monroe categorizes programs into quality tiers, from two to five (lowest to highest quality), based on Classroom Assessment Scoring System® (CLASS) assessments measuring teacher-child interactions. More than 200 studies demonstrate that children in classrooms with more effective teacher-student interactions, as measured by CLASS, have better social and academic outcomes, such as math, literacy, cognition, and classroom engagement. The Children’s Trust investment leverages state dollars that fund the collection of CLASS assessments through this coordinated approach.</p> <p>With the purchase order encumbered through this resolution, programs at quality tiers three and above receive payment differentials for all children ages birth to 5 years attending their program (not only those receiving school readiness subsidies). Early learning providers receive a payment differential according to their quality tier. The tiered payment differential is additional funding on top of the base school readiness subsidy rate.</p> <p><b>Educator Scholarships [\$1,000,000.00]:</b> Educator scholarships are available to the early learning educators in the more than 1,300 licensed child care programs in Miami-Dade County including Head Start programs and Miami-Dade County Public Schools. The Early Learning Coalition manages ElevatEd, our newly developed Learning Management System and Professional Development Registry, which offers scholarships for early learning educators and administrators, and serves as a Registry to ensure training and education received by practitioners are tracked.</p>

<b>Funded Program/Partners/System Component Descriptions</b>
<p>During the 2024-25 contract year, 6,824 educators interacted with the ElevatEd platform. Of these, 1,938 accessed trainings through ElevatEd. A total of 1,356 Continuing Education Units (CEUs) were rendered, representing an average of 1.07 CEUs per educator.</p>
<p><b>A\$CEND Salary supports for the early learning workforce [\$3,490,000.00]</b></p> <p>In October 2022, The Children’s Trust launched A\$CEND, a revamped salary supplement program. The program focuses on a more equitable design than the previous salary incentives model. Salary supplement programs help early learning programs in Miami-Dade County attract and retain more qualified practitioners. Higher practitioner wages are linked to teacher retention and staff stability, markers of high-quality child care. Children benefit from stable and trusting relationships with caregivers they know. Teacher and program director competency and stability are directly related to children’s optimal development and learning gains. Preschools with highly qualified and well-paid teachers are better equipped to narrow the achievement gap. Due to a child care workforce shortage and low pay that has led to a child care crisis, this program supports teacher retention while incentivizing ongoing professional development.</p> <p>During the 2024-25 contract year, 1,233 educators received salary supplement awards, and the median award amount was \$1,950. There was very low turnover among recipients last year, compared with national average turnover rates for child care staff of almost 15 percent.</p> <p>With the purchase order encumbered through this resolution, qualifying educators are paid directly by The Children’s Trust. There is no contracted provider.</p>
<p><b>UNIVERSITY OF MIAMI MILLER SCHOOL OF MEDICINE: Mental health consultation [\$3,207,000.00]</b></p> <p>The University of Miami’s Jump Start, Building Capacity through Partnership, is designed to support the social and emotional development of children and to increase the capacity of early care providers to address the mental health needs and challenging behaviors that place young children at risk for negative outcomes. Consultants help adults understand, assess, and address the needs of specific children exhibiting concerning behaviors by developing individualized plans with teachers and parents. They provide program-focused, classroom-focused, and child-focused consultations. Directors are supported by consultants to make changes in child care practices and policies. Teachers are supported by identifying attitudes, beliefs, practices, and conditions that can undermine quality relationships between teachers and children.</p> <p>The Children’s Trust utilizes the nationally recognized Georgetown model of Infant and Early Childhood Mental Health Consultation for providing support in school-based settings. The model was developed and evaluated by the Georgetown University Center for Child and Human Development with researchers and clinical experts across the country. It is an effective model to promote social and emotional development, address young children’s challenging behaviors, and reduce preschool expulsions.</p>

Funded Program/Partners/System Component Descriptions
<p>During the 2024-25 contract year, the Jump Start program served 114 programs. Mental health coaches provided an average of 22 consultation hours per classroom through a total of 5,312 sessions with teachers and 2,296 sessions at the program level. There were also 543 sessions held with children and families, resulting in 86 percent of children demonstrating significant improvement in initiative, attachment, self-control, and/or behavioral concerns on the Devereaux Early Childhood Assessment (DECA).</p>
<p><b>UNITED WAY MIAMI: Formative child assessment [\$1,100,000.00]</b></p> <p>The implementation of the Teaching Strategies GOLD® formative child assessment is supported by professional development and coaching for teachers and directors as they better individualize instruction for children based on the child’s developmental level. Teachers conduct ongoing child assessments and analyze data to evaluate child knowledge, skills, and behaviors. These assessments also provide a means by which to track the development of children and assess the impact of the education they receive. To achieve successful implementation, it is critical that all center staff, including directors, participate in trainings and professional development opportunities.</p> <p>United Way Miami provides the following services as part of the GOLD® implementation plan:</p> <ol style="list-style-type: none"><li>1. phased rollout for early learning programs to include program readiness, a technological needs assessment, and cohort development;</li><li>2. professional development plans for GOLD® assessment coaches;</li><li>3. training for early learning educators;</li><li>4. ongoing on-site coaching and technical assistance;</li><li>5. manages data systems; and</li><li>6. develops data dissemination process and feedback loops.</li></ol> <p>During the 2024-25 contract year, United Way Miami served 84 early learning programs, with 832 educators and administrators working in 400 classrooms. Enrolled child care centers completed 26,457 child development observations during the contract year.</p>

<b>Agency</b>	<b>Service Contract Amounts Not to Exceed</b>	<b>Purchase Order Amounts</b> to be encumbered for direct payments by The Trust
Early Learning Coalition of Miami-Dade/Monroe	\$24,700,000.00 (for managing the child scholarship program, conducting CLASS assessments for A\$CEND, and for direct child scholarship payments to child care programs)	\$14,000,000.00 for high-quality tiered payment differentials  \$1,000,000.00 for educator scholarships
A\$CEND Salary Supplement Payments	N/A	\$3,490,000.00
University of Miami Miller School of Medicine	\$3,207,000.00	N/A
United Way Miami	\$1,100,000.00	N/A

**Background:** This initiative is grounded in the five guiding principles of a collective impact approach focused on developing a shared agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support. The initiative uses a two-generation approach to promote healthy development and provide economic stability for families. System partners support ongoing quality improvement focusing on workforce development and sustainable businesses. Together, partners aim to build the capacity of locally responsive, high-quality early learning programs that meet the needs of children and families.

Thrive by 5 QIS continues to receive national recognition as an innovative and equity-focused approach to improving the quality and availability of high-quality early learning programs for young children who need it most. The model and its components have been featured in several national publications, and The Trust's work was elevated to the national stage. Staff were invited to present the A\$CEND program at the Smart Start National conference in North Carolina and to share the ElevatEd platform at the Zero to Three National Training Institute in Baltimore.

Since 2023, average composite CLASS scores have increased for early childhood programs. Thrive by 5 programs have consistently received higher scores than non-Thrive by programs in Miami-Dade County.

**Procurement Policy: Request for Procurement Waiver (requires the approval of a 2/3 vote of board members present):** Because of the unique nature of the Thrive by 5 QIS and the carefully constructed and integrated system components, a formal competitive process is impractical and would take away from the progress made to date. A waiver is in The Children's Trust's best interest to improve quality early learning to benefit children in need. Each Thrive by 5 QIS component is an integral and interwoven part of the system. Since the 2018 launch, together with system partners and community stakeholders, each component has been intentionally refined to ensure the elements are connected, accessible, and equitable. The QIS has worked to create resilience in the Miami-Dade child care market. It would be disruptive to the system to break apart or redesign certain components of the whole.

The exception to the Procurement Waiver described above is for the Early Learning Coalition of Miami-Dade/Monroe (ELC). ELC is the entity responsible for determining eligibility and administering all state and federal child care payments to early learning providers. As such, per The Children's Trust's procurement policy section 2000. General Purchasing and

Procurement Policy, Exemptions to Formal Competitive Procurement Process (H-4, single-source purchases), a competitive solicitation is not required.

**Geographic Area:** In and adjacent to high-poverty Census tracts across the county.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-17**

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<b>Strategic Framework</b>	<b>Priority Investment Area:</b> Thrive by 5 Early Childhood Development: Early Child Care & Education Match Slots
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<b>Strategic Framework</b>	<b>Headline Community Results:</b> High-quality early learning opportunities; Regular use of medical, dental and behavioral health care services; Nurturing and involved parents; Kindergarten readiness; and good choices for prosocial behaviors in schools, homes and communities.
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<b>Recommended Action:</b>	Authorization to negotiate and execute contracts with the Early Learning Coalition of Miami-Dade/Monroe, Miami-Dade County Community Services Department, and United Way Miami for local match funding for the federal Early Head Start-Child Care Partnership (EHS-CCP) grant, in a total amount not to exceed \$2,670,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027.
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<b>Budget Impact:</b>	Funding in the amount of \$2,670,000.00 for this resolution is projected to be available for 2026-2027.
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**Description of Services:** This authorization will award the Early Learning Coalition of Miami-Dade/Monroe, Miami-Dade County Community Services Department (f.k.a. Miami-Dade County Community Action and Human Services Department), and United Way Miami a total of \$2,670,000.00 in match funds for 2,282 high-quality early learning slots. The match funds leverage federal funding for infant and toddler care through the EHS-CCP Grant. Children served must be Miami-Dade County residents and meet the eligibility requirements of the EHS-CCP grant. Enrollment criteria prioritize children living in families earning below the Federal Poverty Level (FPL), ages birth to two years, and those experiencing life stressors. Children receive health, mental health, nutrition, and family support services. Family advocates also work closely with each family to address their needs and help them achieve self-sufficiency. At least 10 percent of children served must have a diagnosed disability (regardless of income).

**Background:** Since 1965, the federal Head Start program has provided comprehensive early education and support services for three- and four-year-old children living with families earning below the FPL. In recognition of the importance of the earliest years of children's development, the Early Head Start (EHS) program was established in 1994 to serve children from birth to age 3.

In 2014, the federal government made \$650,000,000.00 available to expand EHS services nationally. These funds were awarded competitively to grantees nationwide to expand access to high-quality, comprehensive services for infants and toddlers in families earning below the FPL.

The table below represents each agency's Trust match funding amount and the leveraged federal dollars. In the proposed 26-27 contract year, all three agencies will be in year three of a five-year federal grant cycle. Service delivery continues to be satisfactory, and all slots currently matched with The Children's Trust dollars are being utilized.

<b>AGENCY</b>	<b>TRUST MATCH FUNDING</b>	<b>LEVERAGED FEDERAL DOLLARS</b>
Early Learning Coalition of Miami-Dade/ Monroe	\$650,000.00	\$12,316,853.00
Miami-Dade County Community Services Department	\$1,250,000.00	\$18,115,670.00
United Way Miami	\$770,000.00	\$12,648,748.00
<b>TOTAL</b>	<b>\$2,670,000.00</b>	<b>\$43,081,271.00</b>

**Procurement Policy:** Section 2006, Match Funding and Funder Collaboration, these 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. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children's Trust. It shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s).

**Geographic Area:** Countywide.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

### **Resolution: 2026-18**

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**Strategic Framework Priority Investment Area:** Thrive by 5 Early Childhood Development: Early Child Care & Education Match Slots

**Strategic Framework Headline Community Results:** High-quality early learning opportunities; Nurturing and involved parents; Kindergarten readiness; and good choices for prosocial behaviors in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract with the Early Learning Coalition of Miami-Dade/Monroe (ELC) for local match funding for the State of Florida School Readiness Program Match grant, in a total amount not to exceed \$1,230,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027.

**Budget Impact:** Funding in the amount of \$1,230,000.00 for this resolution is projected to be available in FY 2026-2027.

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**Description of Services:** The School Readiness Program Match (SRPM) is a public/private partnership that helps employers meet the needs of working parents. Through this program, federal and state funding is matched with contributions from local governments, charitable foundations, and participating businesses on a dollar-for-dollar basis to provide child care services to participating families.

The Florida SRPM purchasing pool fund is a general funding source that assists eligible low-to-moderate-wage families earning up to 70 percent of the State Median Income (SMI) or the federal poverty level in accessing child care subsidies.

Effective October 1, 2025, the ceiling is slightly higher than the school readiness subsidy eligibility criteria of 55 percent of the SMI. SRPM allows families to access a portion of the subsidy even if they receive a pay raise. Funds contributed locally are matched dollar-for-dollar by the state and distributed in accordance with ELC priorities. This investment of \$1,230,000.000 will leverage an additional \$1,230,000.00 in state funding for high quality child care slots. The Early Learning Coalition of Miami-Dade/Monroe County (ELC) prioritizes assisting families/individuals with younger children, children with disabilities, children of teen parents, and families experiencing other significant life stressors. All funds matched by The Children's Trust are solely used for residents of Miami-Dade County.

The average annual payment for each child is \$4,000.00. The School Readiness Program matches this amount, contributing an additional \$4,000.00, along with an average yearly family co-payment of \$950.00, which varies based on family income. The estimated cost per slot per year is \$8,950.00, and more than one child may occupy a single slot during the year. Children that receive the SRPM subsidy funding are required to attend programs that hold a Gold Seal designation from the Department of Children and Families. The Gold Seal Quality

Care (Gold Seal) program was established in 1996 to acknowledge child care facilities and family day care homes that have gone above the required minimum licensing standards to become accredited by recognized agencies whose standards reflect quality in the level of care and supervision provided to children.

**Background:** The Children's Trust provides this local match funding according to the terms and conditions set forth above to assist the ELC in drawing down the maximum funding from the state's SRPM child care subsidy program (formerly known as Childcare Executive Partnership). The ELC administers the program and awards the subsidies directly to eligible children and families. The Children's Trust contributed a dollar-for-dollar match during the past 16 contract periods. This match supports child care services for more than 375 children. Child care programs participating in SRPM are located throughout Miami-Dade County. All slots are fully utilized.

**Procurement Policy:** Section 2006, Match Funding and Funder Collaboration, these 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. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children's Trust. It shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s).

**Geographic Area:** Countywide.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency\_\_\_\_\_

## The Children’s Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-19**

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**Strategic Framework Priority Investment Area:** Thrive by 5 Early Childhood Development: Early Child Care & Education Match Slots

**Strategic Framework Headline Community Results:** High-quality early learning opportunities; Nurturing and involved parents; Kindergarten readiness; and good choices for prosocial behaviors in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract with Redlands Christian Migrant Association (RCMA) for local match funding to draw down federal and state child care subsidy funds, in a total amount not to exceed \$102,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027.

**Budget Impact:** Funding in the amount of \$102,000.00 for this resolution is projected to be available for FY 2026-2027.

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**Description of Services:** This authorization will provide local match funding to assist the Redlands Christian Migrant Association (RCMA) in drawing down the maximum federal-state child care development funds through Florida’s Division of Early Learning (DEL). The funds subsidize child care for the “working poor,” a group federally defined as people who spend 27 weeks or more in a year in the labor force working or looking for work but whose incomes fall below the poverty level.

A 6 percent local match is required to draw down the portion of early child care subsidy funds allocated to “working poor” farm worker families. Each match dollar draws down \$16.00 from DEL, resulting in a \$1,632,000.00 drawdown for the \$102,000.00 requested match. This funds over 400 child care slots, estimated at \$4,000.00 each. Throughout the year, parents must contribute an additional \$1,000.00 co-pay. RCMA will serve approximately 600 children during the contract year. More than one child may use a slot during the year, and match contributions are invoiced for specific sets of children receiving the subsidy. This investment ensures that low-income, working families in Miami-Dade County have access to high-quality, affordable early learning options.

**Background:** RCMA is a non-profit, non-sectarian organization funded through public and private sources, including DEL, United Way, public schools, county governments, children’s services councils, agribusinesses, corporate entities, and individual donors. RCMA provides high-quality child care and early education for children of migrant and seasonal farm workers and low-income families living in rural areas throughout Florida. RCMA was founded in 1965 by Mennonite Church volunteers in the Redlands farming area of southern Miami-Dade County to provide a safe, nurturing environment for children while their parents worked in the fields. RCMA serves nearly 5,000 children in more than 53 child care centers in 20 counties across Florida.

During the past 19 contract periods, The Children's Trust has contributed the local match funding to RCMA for services in Miami-Dade County. The total estimated local match for RCMA needs for this fiscal year is \$262,297.00, and Miami-Dade County provides \$118,000.00 for this match. The recommendation is for The Children's Trust to fund the same annual match amount as the prior year, \$102,000.00, to contribute toward local match and leverage federal funding. RCMA secures the remaining \$42,297.00 match required from other sources. Service delivery continues to be satisfactory, and all 400 slots supported by The Children's Trust in Miami-Dade County are being utilized.

**Procurement Policy:** Section 2006, Match Funding and Funder Collaboration, these 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. Renewal of match funding beyond the initial contract term is at the sole discretion of The Children's Trust. It shall be contingent upon satisfactory performance evaluations, quality program results, outcome achievements, availability of funding, and an ability to maintain the underlying primary funding source(s).

**Geographic Area:** Homestead and Florida City.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-20**

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**Strategic Framework Priority Investment Area:** Thrive by 5 Early Childhood Development: Developmental screening, assessment, and early intervention.

**Strategic Framework Headline Community Results:** Regular use of medical, dental, and behavioral health care services; Kindergarten readiness; Academic success; and Good choices for prosocial behaviors in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract with the University of Miami-Nova Southeastern University (UM-NSU) Center for Autism and Related Disabilities (CARD) to provide comprehensive diagnostic evaluations for preschool-age children, in a total amount not to exceed \$264,000.00, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027.

**Budget Impact:** Funding in the amount of \$264,000.00 is projected to be available for FY 2026-2027.

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**Description of Services:** Miami-Dade County Public Schools (M-DCPS) and the Florida Department of Health Early Steps providers often identify young children who need specialized evaluation due to complex behaviors and symptoms that suggest the presence of autism spectrum disorders (ASD). This funding supports comprehensive psychoeducational diagnostic evaluation services for children ages 2 through 5 years (before kindergarten entry), provided by UM-NSU CARD at a reduced unit cost. Evaluations are available in English and Spanish. Evaluation services include the components listed below, the current Diagnostic and Statistical Manual of Mental Disorders, and best practices in ASD assessment.

- Behavioral observations focused on social interaction, social communication skills, and restricted or repetitive patterns of behavior, interests, or activities across settings.
- Social and developmental history based on an interview with parent(s) or guardian(s).
- Psychological evaluation that includes assessment of academic, intellectual, social-emotional, and behavioral functioning, as well as at least one standardized instrument specific to ASD, such as the Autism Diagnostic Observation Schedule (ADOS) and/or the Autism Diagnostic Interview, Revised (ADI-R).
- Language evaluation, including assessment of pragmatic (both verbal and nonverbal) and social interaction components of social communication.
- Observation of the child's social communication skills by a speech-language pathologist.
- Standardized assessment of adaptive behavior.
- Functional behavioral assessment.
- Parent feedback session with individualized recommendations related to needed interventions and/or specialized learning environments, as well as connection to ASD-related community resources.

This contract is based on a unit cost payment method of \$3,000.00 per completed comprehensive psychoeducational diagnostic evaluation. This is a 17% discount from the standard fees at UM-NSU CARD for comprehensive evaluations, which are \$3,600.00 per evaluation.

**Background:** UM-NSU CARD is one of seven state-funded, university-based outreach and support centers in Florida dedicated to optimizing the potential of people with ASD. UM-NSU CARD has worked collaboratively with M-DCPS, Early Steps, and The Children’s Trust to develop referral criteria and processes to ensure that children who need specialty evaluation services without other means of accessing them are identified and referred for evaluation. Also, reporting processes have been established to track the use of diagnostic results for appropriate school placement and special education services.

The table below summarizes the services provided during prior contract years. Over the past several years, UM-NSU CARD has consistently met or exceeded contract expectations.

Contract period	Children referred	Evaluations completed	Children with ASD diagnoses
2022-2023	110	77	64 (83%)
2023-2024	114	90	80 (89%)
2024-2025	99	87	82 (94%)

**Procurement Policy:** Per The Children’s Trust’s Procurement Policy Section 2000. General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (H-3), health services involving examination, diagnosis, and treatment are exempt from a formal competitive procurement process, and therefore, do not require formal solicitation.

**Geographic Area: Countywide.**

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN’S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

### **Resolution: 2026-21**

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**Strategic Framework Priority Investment Area:** Thrive by 5 Early Childhood Development: Developmental screening, assessment, and early intervention.

**Strategic Framework Headline Community Results:** Regular use of medical, dental, and behavioral health care services; Nurturing and Involved parents; Kindergarten readiness; and Good choices for prosocial behaviors in schools, homes and communities.

**Recommended Action:** Authorization to negotiate and execute a contract with the University of Miami Miller School of Medicine (UM) in an amount not to exceed \$1,590,000.00 for comprehensive early intervention services for children with mild developmental delays who do not meet eligibility requirements for the Individuals with Disabilities Education Act (IDEA) parts B or C, for a term of 12 months, commencing October 1, 2026, and ending September 30, 2027.

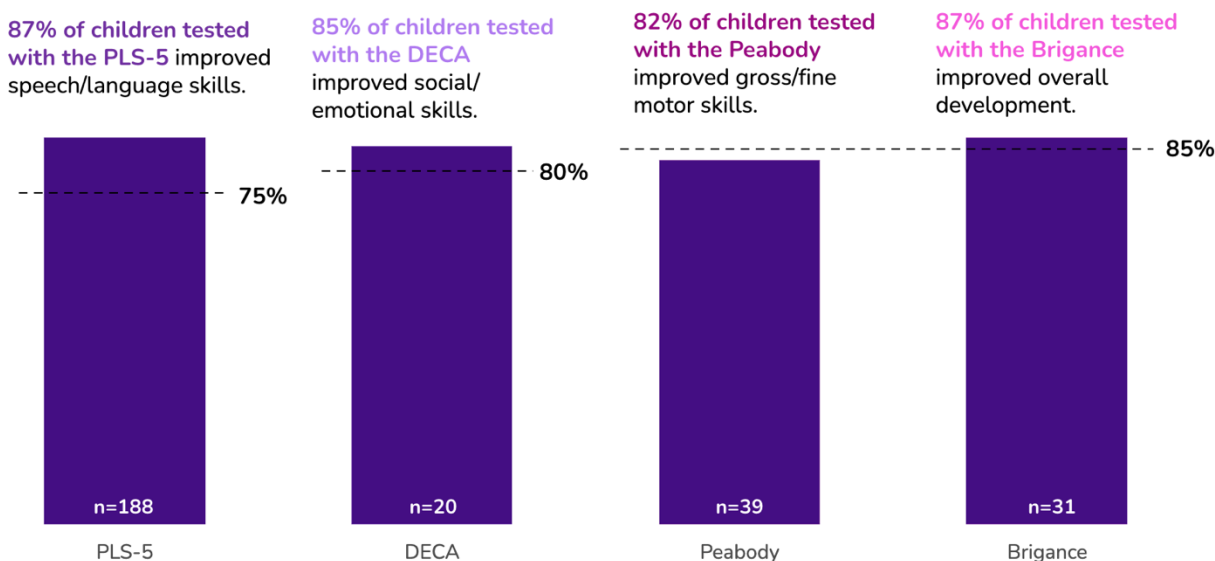
**Budget Impact:** Funding in the amount of \$1,590,000.00 for this resolution is projected to be available for FY 2026-2027.

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**Description of Services:** The Early Discovery program offered by UM serves young children with mild developmental delays (10-29 percent) who are not severe enough to meet state eligibility criteria for federal Individuals with Disabilities Education Act (IDEA) early intervention services. However, such children need and will benefit from early intervention services. Children are referred through Early Steps (for children under 36 months screened for Part C services) or the Florida Diagnostic and Learning Resources System (FDLRS/for children 36 months and older screened for Part B services). Through Early Discovery, UM conducts domain-specific follow-up assessments for speech and language development, fine and gross motor skills, and social, emotional, and behavioral development.

Early Discovery offers short-term speech and language therapy, occupational therapy, and/or behavioral and developmental interventions based on identified needs in the areas of concern. Services typically range from 10 to 16 sessions, one to three times per week, for 30 to 60 minutes, as indicated in each child's individualized care plan. Additionally, Early Discovery offers care coordination for families, follow-up with parents, and a needs assessment for the child and family. The Early Discovery care coordinator ensures assessments are completed, services are provided, and timely follow-up assessments and referrals for other community resources. Early Discovery assists families with health insurance coverage (including Medicaid and private insurance) for early intervention services. If a family has insurance, Early Discovery helps navigate the insurance process, and The Children's Trust pays solely for services not covered by insurance.

**Background:** UM has successfully operated Early Discovery with Trust funding since 2007. In the contract year 2024-2025, 587 children received an average of 11 short-term intervention sessions. The sessions and assessments took place in-person, and virtually via telehealth when appropriate and requested by the parent. Appropriate assessment tools are incorporated into the virtual format when needed. Programmatic outcomes for 2024-25 are shown in the visual below:



Progress for children receiving speech/language early intervention is assessed using the Preschool Language Scale 5<sup>th</sup> Edition (PLS-5); for social/emotional skills, the Devereux Early Childhood Assessment (DECA); for gross/fine motor skills, the Peabody Developmental Motor Scales; and for overall development, the Brigance Inventory of Early Development.

Notably, in 2024-2025, 66 percent of Early Discovery participants surveyed who had later enrolled in public schools did not need special education placement.

UM partners with subcontractors to provide several of the therapeutic service components described above, including:

- Adriana Tafur Services, Inc.
- Better Kids Therapy Center, Corp.
- Enhanced Living Therapy, PLLC
- Florida Rehab Professionals Group, Inc.
- My Time, Inc.
- Speech Pathology and Educational Center, Inc.

The Children's Trust recognizes the challenges of rising costs, wages, and staff retention over time when funding amounts remain the same. To help address these pressures, a six percent increase (\$90,000.00) is included as an adjustment for qualifying programs that have been funded at the same level for three or more years. Programs are considered for a one-time adjustment based on regular monitoring and Comprehensive Program Review (CPR):

- Strong program performance and service delivery utilization
- Timely and high-quality data entry
- No pending invoices, audits, and other compliance issues
- Effective budget utilization

**Procurement Policy:** Per The Children’s Trust Procurement Policy, Section 2000, General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (H-3), health services involving examination, diagnosis, and treatment are exempt from a competitive procurement process, and therefore, do not require formal solicitation.

**Geographic Area: Countywide.**

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26th day of January 2026.**

THE CHILDREN’S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## The Children's Trust Board Meeting

**Date: January 26, 2026**

**Resolution: 2026-22**

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**Strategic Framework Priority Investment Area:** Thrive by 5 Early Childhood Development: Developmental Screening, Assessment & Early Intervention.

**Strategic Framework Headline Community Results:** High-quality early learning opportunities; Nurturing and involved parents; Kindergarten readiness; Good choices for prosocial behaviors in schools, homes and communities; and Academic success.

**Recommended Action:** Authorization to negotiate and execute contract renewals with eight providers, identified herein, to provide 635 slots for therapeutic health and early intervention summer camp services for children aged birth to five years, in a total amount not to exceed \$2,517,499.00, each for a term of five months, commencing April 1, 2026, and ending August 31, 2026, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$2,517,499.00 for this resolution is allocated for FY 2025-26.

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**Description of Services:** Therapeutic health and early intervention services in the summer can benefit young children with disabilities and reduce the risks of summer developmental and learning losses. The Children's Trust aims to provide continuity for school-year early intervention services by funding continued therapies during the summer months. The agencies listed below offer full-day summer health and early intervention programs for young children who receive school-year early intervention services. The school-year programs are funded through the Individuals with Disabilities Education Act (IDEA), Part B or Part C. Participants typically have developmental delays in one or more areas of speech/language, cognition, motor/physical, social-emotional, and/or behavioral development. The following providers are recommended for funding renewals:

<b>Agency</b>	<b>Funding Amount Not to Exceed</b>
Easter Seals South Florida, Inc.	\$506,846.00
FIU Board of Trustees – Center for Children & Families	\$547,646.00
Miami Lighthouse for the Blind and Visually Impaired, Inc.	\$137,906.00
The Arc of South Florida	\$562,266.00
The Dave and Mary Alper Jewish Community Center, Inc.	\$42,628.00
University of Miami – Department of Pediatrics	\$235,406.00
University of Miami – Department of Psychology	\$147,625.00
United Cerebral Palsy Association of Miami, Inc.	\$337,176.00
<b>Total:</b>	<b>\$2,517,499.00</b>

Resolution 2026-22 – Thrive by 5 Early Childhood Development, Developmental Screening, Assessment & Early Intervention  
January 26, 2026

Therapeutic summer programs for young children with developmental delays and disabilities operate five days a week (Monday-Friday) for at least 8 hours per day for 6 to 11 weeks. Some children with specific conditions may not attend the entire program day, but the specified hours are available to accommodate working families' needs for high-quality summer care.

Services are designed to meet children's individual health and developmental needs, align with the goals of their school-year service plans (i.e., Individual Family Service Plan or Individual Education Plan), be tailored to the ages and levels of functioning, and allow for active exploration of the environment. Schedules for the summer services consist of structured and unstructured activities based on routines that support child health and development. Services include:

- Self-directed, hands-on activities.
- Active play.
- Quiet learning.
- Regular, supported, and therapeutic interactions with peers and teachers.

**Background:** Children with identified delays, disabilities, and/or special needs in early childhood who receive appropriate, responsive therapeutic early intervention are more likely to develop to their full potential. Conversely, undetected or untreated delays may cause affected children to experience long-term challenges, and the necessary treatments can be increasingly costly, complicated, and resistant to intervention. The IDEA ensures that children with disabilities receive appropriate services to succeed during the school year. Services offered through IDEA, Part B (for children ages 3 through 21) and Part C (for children birth through age 2), are available for children who have developmental delays or have been diagnosed with a physical or mental condition that creates a high probability of subsequent developmental delay. The Trust's summer health and developmental services goals are to maintain the beneficial impacts of school-year early intervention therapies throughout the summer and to reduce the risk of summer developmental and learning losses.

On February 19, 2019, The Children's Trust board approved the funding recommendations for RFP #2019-01, a Request for Proposals for early intervention summer services for a five-year funding cycle that started March 1, 2019. Following a Comprehensive Program Review (CPR), the agencies listed above demonstrated their capacity, expertise, and qualifications to continue to provide the services.

A Children's Trust CPR process for contract renewal consideration included qualitative and quantitative data reviews. Both demonstrate that providers were able to offer high-quality individualized services to meet family needs. During the summer of 2025, 649 children with disabilities received services from the providers identified herein, with 27 sessions being the average number of sessions provided. During summer 2025, 98% of children tested maintained or improved their development across all summer camps. All eight providers are recommended for continued funding. The contract term has been adjusted from six months to five months to align with The Trust's CPR timeline. This change will not impact the implementation or delivery of summer services.

**Procurement Policy:** Although the 5-year funding cycle concluded in 2023, there is a continued demand for these therapeutic early intervention services and a need for continuity of services for participants served during the school year through the summer. The above programs are recommended for continued funding under procurement policy, Section 2000,

General Purchasing and Procurement Policy, Exemptions to Formal Competitive Procurement Process (H-3), for these health-related prevention services provided by the agencies as an exemption from The Children’s Trust competitive solicitation process.

**Geographic Area:** Countywide.

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN’S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_  
SECRETARY

Approved by County Attorney for form and legal sufficiency \_\_\_\_\_

## **The Children's Trust Board Meeting**

**Date: January 26, 2026**

**Resolution: 2026-23**

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**Strategic Framework Priority Investment Area:** Youth Development: K-12 After-school programs and summer camps.

**Strategic Framework Headline Community Results:** Academic Success; Healthy lifestyle habits for eating, sleeping, physical activity and mental wellness; Good choices for prosocial behaviors in schools, homes and communities; Successful transition to adulthood.

**Recommended Action:** Authorization to negotiate and execute contract renewals with 19 providers, identified herein, to deliver high-quality summer programming for 2,237 elementary, middle, and high school-aged children and youth, in a total amount not to exceed \$4,736,000.00. The contract term will be five months, commencing April 1, 2026, and ending August 31, 2026, with two remaining annual renewals, subject to annual funding appropriations.

**Budget Impact:** Funding in the amount of \$4,736,000.00 for this resolution is allocated for FY 2025-2026.

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**Description of Services:** Elementary school children need safe and engaging supervision and care when not in school. Summer programs are crucial to meeting this need for working parents. Middle and high-school-aged youth also need safe and enriching environments during the summer. Quality summer camps can increase school attendance, improve academic performance, decrease risky behaviors, prevent summer learning loss, and support working families. This resolution seeks approval for 19 contracts to operate summer-only programs; an additional resolution with year-round programs will be presented to the board at a later date.

Services are funded throughout Miami-Dade County, with a concentration of programs in underserved communities where high proportions of children and youth experience poverty. All summer programs are enriching, accessible, affordable, inclusive, and fully accommodate children and youth with disabilities. Programs are encouraged to support other vulnerable and hard-to-reach populations who may be negatively impacted by poverty, lack of opportunity and related neighborhood social factors.

Programs offer academic support, facilitate social and emotional wellness, support physical and mental health, and provide safe and supervised environments. In addition to specific activities in support of reading and social and emotional wellness, programs offer children and youth various enrichment opportunities related to at least two of the following areas: STEM (science, technology, engineering and mathematics), arts, civic engagement, fitness/sports, and post-secondary supports related to jobs, careers, entrepreneurship, life skills and college readiness. Program metrics track participation and quality service delivery. Expected participant outcomes relate to each program's specific activities and include measures of success in school, health, and social and emotional wellness.

The amount of recommended funding reflects the program's unit cost per child. The unit cost of Youth Development programs averages \$40 per day per child for summer camps. These costs double for programs serving children with disabilities exclusively. The actual cost per program includes several variables such as hours of operations, the number of service days offered during summer, youth-staff ratios and age groups served, the number of children with disabilities served, the number of children in need of differentiated literacy instruction, the number of enrichment activities offered, and types of facilities.

**Background:** The Children's Trust issued a Request for Proposals (RFP) #2023-01 on October 26, 2022, to fund after-school and summer programs for elementary, middle and high school age children and youth for a five-year cycle with one-year contract renewals. The foundational assumption for this investment is that children and youth need safe and engaging opportunities outside of school time. Quality after-school and summer programs have been shown to improve academic performance, decrease risky behaviors, and support working families.

A Comprehensive Performance Review (CPR) process for contract renewal consideration included qualitative and quantitative data reviews. Most programs included in this resolution demonstrated satisfactory performance in their summer 2025 operations, serving a total of 2,502 children and youth, of whom 521 were reported by parents as living with disabilities. By grade level, programs served 1,004 elementary school students, 1,059 middle school students, 401 high school students, and 38 systems-involved or disconnected youth. The contract term has been adjusted from six months to five months to align with The Children's Trust's CPR timeline. This change does not impact the implementation or delivery of summer services.

The following agencies are recommended for funding at the same funding amount as the current year, except for the University of Miami–Nova Southeastern University (UM-NSU) Center for Autism and Related Disabilities (CARD), as explained in more detail below.

Agency	<b>Populations:</b> K-5=elementary; 6-8=middle school; 9-12=high school; SIY=systems-involved and/or disconnected youth	<b>Amount Not to Exceed</b>
Achieve Miami, Inc.	K-5; 6-8; 9-12	\$264,000.00
Adrienne Arsht Center Trust, Inc.	6-8	\$200,000.00
Breakthrough Miami	6-8; 9-12	\$660,000.00
First Serve Miami, Inc.	K-5	\$78,000.00
Florida International University Board of Trustees	K-5	\$740,000.00
Florida Introduces Physical Activity and Nutrition to Youth, Inc.	K-5; 6-8	\$270,000.00
Global Speech and Rehab Services, LLC	K-5	\$130,000.00
Honey Shine, Inc.	K-5; 9-12	\$220,000.00
Miami Lighthouse for the Blind and Visually Impaired, Inc.	K-5; 6-8; 9-12	\$210,000.00
Miami Music Festival	9-12	\$115,000.00
Michael-Ann Russell Jewish Community Center, Inc.	K-5	\$264,000.00

Agency	Populations: K-5=elementary; 6-8=middle school; 9-12=high school; SIY=systems-involved and/or disconnected youth	Amount Not to Exceed
Network for Teaching Entrepreneurship, Inc.	9-12	\$288,000.00
Shake-A-Leg Miami, Inc.	K-5; 6-8; 9-12	\$360,000.00
South Florida Autism Center, Inc.	K-5; 6-8; 9-12	\$218,000.00
St. Alban's Day Nursery, Inc.	K-5	\$120,000.00
The District Board of Trustees of Miami Dade College	9-12	\$108,000.00
University of Miami: School of Education and Human Development	6-8	\$150,000.00
University of Miami: School of Law	SIY	\$206,000.00
University of Miami-Nova Southeastern University: Center for Autism and Related Disabilities (CARD)*	K-5	\$135,000.00

**Year-Three Implementation Adjustments for the Summer-only Youth Development Initiative:**

- Lutheran Services Florida, Inc. withdrew its acceptance of the funding award of \$133,000.00.
- Network for Teaching Entrepreneurship, Inc. is reduced by \$32,000 to address lower than expected enrollment.

\*The recaptured funds from the above reductions will be reallocated to enhance the budget of the University of Miami–Nova Southeastern University Center for Autism and Related Disabilities (CARD) by \$27,000.00 and Achieve Miami, Inc. by \$54,000.00, beginning in summer 2026. The recommended adjustment is based on data demonstrating that this program serves children with exceptional needs who require very low ratios or one-on-one support.

**Action Plans:** The following agencies are currently on a Performance Action Plan, which may escalate to a Renewal Action Plan based on participant recruitment and service utilization during summer 2026. Programs that do not meet Renewal Action Plan goals may not be renewed for the 2026-2027 contract year.

- Miami Music Festival
- St. Alban's Day Nursery, Inc.
- The District Board of Trustees of Miami Dade College

**Procurement Policy:** On October 26, 2022, The Children's Trust issued a Request for Proposals (RFP) #2023-01 for youth development after-school and summer services for a five-year cycle with one-year contract renewals.

**Geographic Area:** Countywide

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

The Chairperson thereupon declared the resolution duly passed and adopted this **26<sup>th</sup> day of January 2026.**

THE CHILDREN'S TRUST  
MIAMI-DADE COUNTY, FLORIDA

BY \_\_\_\_\_

SECRETARY

Approved by County Attorney for form and legal sufficiency. \_\_\_\_\_



**Media Highlights**  
**October – December 2025**

Miami Herald

## The Children's Trust: How to prepare your high-schooler for college

RACHEL SPECTOR

Tue, October 14, 2025 at 5:14 PM EDT

4 min read

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The Children's Trust: How to prepare your high-schooler for college

1 of 2

A group of students works on an algebra project in a classroom.  
(stock.adobe.com)

Most teenagers spend their high school years eager to become more independent, continue to build their own identity and prepare for adulthood. Even as they take on more responsibility, your high schooler still benefits greatly from your guidance and support along the way.

One common path toward independence is attending college. The earlier you start preparing together, the smoother the process will be and the less stressful it will feel for both of you.

Freshman Year

There's no single "right" time to begin college planning, but starting early helps. You can use the college's acceptance criteria to help create a plan as early as your freshman year.

Freshman year is about discovering passions and honing talent. It's a time to develop good study habits, such as note-taking, organizational skills, time management and meeting class deadlines.

Beyond the classroom, participating in extracurricular activities and volunteering can be a fun way to discover passions and maybe find a future college major. Now is the time to start keeping a list of everything your child takes part in. One day in the not-so-distant future, this list will become the blueprint for your child's college application.

### **Sophomore Year**

There's no rush, and nothing is set in stone this early, but having a general idea of how your child's passions link up to college goals can help shape your academic choices during high school. While standardized testing is no longer essential for many college applications, taking tests like the Preliminary SAT/National Merit Scholarship Qualifying Test in sophomore year can be beneficial practice for college application tests down the line. It may help your child qualify for scholarship programs and improve his or her application.

### **Junior Year**

It's time to step up the prep. Help your child maintain focus on achieving good grades and steer him or her toward Honors and Advanced Placement (AP) classes to boost college applications. Also, students should choose extracurricular activities they enjoy that align with their favorite subjects. Now is a good time to consider their college choices and which institutions best align with your high schoolers' needs and interests. If your child takes standardized tests like the SAT and ACT in their junior year, there will be an opportunity to retake them later on if not satisfied with the results.

During junior year, your child should strive to establish a relationship with the school's college counselor and participate actively in the College Assistance Program, which is available in all Miami-Dade County Public Schools sites.

### **Senior Year**

The final countdown has arrived. Has it been four years already? By this point, your child's college applications should be well underway. It's now up to your child to keep calm and continue to earn good grades, take the standardized tests early in the year if

needed, and start completing college applications. Senior year is a chance to increase responsibility and build skills surrounding independence, such as doing laundry, cooking and managing money to be ready to do it without your guidance. If money is on your mind, find out what financial aid is available at the Free Application for Federal Student Aid (FAFSA) website ([studentaid.gov/h/apply-for-aid/fafsa](https://studentaid.gov/h/apply-for-aid/fafsa)).

### **How The Children's Trust Can Help**

Each stage of parenting presents its own challenges, and helping your high schooler prepare for college is no exception. Trust-funded providers like Breakthrough Miami ([breakthroughmiami.org/](https://breakthroughmiami.org/)), Boys and Girls Club of Miami-Dade ([bgcmia.org](https://bgcmia.org)) and the Mexican American Council ([mexamcouncil.org](https://mexamcouncil.org)) offer academic enrichment programs that give high school and college students the opportunity to mentor younger students in various subjects and pass on lessons they learned about college prep.

Additionally, the Summer Youth Internship Program ([miaminterns.org](https://miaminterns.org)), proudly funded in part by The Children's Trust, enables rising sophomores, juniors and seniors to gain experience working for real companies and organizations for five weeks in the summer while earning income, which looks great on a college application. As does the Children's Trust Youth Advisory Committee ([TheChildrensTrust.org/YAC](https://TheChildrensTrust.org/YAC)), a leadership development program with a focus on service and advocacy that also helps students accumulate those needed community service hours. For more information, visit [TheChildrensTrust.org/CollegeResources](https://TheChildrensTrust.org/CollegeResources) on The Trust's website. Miami Dade College also offers courses on test and college preparation in its School of Continuing Education and Professional Development ([ce.mdc.edu](https://ce.mdc.edu)).

### **Technical Colleges**

College is a great path for many students, but it's certainly not the only option. Technical colleges and trade school options have become increasingly popular, especially since the pandemic. These programs offer hands-on skills training and often provide a quicker route to good jobs - an appealing choice in today's uncertain job market.

For more information, visit **M-DCPS Technical Colleges** at [www.careerinayear.com](https://www.careerinayear.com) or explore their Career and Technical Education programs at [ctemiami.net](https://ctemiami.net). At MDC, the school offers a multitude of certificate program options that are searchable at [mdc.edu/academics/programs/certificate.aspx](https://mdc.edu/academics/programs/certificate.aspx).

*Rachel Spector, MSW, is director of programs at The Children's Trust and oversees the Youth Development, Early Childhood, and Innovation Fund initiatives.*

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## Planning for Life After High School

By James R. Haj, President & CEO of The Children's Trust - November 13, 2025

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**Do you have an event coming up?**

Thinking about what comes after high school is equally exciting and intense for youth and their parents. With the right support and planning, teens can find a path that fits their goals, interests, and circumstances to ensure a journey that leads to lifelong success.

Whether it's college, a technical program, or jumping straight into the workforce, there are many ways for young people to build a successful future. And not every path needs to be expensive or long. College presents many opportunities for graduates, and vocational schools and community colleges also offer routes to good jobs – especially for families who may not have the resources for a traditional four-year college.

### Start the conversations about future

It's never too early to talk with your teens about what they enjoy and what kind of future they imagine. Freshman and sophomore years are great times to explore interests, build study habits, and get involved in activities that help them grow. These experiences can shape future decisions and even lead to scholarships or job opportunities.

### **Junior and Senior Year: Time to Focus**

By junior year, students should start narrowing down their options. That might mean looking into colleges, technical schools, or certificate programs. Encourage your teen to speak with school counselors and take part in programs like the College Assistance Program (CAP), available at all Miami-Dade County Public Schools.

Visit [studentservices.dadeschools.net](http://studentservices.dadeschools.net) for more information.

Senior year is when things get real. Applications, financial aid, and final decisions are all underway. Help your teen stay organized and focused. If college is the goal, visit [studentaid.gov](http://studentaid.gov) to learn about the Free Application for Federal Student Aid (FAFSA) and other financial aid options.

### **Technical and Vocational Paths**

College isn't the only way to succeed. Technical colleges and trade schools teach hands-on skills that lead to jobs in fields like health care, construction, IT, and more. These programs are often shorter and more affordable than traditional college and they're growing in popularity.

Explore options at [careerinayear.com](http://careerinayear.com) and [ctemiami.net](http://ctemiami.net) for Miami-Dade County Public Schools career technical and adult programs. Miami Dade College also offers many certificate programs at [mdc.edu/academics/programs/certificate.aspx](http://mdc.edu/academics/programs/certificate.aspx).

### **Getting your teens ready with The Children's Trust's Help**

The Children's Trust is proud to fund programs that support teens preparing for life after high school. These programs help teens gain experience, build confidence, and make informed choices about their future. Consider the following for your high-school age child:

- **Summer Youth Internship Program** ([miamiinterns.org](http://miamiinterns.org)): Paid summer internships for Miami-Dade County Public School and charter school high schoolers where they get real-world job interviews and job experience, while working and helping out local organizations.
- **Youth Advisory Committee (YAC)** ([TheChildrensTrust.org/YAC](http://TheChildrensTrust.org/YAC)): Leadership and service opportunities with The Trust's own youth leadership development program that focuses on community advocacy and service. They also will accumulate community service hours needed for graduation and college.
- **Various Academic Enrichment Programs** ([TheChildrensTrust.org/FindAProgram](http://TheChildrensTrust.org/FindAProgram)): Offered by Trust-funded providers like Breakthrough Miami, Boys and Girls Club of Miami-Dade, and the

Mexican American Council, choose from hundreds of program sites that offer academic support in afterschool and summer programs. Some include guidance by student peers.

Planning for life after high school can feel daunting, but with open communication, early preparation, and the right community support, every teen can find their best path forward. Whether that path leads to college, a trade, or immediate work experience, what matters most is helping young people discover their strengths and pursue their goals with confidence.

<b>THE CHILDREN'S TRUST</b> <b>President/CEO</b> <b>Agreements - &lt; / = \$50,000</b> <b>October 1, 2025 through December 31, 2025</b>				
Qty	Organization	# Served	Final Agreement Amount	Description
<b>Promote Citizen Engagement and Leadership</b>				
1	305 Pink Pack, Inc		\$10,000.00	Family awareness event
2	5000 Role Models of Excellence Project		\$10,000.00	Countywide partnership initiative
3	A YOUTH AWARENESS COMMUNITY CORPORATION		\$15,000.00	Year-round mentoring program
4	Albert C. Pierre Community Service Center Inc.		\$12,000.00	Summer program
5	America Scores Miami Inc		\$13,000.00	Year-round program
6	Amigos Together for Kids Inc		\$8,000.00	Family awareness event
7	ART FOUNDATION FOR PEOPLE WITH DISABILITIES, INC.		\$20,000.00	Disability resource initiative
8	Artwalk Presents Inc		\$10,000.00	Family awareness event
9	Avenues of Excellence Inc		\$13,000.00	Year-round program
10	Biscayne Bay Waterkeeper dba Miami Waterkeeper		\$20,000.00	School year program
11	BLUE Missions Group Inc		\$20,000.00	Year-round program
12	Brighter Days Foundation International Inc		\$20,000.00	Summer program
13	Cannonball Youth Club, Inc.		\$15,000.00	Year-round program
14	Change Charity Inc		\$10,000.00	Year-round program
15	Chapman Partnership		\$20,000.00	Year-round program
16	Childrens Bereavement Center Inc		\$15,000.00	Parenting program
17	City of West Miami		\$15,000.00	Summer program
18	Do Good 41		\$20,000.00	School year program
19	DR. MARTIN LUTHER KING JR. PARADE & FESTIVITIES COMMITTEE INC.		\$10,000.00	Countywide partnership initiative
20	Dreamcatchers for the Soul Foundation Inc		\$10,000.00	Family health and resource initiative
21	Elton Aguilera dba EAguilera LLC		\$15,000.00	School year program
22	Epilepsy Florida Inc dba Epilepsy Alliance Florida		\$10,000.00	Family awareness event
23	Fairway Future Golf LLC		\$15,000.00	Year-round program
24	Friendship Circle of Greater Miami Inc dba Friendship Circle of		\$20,000.00	Year-round program
25	Friendship Circle of Miami Inc		\$20,000.00	Year-round program
26	Gamebred Youth and Families Inc		\$15,000.00	Year-round program
27	Girl Scout Council of Tropical Florida Inc		\$13,000.00	School year program
28	Goulds Coalition of Ministers & Lay People, Inc.,		\$10,000.00	Family awareness event
29	Greater St Matthews Holiness Church Inc		\$15,000.00	Summer program
30	Guardian Watch Inc		\$20,000.00	School year program
31	Hard Knocks Foundation Inc		\$15,000.00	Family resource initiative
32	Hopeful Hair Inc		\$15,000.00	Year-round program
33	Human Trafficking Front Inc		\$5,000.00	Countywide partnership initiative
34	ICU baby Inc		\$15,000.00	School year program
35	Ijamyn Grey dba EDBB Inc		\$15,000.00	Year-round program
36	Infinite Ways Network		\$15,000.00	School year program
37	INTEGRATION SUPPORT NETWORK OUTREACH INC		\$15,000.00	School year program
38	JEMS Academy INC.		\$20,000.00	Disability resource initiative

39	Kathie Klarreich DBA Exchange for Change, Inc.		\$10,000.00	Incarcerated youth program
40	Keeping a Dream Alive, Inc		\$20,000.00	Year-round program
41	Leisure City Modello Optimist Club of Florida Inc		\$10,000.00	Family health and resource initiative
42	Level Up Tutoring Service LLC		\$10,000.00	Family health and resource initiative
43	Lil Abner Foundation Inc		\$20,000.00	Year-round program
44	Macedonia Community Outreach Ministries Inc		\$20,000.00	Summer program
45	Many Happy Hearts Inc		\$15,000.00	Year-round program
46	Marian Center School & Services Inc.		\$20,000.00	Disability summer resource initiative
47	Miami City Ballet Inc		\$20,000.00	School year program
48	MIAMI STRIKE FORCE, INC		\$20,000.00	Year-round program
49	My Buddy Bench Project Foundation Inc.		\$10,000.00	Family awareness event
50	National Black Child Development Institute Inc Miami Affiliate		\$10,000.00	Family health and resource initiative
51	One Hundred Black Men of South Florida Inc		\$15,000.00	Year-round program
52	One ROYAL Effect Foundation		\$15,000.00	Summer program
53	Pediatric Alternative Treatment, Care, Housing and Evaluation Services		\$20,000.00	Disability resource initiative
54	PFA Charities Inc		\$20,000.00	Summer program
55	Project Y.E.S., Inc. dba YES Institute		\$15,000.00	Year-round program
56	Radical Partners LLC DBA Radical Partners		\$5,000.00	Countywide partnership initiative
57	Ragasten Paul dba Sons of Little Haiti, Inc.		\$15,000.00	School year program
58	Raza Mentors		\$13,000.00	Year-round mentoring program
59	RER Consulting Enterprise LLC		\$15,000.00	Year-round mentoring program
60	Rise Up 4 Change Inc		\$20,000.00	School year program
61	Santonio Carter dba the king Carter youth foundation		\$20,000.00	School year program
62	Silent Victims of Crime		\$20,000.00	Year-round program
63	Soccer for Peace Foundation, Inc. dba FCC USA (Futbol con Corazon)		\$20,000.00	Year-round program
64	South Florida Foster and Adoptive Parent Association		\$14,062.00	Foster family awareness
65	St. Paul AME Church Community Development Corporation		\$19,880.00	School year program
66	The Florida City Foundation Inc		\$15,000.00	Summer program
67	The Home Team Miami, Inc.		\$20,000.00	School year program
68	The Right Fit Educational and Consulting Services		\$20,000.00	School year program
69	The Rising Start Foundation Inc		\$20,000.00	School year program
70	The START Program Inc		\$10,000.00	Summer program
71	The West Perrine Community Development Corporation, Inc		\$15,000.00	Countywide partnership initiative
72	U Turn Youth Consulting LLC		\$20,000.00	Year-round program
73	Voices For Children Foundation, Inc.		\$20,000.00	Foster youth initiative
Subtotal			\$1,125,942.00	
Total			\$1,125,942.00	
Program		Total Funded	# Agreements	
Promote Citizen Engagement and Leadership		\$1,125,942.00	73	
TOTAL		\$1,125,942.00	73	