ROJAS STRATEGIC CONSULTING

Where the Children's Money Goes: the Tampa Bay and South Florida Children's-Services Funder Layer

Prepared for public release

SAMPLE REPORT. This report demonstrates the RSC Standard on real, public data: no client engagement, no privileged access. Every number traces to a named public source pulled on the date shown. It exists so a funder or nonprofit can see exactly what decision-grade reporting looks like before hiring anyone. Interest disclosure: RSC is an evaluation and analytics firm and a potential competitor in the market described here. This is a demonstration of our reporting standard, not independent market research. A client engagement additionally delivers the confidence-marked outcomes table and underlying data tables from the program's own data; this public sample is built from public records only.

SCOPE

4 councils sized in depth; United Way Suncoast and the DCF managing entity reviewed as context

DATA

budget PDFs, award postings, a master contract, USAspending API

METHOD

primary-artifact verification of every figure

PREPARED BY

Rojas Strategic Consulting LLC

v1.1 · sealed 2026-07-27 • data as of 2026-07-26 • RSC-2026-PUB-01

Public sample: free to share with attribution.

BOTTOM LINE | RSC FOR PUBLIC RELEASE

THE QUESTION YOU ASKED

How big is the children's-services funder layer, and what does it mean for funded organizations?

OUR ANSWER

Four councils budget roughly $644-660 million a year, depending on basis. Awards carry reporting obligations, with the mechanics documented in two instruments outside the four councils: a state managing entity's master contract and one funder's published guidelines. On the evidence we have, reporting is likely the renewal condition (MODERATE, the obligation finding).

WHAT WE RECOMMEND YOU DO

1. **Build the reporting calendar: every funder, every due date, one page.**
   Executive director or program director, low: one afternoon against grant agreements.
2. **Inventory your data against funder outcome requirements; check submissions before they go in.** Program staff, moderate: one pass per funded program.

THE NUMBERS BEHIND IT

$644M	**3**	**10**	**Oct 1**
FOUR-COUNCIL LAYER, PER YEAR	EVALUATION SOLICITATIONS	LARGEST APPLICANT FIELD	THE SHARED FISCAL NEW YEAR
FY25-26, stated bases	one day: April 2, 2026	$695K recommended	all four councils

WHERE TO READ MORE

Findings · Recommendations · Analytic basis · How we did this

FINDING 01 THE LAYER

MODERATE CONFIDENCE

Four councils budget roughly $644 million to $660 million a year, depending on basis

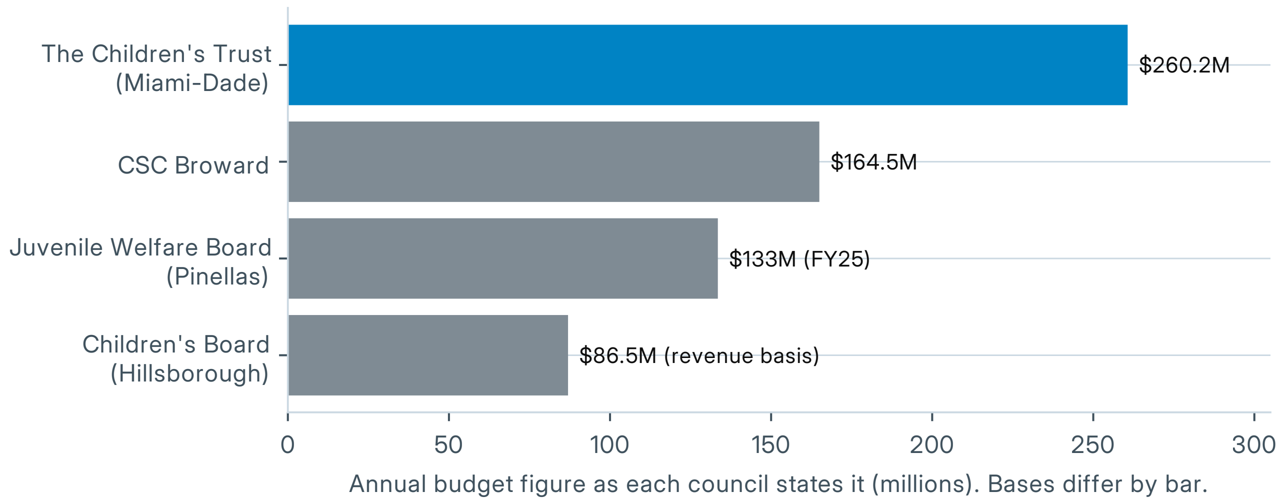

Figure 1. FY 2025-26 budget authority as each council states it; the bases differ per bar. Children's Board of Hillsborough County: $86.5M is its stated total revenue ($86,465,542) and, nearly identically, its total program expenditures ($86,461,379), from the Approved FY2026 Budget PDF; the same document's total budgeted expenditures, adding operating, capital, and government fees, are $101.9M ($101,929,369). Juvenile Welfare Board: its stated FY25 impact budget; their own pages carry $126M to $133M. CSC Broward: total budgeted expenditures, which include a roughly $24 million fund-balance draw ($164,532,807; total budgeted revenues state the same figure), from the January 2026 Council Packet budget-to-actual statements. The Children's Trust: budgeted expenditures, per its budget FAQ. Pulled 2026-07-26.

> **Every secondhand estimate we started from was low.**
> Our own first-pass estimates, built from secondhand web sources before we pulled the primary documents, put these councils at $40-60M, $90-100M, $100M and $190M respectively. Their own current documents say $86.5M, $126-133M, $164.5M and $260.2M. Anyone sizing this layer from secondhand numbers is undercounting it by roughly a third.

Analytic basis for this finding (alternatives considered, and what would change it): page 7.

FINDING 02 THE EVALUATION MARKET HIGH CONFIDENCE

Three evaluation solicitations in one day at the largest council

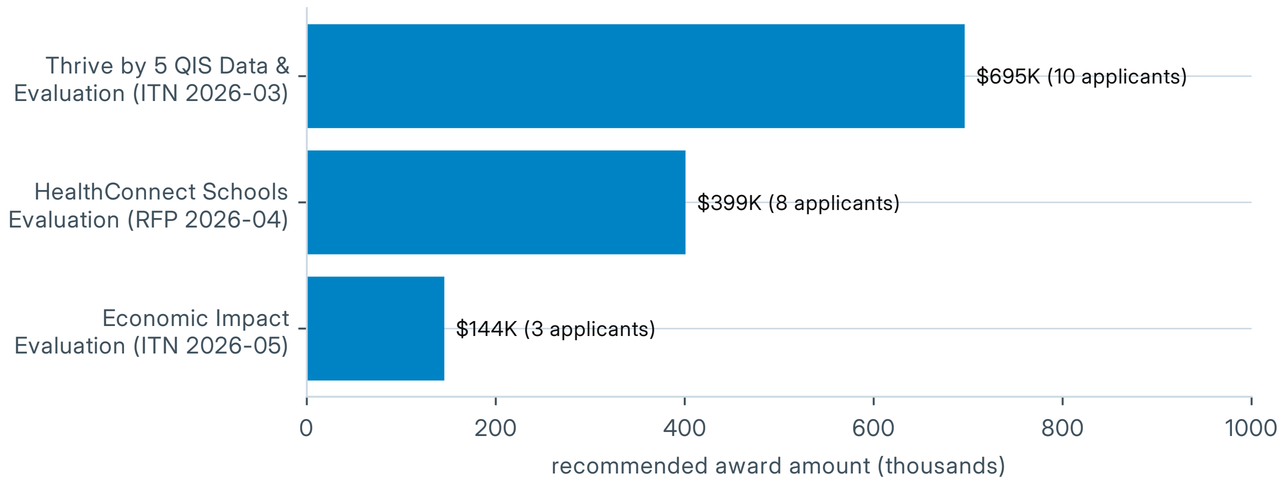

Figure 2. Recommended award amount and applicant count for the three evaluation solicitations The Children's Trust released the same day, April 2, 2026, sharing one bidders' conference (April 3) and one published timeline; the three posted recommendations total $1.24M. RFP 2026-04 (HealthConnect in Our Schools evaluation): $399,290, field of eight. ITN 2026-05 (economic impact evaluation): $144,000, field of three. ITN 2026-03 (Thrive by 5 QIS data infrastructure and program evaluation, the evaluator seat for a $47.5M-per-year, 361-site program): recommended funding not to exceed $694,777, split across two organizations (Stabilify, LLC, $264,200; University of Florida, $430,577), field of ten. Selections announced May 20, 2026; contracts start July 1, 2026 on the shared timeline; ITN 2026-03's figures are its posted not-to-exceed recommendation amounts. Source: the Trust's own funding-recommendation postings, two pulled 2026-07-26 and ITN 2026-03's pulled 2026-07-27.

Eight applicants, one recommended winner.

A small specialized LLC was the recommended winner in a field of eight that included large national research firms and two public universities. We do not have the scoring documents and cannot say why any applicant scored as it did. What the record supports is that the field was small enough to be worth entering.

Analytic basis for this finding (alternatives considered, and what would change it): page 7.

FINDING 03 THE OBLIGATION

MODERATE CONFIDENCE

An award here carries a reporting obligation with it

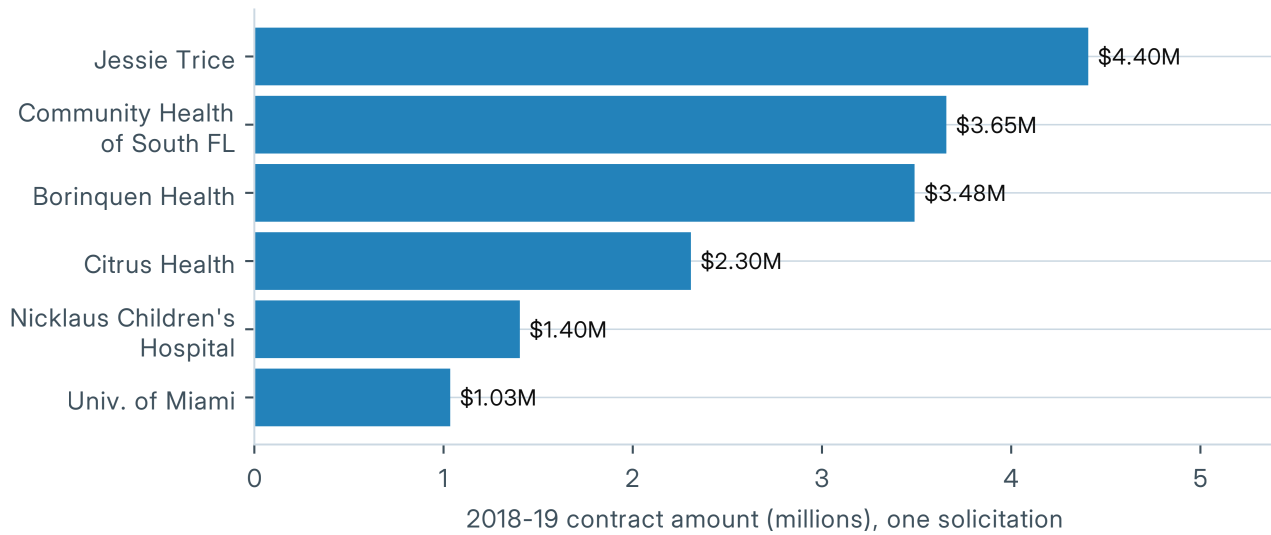

Figure 3. Awards from a single school-health solicitation at the same council (RFP 2018-01; board-approved April 12, 2018): $16.25M per year across six agencies and 141 school sites, per the council's published recommendation document. Shown as the award-structure illustration; the successor cycle is noted in the analytic basis.

The winners include a children's hospital and a university.

In April 2018, the largest council's board approved these six school-health awards; each organization took on, with its award, annual outcome reporting to its funder: screenings delivered, students served, health outcomes tracked. That obligation, multiplied across the roughly one hundred funded programs a council runs (the Pinellas council alone funds 98 programs across 51 agencies), is the quiet workload this layer creates. Continued funding is decided against submitted performance reporting. The clearest documented example of this mechanic comes from a different funder in the region: under the DCF managing entity's master contract (QHME2, Central Florida Behavioral Health Network), providers submit performance data monthly, and once performance is calculated from submitted data the contract states it may not be altered or amended (section D.3.4.1).

Analytic basis for this finding (alternatives considered, and what would change it): page 7.

RECOMMENDATIONS RSC FOR PUBLIC RELEASE

Two moves for a funded nonprofit before the next fiscal year. Each has an owner and a way to tell if it worked.

RECOMMENDATION 01 OF 2

Build the reporting calendar: every funder, every due date, one page

OWNER

Executive director or program director

EFFORT

Low: one afternoon against grant agreements

EXPECTED EFFECT

Likely converts deadline surprises into scheduled work; the October-1 alignment means the load clusters and is plannable

HOW WE WILL KNOW IT WORKED

Next two quarters: reports submitted on time without a scramble week

RECOMMENDATION 02 OF 2

Inventory your data against funder outcome requirements; check submissions before they go in

OWNER

Program staff

EFFORT

Moderate: one pass per funded program

EXPECTED EFFECT

Likely surfaces the gap between data collected and outcomes owed while there is time to fix collection midyear; and under the DCF managing entity's master contract (QHME2, Central Florida Behavioral Health Network), performance calculated from submitted monthly data may not be altered or amended afterward (section D.3.4.1), so a checked submission likely protects measured performance directly

HOW WE WILL KNOW IT WORKED

Share of funder-required outcomes reportable from existing data, and submission-error rate, next two quarters

We keep this list short on purpose: a report with ten recommendations has no priorities. Recommendations sit on their own page so a reader can set one aside and still trust the findings, which stand on their own evidence.

ANALYTIC BASIS RSC FOR PUBLIC RELEASE

WHAT THE CONFIDENCE LABELS MEAN

They describe the strength of our EVIDENCE, not the size of the finding. A HIGH-confidence finding is not a bigger problem than a MODERATE one; it just means we are surer of it.

HIGH Measured directly, for everyone. We would be surprised to be wrong.

MODERATE The evidence points this way, but it has a known weakness we name below (who answered, how the questions held together).

LOW Suggestive only. Treat it as a question to test, not a fact to act on.

Finding 01 • The layer MODERATE

ALTERNATIVES CONSIDERED

Budget totals mix program dollars with reserves and carry-forward in different proportions per council, so the $644M figure is budget authority on the bases shown, not identical-basis program spend. The bases also differ: CBHC's bar is its stated revenue/program-expenditure figure ($86.5M), while its total budgeted expenditures are $101.9M; on a total-expenditure basis the four-council layer runs roughly $660M. A program-dollars-only comparison would shift the mix but not the scale. On confidence: each per-council figure is read directly from that council's own primary document, but each is a single source, one council's own pages disagree internally ($126M to $133M), and the aggregate moves with the basis chosen; that is direction clear, magnitude uncertain under our rubric, so this finding carries MODERATE rather than HIGH confidence.

WHAT WOULD CHANGE THIS JUDGMENT

Next budget season (adopted budgets, September 2026): if any council's adopted FY26-27 total moves more than 15% from these figures, this sizing should be re-run before anyone relies on it.

Finding 02 • The evaluation market HIGH

ALTERNATIVES CONSIDERED

Three solicitations in one spring is still a short series; the every-spring cadence read (spring release, July start) rests on this cycle plus the councils' shared October-1 fiscal architecture (LOW confidence: a single cycle). Any generalization that small specialized firms fare well here rests on a single cycle's recommendations and is a hypothesis to test across cycles, not a finding.

WHAT WOULD CHANGE THIS JUDGMENT

If the 2027 cycle brings no comparable evaluation solicitation at this council by May 2027, the every-spring cadence read weakens to opportunistic buying and the market-sizing here should be restated.

CAVEAT

All three solicitations released April 2 and closed May 7; all three funding recommendations posted May 20, and contracts start July 1 on the shared timeline. A firm or university intending to compete in 2027 can put the bidders' conference on its calendar a year in advance.

Finding 03 • The obligation MODERATE

ALTERNATIVES CONSIDERED

Award amounts shown are contract ceilings at approval, not final spend; actual annual amounts vary with exercised renewals. The successor school-health portfolio has already published: on January 13, 2026 the

> council announced that, beginning July 2025, the same initiative funds six agencies at $25,824,500 per year across 283 schools; the chart keeps the prior 2018 cycle by design, as the award-structure illustration. The obligation mechanics are documented in two instruments here (the QHME2 master contract and the funder guidelines reviewed); extending them to every award in the layer is a judgment from those two, which is why this finding carries MODERATE confidence.
>
> WHAT WOULD CHANGE THIS JUDGMENT
>
> The next portfolio publication or amendment cycle is the trigger: when the successor cycle's award document publishes materially different award structure, refresh this chart from it and re-test the obligation read.

HOW WE DID THIS RSC FOR PUBLIC RELEASE

What we looked at

Published budget documents from four children's services councils; award and solicitation postings from the largest council's own procurement pages; one state master contract governing a regional behavioral-health managing entity; and federal assistance data from the USAspending API. Every document is public; nothing here required privileged access.

How each figure was checked

Each number was read from the primary artifact itself (the budget PDF, the award posting, the contract), not from news coverage or directories. Where an organization's own pages disagree (one council's site states its budget as $126M in one place and $133M in another), we show the range and say so.

What this cannot tell you

Budget authority is not identical-basis program spend. One spring's three solicitations are a short series for a cadence claim, and the largest of the three awards is charted from its posted not-to-exceed funding recommendation, not an executed contract. And public documents show what funders bought, not how satisfied they were with what they received.

Nothing was dropped along the way

Fifteen public artifacts were collected for this report (four budget documents, seven award and solicitation postings, one funder news announcement, one master contract, one federal data pull, one funder guidelines set); fifteen passed the authenticity check (each retrieved from the publishing organization's own site or the federal API); fifteen were analyzed. Every council we set out to size is in the report; two further funders (a United Way and the state's behavioral-health managing entity) inform the reporting-obligation finding as context. No source was consulted and then omitted. The federal data pull produced no finding that met our evidence bar; it is retained in the manifest and reported here rather than dropped.

How you can check our work

Every figure's source document is named in its caption or the text, with the pull date, and the underlying research file keeps a manifest of each artifact, where it came from, and when it was pulled. The federal data pull is reproducible by one command against the public USAspending API. All sources are public: a reader can retrieve each artifact and re-derive each number without contacting us.

Assumptions register

- LINCHPIN Published budget documents represent actual spending authority for the fiscal year shown; a mid-year amendment could shift totals.
- Funding recommendations approved by council boards became executed contracts on the stated start dates without material change.
- The applicant lists published with award recommendations are complete (no withdrawn applicants omitted).

v1.1 · sealed 2026-07-27 • v1.1 supersedes v1.0 (sealed 2026-07-27, never published), revised after outside pre-publication review; built from public primary artifacts pulled 2026-07-26, with ITN 2026-03's funding recommendation pulled 2026-07-27. This is a dated demonstration sample, not a live analysis. Each finding is pre-registered in RSC's calibration ledger with its change indicator and a re-measure date; the ledger, not this PDF, carries how each claim ages.