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**CHILDREN'S SERVICES COUNCIL  
OF BROWARD COUNTY  
MEMBERS:**

*Jeffrey S. Wood, Chair  
Governor Appointee*

*Dr. Christine Thompson, Vice Chair  
Governor Appointee*

*Senator Nan Rich, Secretary  
Broward County Commission*

*Alyssa Foganholi  
Governor Appointee*

*Dr. Howard Hepburn  
Superintendent  
Broward County Public Schools*

*Debra Hixon  
Board Member  
Broward County Public Schools*

*Julia Musella  
Governor Appointee*

*Robert Shea  
Child Protection Director,  
Southeast & Southern Regions  
Department of Children & Families*

*Dr. Paula Thaqi  
Director  
Broward County Health Dept.*

*Honorable Francis Viamontes  
Judicial Member*

*Vacant  
Governor Appointee*

**STAFF**

*Cindy J. Arenberg Seltzer  
President/CEO*

**LEGAL COUNSEL**

*John Milledge*

*Garry Johnson*

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**DATE:** November 14, 2025

**TO:** Council Members

**FROM:** Cindy Arenberg Seltzer, President/CEO

**SUBJECT:** Information for the November 20<sup>th</sup> Council Meeting

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Enclosed are the information packets for the CSC monthly meeting on Thursday, November 20<sup>th</sup>, 9:30 a.m. - Noon, in the CSC Board Room. **Members should arrive at 9:00 a.m.** for a group photo for the Annual Report. If you usually receive a hard copy packet via courier, it should arrive on Friday afternoon.

This month's meeting agenda is large and substantive, with numerous action items. This month's Roundtable will feature a presentation by M Network on the Broward Survey Results.

If you have any questions or concerns about any of the agenda items or packet information, please do not hesitate to contact me at (954) 649-8420 or via email at [cseltzer@cscbroward.org](mailto:cseltzer@cscbroward.org).

I look forward to seeing you on Thursday!

**Children's Services Council of Broward County Monthly Meeting**  
6600 W. Commercial Blvd., Lauderhill, FL 33319 (with Zoom access)

Thursday, November 20, 2025

9:30 a.m.

*\*[Members to Arrive @ 9:00 a.m. for Annual Report Group Photo]\**

**MEETING AGENDA**

- |  |                |  |
|--|----------------|--|
| <b>I. Call to Order</b>                      |                | Jeffrey S. Wood, <i>Chair</i>                |
| <b>II. Roll Call</b>                         |                | Amy Jacques, <i>Special Assistant</i>        |
| <b>III. Chair's Report</b>                   |                | Jeffrey S. Wood, <i>Chair</i>                |
| a. Moment to Arrive                          |                |  |
| b. Approve October 2025 Council Minutes      | <b>(Tab 1)</b> |  |
| c. Reminder – December Meeting Canceled      |                |  |
| <b>IV. President's Report</b>                |                | Cindy Arenberg Seltzer, <i>President/CEO</i> |
| a. Good of the Order                         |                |  |
| b. FYI – December Office Schedule            |                |  |
| <b>V. Finance Committee Meeting</b>          | <b>(Tab 2)</b> | Paula Thaqi, <i>Committee Chair</i>          |
| Accept Quarterly Investment Report           | <b>(Tab 3)</b> |  |
| <b>VI. Program Planning Committee Report</b> | <b>(Tab 4)</b> | Christine Thompson, <i>Committee Chair</i>   |
| Approve the Allocation of Funds to the       | <b>(Tab 5)</b> |  |
| Broward County Collaborative Cross-Funder    |                |  |
| Emergency Fund to Provide Emergency          |                |  |
| Support for Broward County Children and      |                |  |
| Families                                     |                |  |
| <b>VII. Chief Program Officer Report</b>     |                | Maria Juarez, <i>CPO</i>                     |
| a. Approve Postponing the Release of the     | <b>(Tab 6)</b> |  |
| Respite RFP until the Family Supports        |                |  |
| Procurement Cycle in FY 26/27 and            |                |  |
| Approve the Extension of the Respite         |                |  |
| RFP Contract Renewal Term Through            |                |  |
| September 30, 2027                           |                |  |
| b. Approve Extension of Promise              | <b>(Tab 7)</b> |  |
| Neighborhood Subcontracts and                |                |  |
| Administrative Expenses for Five Months      |                |  |
| from January 1, 2026, through                |                |  |
| May 31, 2026, Utilizing Unallocated and      |                |  |
| Underutilized Funds within the Special       |                |  |
| Revenue Fund                                 |                |  |

- c. Approve the MOST 2026 RFP Rating Committee Source Experts (Tab 8)
- d. FYI – Summer MOST Project Based Learning Report (Tab 9) Liza Khan, *Assistant Director*

**VIII. Chief Innovation Officer Report**

Sue Gallagher, *CIO*

- a. Approve ChildNet Data Sharing Agreement, Pending Final Legal Approval (Tab 10)
- b. Accept Health Foundation of South Florida Revenue and Approve Related Expenditures (Tab 11)

**IX. Chief Public Affairs Officer Report**

Sharetta Remikie, *CPAO*

- a. Approve Event Planner Bid Source Experts as Raters for the CSC Summit (Tab 12)
- b. Approve Government Affairs Consulting Services (Tab 13) **To Be Distributed**
- c. Approve CSC Staff to Receive the Subaru Loves to Help In-Kind Donation (Tab 14)

**X. Chief Operating Officer Report**

David H. Kenton, *COO*

- a. Approve Budget Carry Forward from FY 24/25 into FY 25/26 (Tab 15)
- b. Approve Budget Amendments and Preliminary Financial Statements for Fiscal Year Ending September 30, 2025 (Tab 16)
- c. Accept the Managed Fund Monthly Statements (Tab 17)
- d. Approve CSC Monthly Purchases (Tab 18)

**XI. Agency Capacity Building Report**

(Tab 19) Jeffrey S. Wood, *Committee Chair*

**XII. Funders Forum Meeting Report**

(Tab 20) Maria Juarez, *CPO*

**XIII. Public Comment**

Jeffrey S. Wood, *Chair*

**XIV. Council Members' Roundtable**  
Broward Survey Report

Cindy Arenberg Seltzer, *President/CEO*  
Thom Mozloom, *President,*  
*The M Network*  
  
Grace Ramos, *Account Executive,*  
*The M Network*

**XV. For Your Information****(Tab 21)**

- a. Community Impact
- b. Attendance Report

*Please complete this form [ASL Request Form](#) for ASL interpreter requests. For all other requests for special accommodations, please reach out to Betty Dominguez at (954) 377-1665 or [bdominguez@cscbroward.org](mailto:bdominguez@cscbroward.org) at least one week in advance so that proper arrangements can be made.*





**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY**

Held @ 6600 W. Commercial Blvd., Lauderhill, FL 33319  
and by Zoom Webinar with public access by computer or phone

October 16, 2025

9:30 A.M.

**Minutes**

**Council Members in Physical Attendance:**

School Superintendent Howard Hepburn, School Board Member Debra Hixon, Broward County Commissioner Nan Rich, DCF Child Protection Director Robert Shea, Health Department Director Paula Thaqi, Governor Appointee Christine Thompson (*Vice Chair*)

**Council Members Virtual:**

Governor Appointee Julia Musella, Governor Appointee Jeffrey S. Wood (*Chair*)

**Council Members Absent:**

Governor Appointee Alyssa Foganholi, Judge Francis Viamontes

**Counsel Present:**

Garry Johnson, Esq.

**Staff in Attendance:**

Cindy Arenberg Seltzer (President/CEO), David Kenton, Maria Juarez, Sue Gallagher, Michelle Hamilton, Dion Smith, Lisa Bayne, Marlando Christie, Ken King, Marissa Greif-Hackett, Carl Dasse, Kathleen Campbell, Carl Dasse, Kimberly Adams Goulbourne, Amy Jacques, Angie Buchter, Tracy Graham, Andria Dewson, Nelson Giraldo, Johnsingh Jeyasingh, Jimmy Jean, Akil Edwards, Liza Khan, Keyonia Lawson, Michelle Hagues-Fullwood, Trisha Dowell, Yolanda Meadows, Shantigra Williams, Jennifer Wennberg, Ashley Cole, Felina Rosales-Furer, Pooja Yajnik, Shira Fowlkes, Brooke Sherman, Leslie Saca, Dianne Choi, Jheanelle Henry, TaiQuay Bogle, Melissa Soza, Julie Toscano, Shaquoia Wilson, Natalie Gomes, Jill Denis-Lay, Demetria Rawls, Jennifer Fletcher, Kandyss Torrence, Arturo Parham, Shawanda Spencer, Deidre-Ann Burrell, Cynthia Reynoso, Julie-Ann Waweru, Kyle Jones, Roxanne Smith, Ileana Blanco, Nicolette Picardi, Camila Mathieson, Maddy Jones, Maryanne Rodriguez, Amber Gross, Meg Wallace, Priscilla Cole, Astrid Cantos, Clarice Horton, Danielle Brooks, Erin Byrne, Jeffery Glover, Youseline Jean Baptiste; Florence Ukpai, S. Lorenzo Benaine, Erica Ansley, Horace Summers, Kim Reid, Janine DeLeon, Travis Johnson, Marissa Aquino, Gabi Tabib, Latora Steel, Betty Dominguez, Ivy Pierre, Alexia Bridges, Carlos Campos, Fabiola LG, Diego Alvarez, Jessica Rincon

**Guests in Attendance:**

See Attachment 1

**Agenda:**

I. Call to Order

Vice Chair Christine Thompson called the meeting to order at 9:30 A.M.

II. Roll Call

The roll was called, and an exact quorum was established.

III. Chair's Report

a) Moment to Arrive

Council Members took a moment to allow their bodies and minds to settle and focus before considering the meeting agenda items.

b) Council Minutes September 18, 2025

c) TRIM Minutes September 18, 2025

d) Cancel December 2025 Monthly Council Meeting

e) 2026 Meeting Schedule

**ACTION: Dr. Thaqi made a motion to approve the action items under the Chair's Report, which included approval of the Council meeting minutes from September 18, 2025; approval of the Final Trim Hearing minutes from September 18, 2025; approval of the cancellation of the December monthly meeting; and approval of the proposed monthly meeting dates for 2026, all as presented. The motion was seconded by Senator Rich and passed with no opposing votes.**

f) November Annual Report Photo

Dr. Thompson asked Members to arrive 30 minutes early, at 9:00 A.M., for the November 20 Council meeting in order to take a group photo for the Annual Report.

IV. President's Report

a) Good of the Order

Ms. Arenberg Seltzer highlighted Choose Peace Week activities as part of the anti-bullying campaign Choose Peace-Stop Violence, an initiative among the CSC, the school district, and the United Way. Members viewed a promotional video featuring Dr. Hepburn, Ms. Arenberg Seltzer, and Ms. Kathleen Cannon

(President and CEO of United Way Broward) speaking to the importance of this year's theme, Speak Life End Bullying. Other peace activities that took place in the schools, CSC, and the community include a peace poster contest, Chalk4 Peace, Choose Peace gratitude letters, peace gardens, peace tree kindness cards, peace pledges, pinwheels for peace, and a peace proclamation from the City of Tamarac that recognized October as National Bullying Prevention Month. The City also launched its #TamaracBeKind Campaign, encouraging residents, schools, and businesses to engage in everyday acts of kindness.

Ms. Arenberg Seltzer shared proclamations from the City of Tamarac and the City of West Park recognizing Celebrate Babies Week 2025. She noted that many of our local agencies and cities are celebrating the babies of our communities to bring awareness to infant mental and physical health. She also noted that the Maternal and Child Health Committees that include the Florida Association of Infant Mental Health Broward Chapter, under the Broward Partnerships for Kids, led this initiative locally.

Ms. Arenberg Seltzer highlighted the recent Read for the Record author activities in Broward to kick off Jumpstart's campaign for their 20<sup>th</sup> anniversary of Read for the Record. The annual event will be held in February this year, instead of October, to coincide with their anniversary. The author activities included a special reading at the Broward Estates Early Learning & Resource Center with Superintendent Hepburn and Marcus Bridgewater, author of this year's book, *See Marcus Grow*; the Conference on Children's Literature, where Mr. Bridgewater shared his journey to becoming an author and the lessons he learned along the way; and the unveiling of a Little Free Library as part of the anniversary celebration. Ms. Arenberg Seltzer drew Members' attention to a signed copy of this year's book at the dais for them.

Ms. Arenberg Seltzer shared that she presented Dunkin' with the 2025 Transition Services Training Site of the Year Award at Arc Broward's 3<sup>rd</sup> Annual InspHired Awards, which was held during National Disability Employment Awareness Month. The event recognized employers who champion inclusive hiring and individuals with special abilities who have worked hard to achieve their employment dreams. More than 20 young people across four Dunkin' locations have gained hands-on experience, built confidence, and developed the workplace skills they need to succeed.

Ms. Arenberg Seltzer and Mr. Dion Smith (Director of Program Services), both former recipients of Community-Based Connections' Green Blazer Award, attended this year's awards gala and celebration, which honored exceptional healthcare leaders Tim Curtin (Memorial Healthcare System), Rosalyn Frazier (Broward Community & Family Health Centers), Kathy Salerno (Broward Health), and Ken Walters (Community Care Plan).

Ms. Arenberg Seltzer recently participated in Tomorrow's Rainbow's Pony Jail 'N Bale Inmate Lockup, where VIP community members were "rounded up" on site and confined alongside miniature horses until they raised their "bale." Tomorrow's Rainbow provides services to children and teens healing from grief and trauma.

Ms. Kathleen Campbell (Director of Finance) was recently spotlighted in the Florida Government Finance Officers Association's October newsletter.

Ms. Kandyss Torrence (Training & Community Building Manager) will receive the Heritage and Distinguished Service Award on October 25<sup>th</sup> from the Friends of the African American Research Library and Cultural Center.

Ms. Arenberg Seltzer shared that the installation of the new front door has been completed.

b) Broward County Early Learning Study and Roadmap

Ms. Kathy Koch, Broward Workshop Board Member and Co-Chair of the Education Committee, explained the importance of the business community taking a leadership role in early childcare and in ensuring that children read on grade level by 3<sup>rd</sup> grade, which gives them the best chance of graduating and achieving economic security. She thanked the Council for their partnership in this effort.

**ACTION: Ms. Hixon made a motion to approve match funding to the Broward Workshop Early Learning Fund at the Community Foundation of Broward in support of the Broward County Early Learning Study and Roadmap, as presented. The motion was seconded by Mr. Shea and passed with no opposing votes.**

V. Program Planning Committee (PPC) Report

PPC Chair Christine Thompson, Ms. Juarez (CPO), and Ms. Arenberg Seltzer highlighted the recent Committee meeting. Dr. Thompson noted that Members discussed the multiple funding requests instead of making recommendations, as a physical quorum was not present at the meeting.

a) HANDY Leverage Funding Request

Mr. Kirk Brown, CEO of HANDY, introduced his staff in the room and thanked the Council for considering their leverage request, which he described as an effort by his team to ensure more care is provided to the homeless population, TIL youth, and families at risk.

Senator Rich shared that she had previously toured HANDY's OnMed Care Station and found it very impressive. She stated that she was excited to support it and encouraged her fellow Members to also visit it.

- b) OIC of South Florida (OICSFL) Youth Employment Leverage Funding Request
- c) Pilot Initiative to Allow Advance Payments to the Legal Aid Services of Broward for the Homeless Prevention Contract
- d) Hispanic Unity of Florida (HUF) Leverage Funding Request

Mr. Felipe Pinon, Hispanic Unity of Florida, thanked the Council for considering their leverage funding request. He stated that they empower families to become self-sufficient every day through vocational training, job placement, and assisting small business owners to grow their businesses. However, he noted that that's not the story of everyone, especially for thousands of clients who come because they cannot meet their basic needs, such as putting food on the table. He expressed hope that the Council will approve their request.

**ACTION: Ms. Hixon made a motion to approve all action items under the PPC Report, which include approval of the leverage funding for HANDY to provide physical healthcare navigation services to homeless youth, transition to independence (TIL) youth, and at-risk youth and families, and to approve the addition of a new Objective 913 to the Goals with Words, "Provide Healthcare Navigation Services to promote physical well-being;" approval of the OICSFL Leverage Request, and to approve editing Objective 034 to the Goals with Words, "Provide youth employment opportunities and job readiness training to economically disadvantaged youth ages 14-18 to promote employability skills and economic stability;" approval of a pilot initiative to allow advance payments to the Legal Aid Services of Broward for the Homeless Prevention Contract; and approval of leverage funding for the Hispanic Unity of Florida's Comprando Rico y Sano Program to provide services aimed at addressing food insecurity and promoting nutrition literacy in low-and moderate-income communities, all as presented. The motion was seconded by Mr. Shea and passed with no opposing votes.**

VI. Chief Program Officer Report

Adjustments to MOST Monitor Consultants' Allocations for FY 25/26

**ACTION: Dr. Thaqi made a motion to approve adjustments to MOST Monitor Consultants' allocations for FY 25/26, as presented. The motion was seconded by Senator Rich and passed with no opposing votes.**

VII. Chief Innovation Officer Report

Broward Partnerships for Kids (BPK) -- formerly Children's Strategic Plan

Dr. Gallagher commended Diane Choi (Assistant Director of Planning), Rhonda Morrison (Strategy Manager), Demetria Rawls (Strategy Manager – Special Needs), Marlando Christie (Director of Management Information Services), and Ken King (Director of Public Affairs & Organizational Development – Communications & Public Affairs) for their work with the BPK chairs to develop the new branded logo and the new highly functional website to support the work of the committees. She briefly touched upon some of the new website technology that helps improve programs, services, and community conditions for children and families in Broward.

VIII. Chief Public Affairs Officer (CPAO) Report

Mr. Ken King, on behalf of Dr. Remikie, briefly highlighted the items under the CPAO Report.

- a) Back-to-School Extravaganza FY 24/25
- b) Public Awareness Collateral Plan FY 25/26
- c) CPR Trainer Cadre

**ACTION: Dr. Thaqi made a motion to approve all action items under the CPAO Report, which include acceptance of revenue and reconciliation of expenditures for the Back-to-School Extravaganza FY 24/25, approval of the Public Awareness Collateral Plan for FY 25/26, and approval of the four vendors that have met the qualifications to join the CSC Trainer Cadre to deliver CPR training, all as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.**

- d) Media/Communications/Outreach Impact Report

Mr. King highlighted the Biannual Media, Communication, and Community Engagement Report, noting that community outreach had increased from April to September, with CSC participating in 51 more events. He noted that this increase is the direct result of the addition of two dedicated outreach specialists, as well as the commitment of the whole team.

IX. Chief Operating Officer (COO) Report

Dr. Kenton briefly highlighted the items under the COO Report.

- a) Budget Carryforward

- b) Disposal of Fully Depreciated Fixed Assets and Non-Capitalized Items for FY 24/25
- c) Managed Fund Monthly Statements
- d) CSC Purchases

**ACTION: Dr. Thaqi made a motion to approve all action items under the COO Report, which include approval of the Budget Carry-Forward for selected POs and initiatives, approval of the disposal of fully depreciated fixed assets and non-capitalized items for FY 24-25, acceptance of the monthly statements for the Managed Fund from PFM and US Bank, and approval of the CSC monthly purchases, all as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.**

X. Special Needs Advisory Coalition (SNAC) Meeting Report

Ms. Hixon briefly highlighted the recent meeting of the SNAC, referring Members to the minutes in the information packet and noting that 50 people from 20 different organizations were in attendance. She shared that Alicia-Ann Samuel was elected as the new Co-Chair. SNAC meetings are held quarterly, from 9:00 to 10:30 a.m. at the CSC Office. The next meeting is scheduled for January 16.

XI. Broward Reads Coalition Meeting Report

Senator Rich briefly highlighted the recent meeting of the Broward Reads Coalition, referring Members to the minutes in the information packet.

XII. Funders Forum Meeting Report

Ms. Juarez briefly highlighted the recent meeting of the Funders Forum, referring Members to the minutes in the information packet.

XIII. Public Comment

Ms. Roslyn Woods, Delta Education & Life Development Foundation and Broward County Delta Sigma Theta Sorority, and Ms. Veronia Boyd, Delta Education & Life Development Foundation and the Lauderhill Civic Design Team, thanked the Council for its partnership and the grant they received. Ms. Boyd is the Chair of Read America, where the grant funds were used. They were able to support more than 2,233 students, distributing 6,600 books to students in their program, along with backpacks and hygiene materials. Ms. Boyd shared that the children enjoyed meeting children's authors and choosing their own books. They presented the Council with a plaque to show their appreciation.



Dr. Gallagher pointed out that the grant funding was through CSC's Asset Based Community Development initiative.

**XIV. Council Members' Roundtable**

CSC staff led a Roundtable on the New Diversion Alternatives for Youth (New DAY) Request for Proposals (RFP) that is scheduled to be released next year.

Ms. Erin Byrne (Assistant Director of Program Services) highlighted the program area, providing background and history. She stated that these programs provide a meaningful alternative for young people who have come in contact with law enforcement. In lieu of formal prosecution, youth are given the opportunity, through participation in these programs, to learn from their mistakes, build resilience, and complete various requirements to resolve their cases.

Ms. Byrne noted that these programs fall under Council Goal 3, which is to reduce the recidivism rate of low-risk juvenile offenders who are at low risk to re-offend and prevent the escalation of crime. The desired outcome is that youth are free from involvement in delinquent acts, violence, and other problem behaviors that have serious long-term consequences. The desired population consists of juveniles up to and including the age of 17 at the time of the alleged offense, who reside in Broward County, have allegedly committed criminal offenses within the jurisdiction of Broward County, and meet specific eligibility criteria for diversion or civil citation. Referral sources include the State Attorney's Office and the Broward County Office of Justice Services.

She explained that CSC began funding these programs in 2003, in collaboration with the State Attorney's Office, due to high youth arrest rates. Initial funding was around \$2 million, but since then, the Council has doubled that to \$4,125,906.

Mr. Jeff Glover (Programs Manager) provided an overview of the programmatic services, outlining five psychoeducational programs, three therapeutic programs, and two psychoeducational & therapeutic programs. He explained that New DAY is a very structured program that youth must participate in and successfully complete to have their legal case dismissed. He briefly highlighted the New DAY program components: biopsychosocial assessment, case management services, individual/family counseling, restorative justice conferencing, community service & civic service learning, youth group services, caregiver support services, and family building retreats. He also outlined the New DAY staff training, which includes required trainings in restorative justice conferencing, trauma-informed care/ACES, motivational interviewing, and youth mental health first aid, as well as additional required trainings for program supervisors and clinical staff. He noted that staff are also exploring new trainings, such as working with youth with special needs.

Ms. Shira Fowlkes (Senior Planning & Research Manager) discussed the research, which shows that diversion programs are more effective and cost-efficient for youth, families, and the community than institutionalization. She stated that diversion programs result in reduced recidivism, an increased likelihood of success in education and employment, and savings of approximately \$214,000 per youth, per year for juvenile incarceration. For civil citations, which is a form of diversion, 61% of the 803 eligible youth in Broward County were issued a civil citation instead of being arrested between June 2024 and July 2025. Also, youth directly diverted via Florida's Pre-Arrest Civil Citation Programs, instead of Court-Adjudicated Diversion, are significantly less likely to reoffend. She stated that research also shows that 60-70% of youth in the juvenile justice system have behavioral health diagnoses in 2020, and that Adverse Childhood Experiences (ACEs) increase the likelihood of behavioral health issues and delinquent behavior. Each type of ACE experience increases the risk of delinquency by 35%. Research also shows that child-rearing practices and a child's social and biological circumstances are influenced by their parents' childhood trauma. By age 26, children of parents with four or more ACEs are 28% likely to be arrested, compared to 18% of children of parents with no ACEs. In fact, negative parental caregiver circumstances were more prevalent risk factors for delinquency than a child's own maltreatment, according to a study.

Components that increase successful programming include community-based treatment that is based on multi-system collaboration, and parent and caregiver participation as a strong protective factor against initial delinquency or any recidivism.

Ms. Fowlkes shared that provider and stakeholder feedback, including feedback from the State Attorney's Office and the Broward Sheriff's Office, demonstrated concern over the increased number of youth with high-level behavioral health needs. After exploring multiple new models, CSC is considering the addition of Dialectical Behavior Therapy (DBT) therapeutic model options. DBT is effective for individuals who have difficulty managing and regulating their emotions. She stated that staff's recommendations for high-need youth and their families will include the essentials of DBTA, which are emotional regulation, interpersonal effectiveness, mindfulness skills, and distress tolerance, as well as the concept of walking the middle path.

She also shared that Restorative Justice has proven positive results, including a reduction in recidivism rates, an increase in community and victim involvement and satisfaction, helping the offending youth take accountability for their actions, and allowing them to build empathy, manage conflict, and support emotional development. It was found that less than 1 in 10 completers of Restorative Justice commit a new offense within a year.

Ms. Ashley Cole (Assistant Director of Research & Evaluation) discussed performance measures. Performance measures have consistently met or exceeded

Council goals in the past two fiscal years. Some of the measures of this program include the percentage of youth who successfully complete the program, law violations that occur during program participation, an increase in youth resiliency, and law violations up to 12 months post-program participation. She stated that staff plan to continue using these measures in the upcoming RFP, along with the addition of a survey that looks at engagement in the Restorative Justice process.

XV. Adjournment

The meeting adjourned at 11:13 a.m. with a motion from Dr. Thaqi and a second from Ms. Hixon.

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Nan Rich, Secretary

## MEETING ATTENDEES (\*Denotes Speaker)

Name	Organization
Grace Ramos	The M Network
Lisa Clements	YMCA of South Florida
Shannon Atwell	OIC of South Florida, Inc.
Kirk Brown*	HANDY
Michele Fernandez	Hispanic Unity of Florida
Felipe Pinzon*	Hispanic Unity of Florida
Lauren Miller	OnMed/HANDY
Carolina Urrechaga	Hispanic Unity of Florida
Esther Garnier	HANDY, Inc.
Andree Garnier	HANDY, Inc.
Harrison Grandwilliams	Broward County Commission
Roslyn Woods*	Delta Education & Life Development Foundation Broward County Delta Sigma Theta Sorority
Veronica Boyd*	Delta Education & Life Development Foundation Lauderhill Civic Design Team
LaKena Crespo	COD
Rose Desmornes	Pembroke Pines Police Department
Angelika Schlanger	HANDY
Shawn Preston	Arc Broward
Kathy Koch*	Broward Workshop
Denissa Facey	Pembroke Pines Police Department
Arlene Connelly	OIC-SFL
Traci Schweitzer	Department of Children & Families

Name	Organization
Catherine Lievano	Pembroke Pines Police Department
Alison Rodriguez	YMCA of South Florida
Jessica Malagon	Pembroke Pines Police Department
Fallon Johnson	Urban League of Broward County
Gloria Moschella	Broward State Attorney
Mark Reyes	Urban League of Broward County



**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY  
Finance Committee Meeting**

**LOC: Virtual/Zoom  
November 12, 2025 @ 9:30 A.M.**

**Minutes**

**Committee Members in Attendance:**

Health Department Director Paula Thaqi (*Committee Chair*), Governor Appointee Christine Thompson, Governor Appointee Alyssa Foganholi

**Committee Members Absent:**

School Board Member Debra Hixon

**CSC Members (Non-Finance Committee) Present:**

Broward County Commissioner Nan Rich

**Staff in Attendance:**

Cindy Arenberg Seltzer (*President/CEO*), David Kenton (*Chief Operating Officer*), Kathleen Campbell (*Director of Finance*), Amy Jacques (*Special Assistant to the President/CEO*)

**Guests in Attendance:**

Leslie Weaber (*PFM Asset Management*)

**Agenda:**

**I. Call to Order**

Dr. Thaqi called the meeting to order at 9:30 A.M.

**II. Roll Call**

A roll call was conducted, with three of the four Finance Committee Members present, as well as Council Member Nan Rich.

**III. Past Committee Minutes**

Members had no edits for the Finance Committee Minutes from August 28, 2025.

**IV. Quarterly Investment Report as of September 30, 2025**

Ms. Leslie Weaber, PFM Asset Management, presented the Investment Performance Review for the Quarter Ended September 30, 2025. She provided a brief market update, noting a cooling of the labor market, with zero net new job creation. She noted that the Feds cut the interest rate twice in 2025, first in September and then again in October. She pointed out that Treasury yields had moved lower, which is

beneficial for the CSC portfolio, resulting in a positive performance. While there is still uncertainty with the economic outlook, Ms. Weaber noted that corporations are showing strong balance sheets. She highlighted the CSC portfolio as of September 30, 2025, noting that it was of high quality, well-diversified, and had performed well for the quarter with a positive change in market value.

**V. Public & Members' General Comments**

Ms. Arenberg Seltzer informed Members that, as required by law, CSC received a \$1.1 million refund from the Broward County Tax Collector for the portion of the \$1.52 million fee that was not utilized. While this information will be included in the meeting packet for the Council's monthly meeting on November 20, Ms. Arenberg Seltzer wanted to bring it to the attention of the Finance Committee, especially since the refund and interest earned from the strong investment portfolio contribute to an increase in the Fund Balance, which is used to contract for more services for Broward's children and families.

**VI. Adjourn**

The meeting adjourned at 9:58 A.M. with a motion from Senator Rich and a second from Dr. Thompson.



**TAB 3**

**For Council Meeting**  
**As Discussed at the Finance Committee**  
**Meeting on November 12, 2025**  
**November 20, 2025**

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<b>Issue:</b>	Managed Fund Quarterly Performance Reports
<b>Action:</b>	Accept the Managed Fund Quarterly Performance Report for Periods Ending September 30, 2025
<b>Budget Impact:</b>	N/A

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**Background:** At the November 18, 2021, Council Meeting, the Council approved establishing a Managed Investment Fund consisting of longer-term securities using the core investments. This fund is managed by PFM in accordance with CSC's Investment Policy, with US Bank providing custodial cash services. This longer-term portfolio maintains safety while adding additional yield to the overall investments. Together, PFM and US Bank manage the fund, which will be measured against several highly respected industry performance indexes to ensure the portfolio remains on track.

**Current Status:** In accordance with the Investment policy, a month following each quarter end, PFM presents a fund performance report to the Finance Committee using established benchmarks. This quarterly performance report is divided into sections, including a summarized snapshot of current economic Market conditions such as inflation and labor indicators, what the Federal Reserve is doing, projections of upcoming actions, and current trends for the security and bond markets. The next section of the report details the performance of CSC's Managed Funds, highlighting the quarterly performance of the fund against specific industry benchmarks. The remaining report details diversification, the sector allocation, and the details of each security in the fund. Ms. Leslie Weaber, the PFM Representative, reported that the CSC portfolio is of high quality and is currently outperforming the benchmark. The portfolio has earned interest of \$288,780 in the last quarter, ending September 30, 2025, and has accrued a total of \$3 million in interest earnings since its inception. She noted that while the economy remained resilient, it was showing signs of cooling. The full quarterly performance report was distributed to each Council Member with the Finance Committee packet; therefore, only an excerpt from the report related to the performance of CSC's Managed Fund is included here. The Council Members are welcome to attend the quarterly Finance Committee meetings when this report is presented in detail, and there are opportunities to ask questions related to the management and performance of the portfolio.

**Recommended Action:** Accept the Managed Fund Quarterly Performance Report for Periods Ending September 30, 2025



# CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

## Investment Performance Review For the Quarter Ended September 30, 2025

### Client Management Team

Leslie Weaber, Institutional Sales and Relationship Manager  
Richard Pengelly, CFA, CIMA, CTP, Managing Director  
Kecia Vaughn, Key Account Manager

### PFM Asset Management A division of U.S. Bancorp Asset Management, Inc

225 East Robinson Street |  
Suite 250  
Orlando, FL 32801  
407-341-8985

213 Market Street  
Harrisburg, PA 17101-2141  
717-232-2723

**NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE**

This material is for client use

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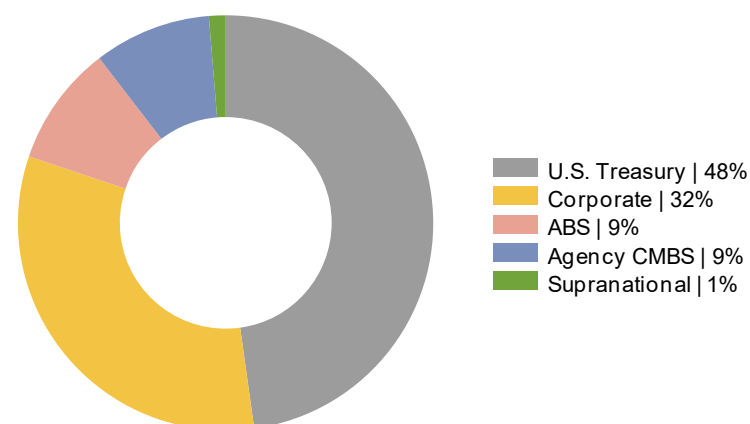
## Portfolio Review: CSC BROWARD COUNTY CORE PORTFOLIO

## Portfolio Snapshot - CSC BROWARD COUNTY CORE PORTFOLIO<sup>1</sup>

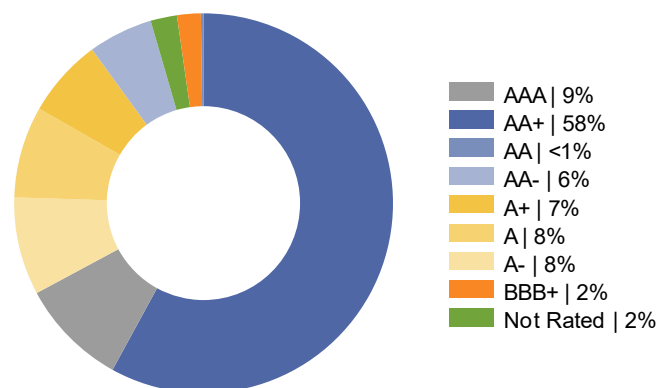
### Portfolio Statistics

<b>Total Market Value</b>	\$28,224,317.40
Securities Sub-Total	\$27,825,125.02
Accrued Interest	\$242,265.48
Cash	\$156,926.90
<b>Portfolio Effective Duration</b>	1.76 years
<b>Benchmark Effective Duration</b>	1.77 years
<b>Yield At Cost</b>	4.33%
<b>Yield At Market</b>	3.85%
<b>Portfolio Credit Quality</b>	AA

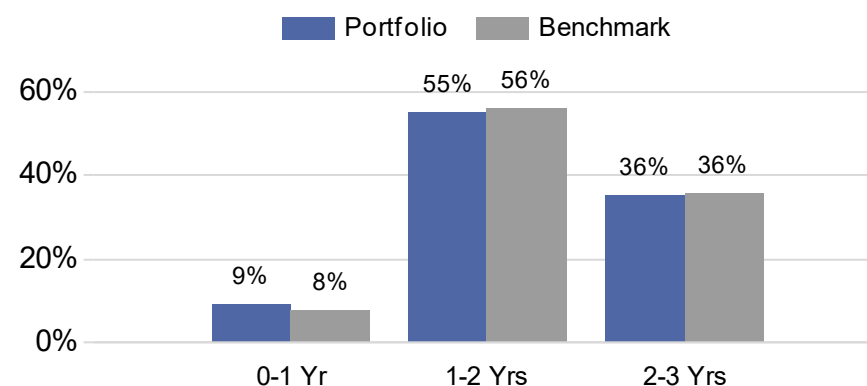
### Sector Allocation



### Credit Quality - S&P



### Duration Distribution



1. Yield and duration calculations exclude cash and cash equivalents. Sector allocation includes market values and accrued interest. The portfolio's benchmark is the ICE BofA 1-3 Year U.S. Treasury Index. Source: Bloomberg Financial LP. An average of each security's credit rating was assigned a numeric value and adjusted for its relative weighting in the portfolio.

## Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>U.S. Treasury</b>	<b>47.8%</b>	
United States Treasury	47.8%	AA / Aa / AA
<b>Agency CMBS</b>	<b>9.1%</b>	
Federal Home Loan Mortgage Corp	7.9%	AA / Aa / AA
Federal National Mortgage Association	1.2%	AA / Aa / AA
<b>Supranational</b>	<b>1.3%</b>	
African Development Bank	1.3%	AAA / Aaa / AAA
<b>Corporate</b>	<b>32.5%</b>	
Accenture PLC	0.1%	AA / Aa / NR
Adobe Inc	0.7%	A / A / NR
Advanced Micro Devices Inc	0.4%	A / A / NR
Air Products and Chemicals Inc	0.7%	A / A / NR
American Express Co	0.4%	A / A / A
Analog Devices Inc	0.6%	A / A / A
ANZ Group Holdings Ltd	1.0%	AA / Aa / AA
Apple Inc	1.1%	AA / Aaa / NR
AstraZeneca PLC	0.3%	A / A / NR
Bank of America Corp	1.2%	A / A / AA
Bank of Montreal	0.7%	A / A / AA
Bayerische Motoren Werke AG	0.7%	A / A / NR
BlackRock Inc	0.5%	AA / Aa / NR
BP PLC	0.6%	A / A / A
Bristol-Myers Squibb Co	0.1%	A / A / NR
Canadian Imperial Bank of Commerce	0.5%	A / A / AA
Caterpillar Inc	0.7%	A / A / A
Chevron Corp	0.6%	AA / Aa / NR
Cintas Corp	0.3%	A / A / NR

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>Corporate</b>	<b>32.5%</b>	
Cisco Systems Inc	0.5%	AA / A / NR
Citigroup Inc	0.7%	BBB / A / A
Commonwealth Bank of Australia	0.9%	AA / Aa / AA
Cooperatieve Rabobank UA	0.9%	A / Aa / AA
Cummins Inc	0.1%	A / A / NR
Deere & Co	0.7%	A / A / A
Diageo PLC	0.7%	A / A / NR
Eli Lilly & Co	0.6%	A / Aa / NR
Goldman Sachs Group Inc	0.6%	BBB / A / A
GSK PLC	0.3%	A / A / NR
Hershey Co	0.2%	A / A / NR
Home Depot Inc	0.4%	A / A / A
Honda Motor Co Ltd	0.5%	A / A / NR
Hormel Foods Corp	0.2%	A / A / NR
HSBC Holdings PLC	0.8%	A / A / A
Johnson & Johnson	0.7%	AAA / Aaa / NR
JPMorgan Chase & Co	1.2%	A / A / AA
Kingdom of Norway	1.3%	AA / Aa / NR
Lockheed Martin Corp	0.1%	A / A / A
Mastercard Inc	0.5%	A / Aa / NR
Morgan Stanley	1.2%	A / Aa / AA
National Rural Utilities Cooperative Fi	0.4%	A / A / A
PACCAR Inc	0.7%	A / A / NR
PepsiCo Inc	0.7%	A / A / NR
PNC Financial Services Group Inc	0.5%	A / A / A
Royal Bank of Canada	1.2%	A / A / AA

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Includes accrued interest and excludes balances invested in overnight funds.

## Issuer Diversification

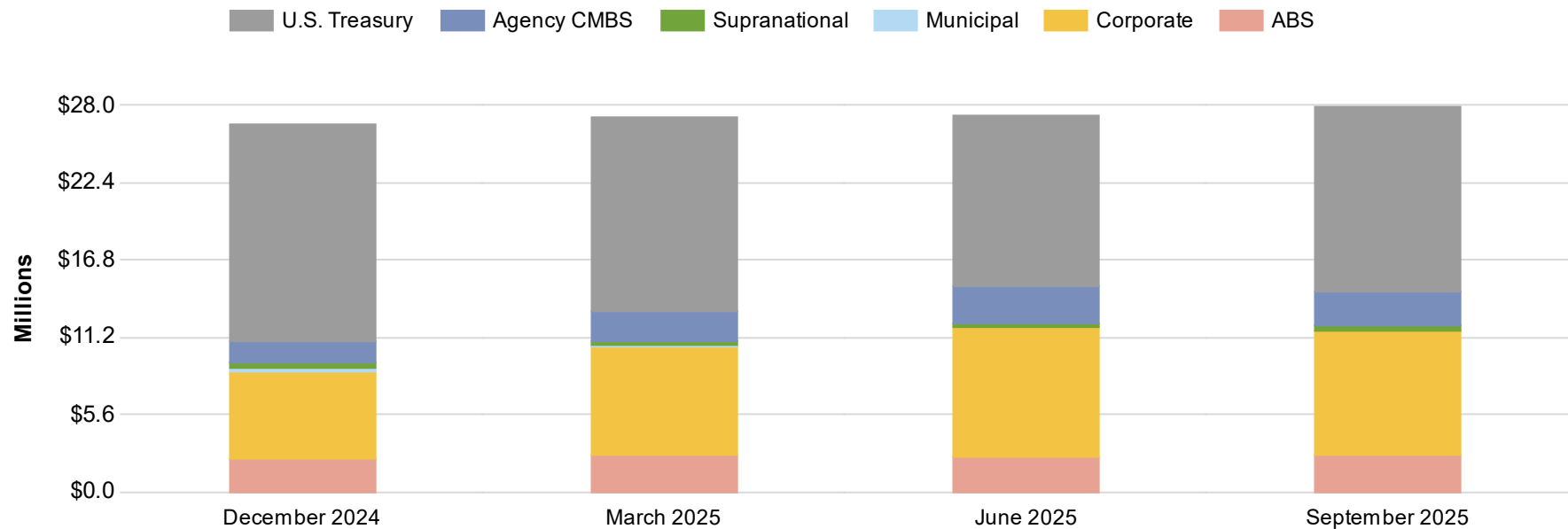
Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>Corporate</b>	<b>32.5%</b>	
State Street Corp	0.9%	A / Aa / AA
Target Corp	0.1%	A / A / A
Texas Instruments Inc	0.4%	A / Aa / NR
Toronto-Dominion Bank	0.7%	A / A / AA
UnitedHealth Group Inc	0.7%	A / A / A
Walmart Inc	0.2%	AA / Aa / AA
Wells Fargo & Co	0.6%	BBB / A / A
Westpac Banking Corp	0.7%	AA / Aa / NR
<b>ABS</b>	<b>9.3%</b>	
Ally Auto Receivables Trust	0.2%	AAA / Aaa / AAA
American Express Co	1.4%	AAA / NR / AAA
Capital One Financial Corp	0.8%	AAA / Aaa / AAA
CarMax Inc	0.4%	AAA / Aaa / AAA
CNH Equipment Trust	0.8%	AAA / Aaa / AAA
Ford Credit Auto Owner Trust	0.8%	AAA / Aaa / NR
GM Financial Consumer Automobile Receiv	0.7%	AAA / Aaa / AAA
Honda Auto Receivables Owner Trust	0.6%	AAA / Aaa / AAA
Hyundai Auto Receivables Trust	0.4%	AAA / NR / AAA
John Deere Owner Trust	0.6%	NR / Aaa / AAA
Toyota Auto Receivables Owner Trust	0.5%	AAA / NR / AAA
Volkswagen Auto Loan Enhanced Trust	0.6%	NR / Aaa / AAA
WF Card Issuance Trust	1.0%	AAA / Aaa / AAA
World Omni Auto Trust	0.5%	AAA / NR / AAA
<b>Total</b>	<b>100.0%</b>	

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Includes accrued interest and excludes balances invested in overnight funds.



## Sector Allocation Review - CSC BROWARD COUNTY CORE PORTFOLIO

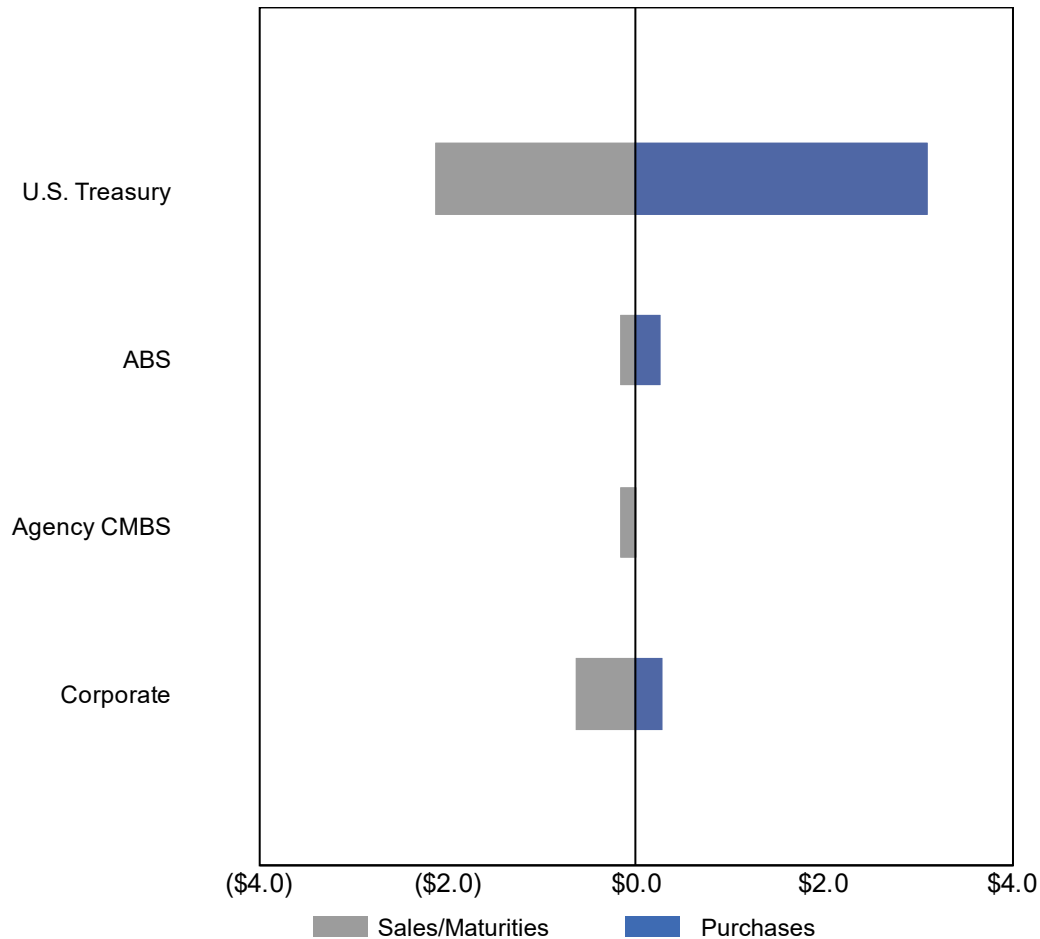
Security Type	Dec-24	% of Total	Mar-25	% of Total	Jun-25	% of Total	Sep-25	% of Total
U.S. Treasury	\$15.8	59.2%	\$14.1	51.7%	\$12.3	45.1%	\$13.3	47.8%
Agency CMBS	\$1.6	5.9%	\$2.1	7.9%	\$2.7	9.8%	\$2.5	9.1%
Supranational	\$0.4	1.4%	\$0.4	1.4%	\$0.4	1.4%	\$0.4	1.3%
Municipal	\$0.2	0.9%	\$0.1	0.2%	\$0.0	0.0%	\$0.0	0.0%
Corporate	\$6.3	23.7%	\$7.9	29.0%	\$9.4	34.4%	\$9.0	32.4%
ABS	\$2.4	8.9%	\$2.7	9.8%	\$2.5	9.3%	\$2.6	9.4%
<b>Total</b>	<b>\$26.6</b>	<b>100.0%</b>	<b>\$27.2</b>	<b>100.0%</b>	<b>\$27.2</b>	<b>100.0%</b>	<b>\$27.8</b>	<b>100.0%</b>



Market values, excluding accrued interest. Only includes fixed-income securities held within the separately managed account(s) and LGIPs managed by PFMAM. Detail may not add to total due to rounding.

## Portfolio Activity - CSC BROWARD COUNTY CORE PORTFOLIO

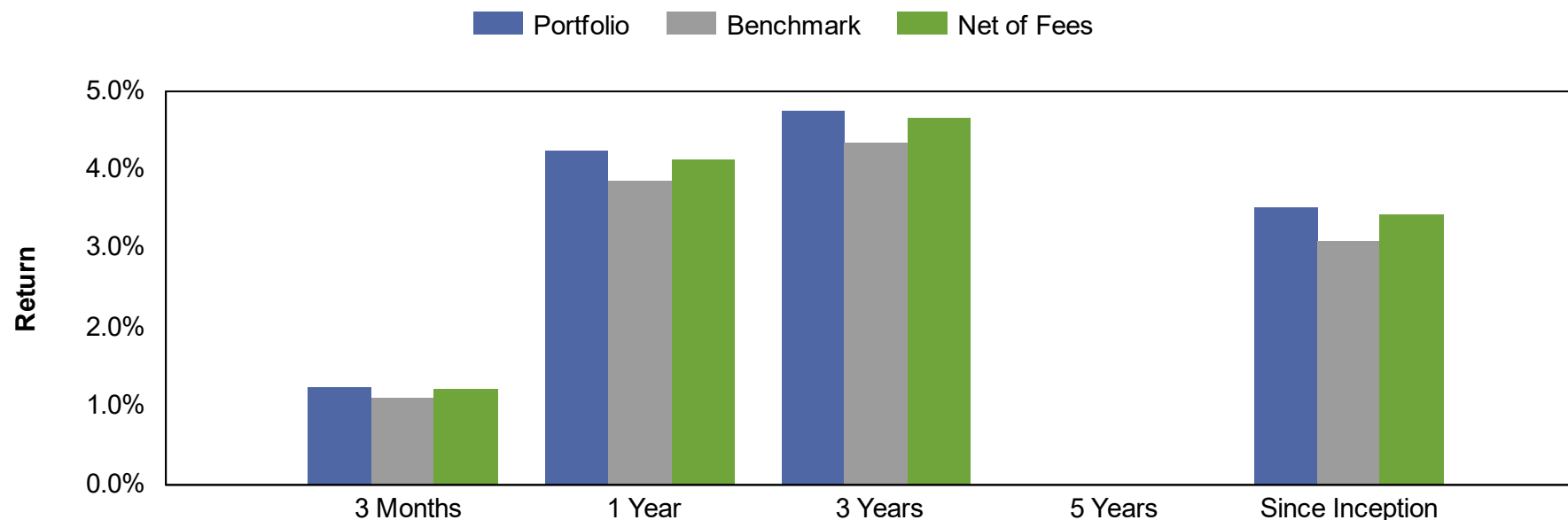
**Net Activity by Sector**  
(\$ millions)



Sector	Net Activity
U.S. Treasury	\$978,415
ABS	\$83,661
Agency CMBS	(\$153,718)
Corporate	(\$365,849)
<b>Total Net Activity</b>	<b>\$542,508</b>

Based on total proceeds (principal and accrued interest) of buys, sells, maturities, and principal paydowns. Detail may not add to total due to rounding.

## Portfolio Performance



Market Value Basis Earnings	3 Months	1 Year	3 Years	5 Years	Since Inception <sup>1</sup>
Interest Earned <sup>2</sup>	\$288,780	\$1,130,551	\$2,862,613	-	\$3,082,973
Change in Market Value	\$55,163	\$19,309	\$815,449	-	\$149,792
<b>Total Dollar Return</b>	<b>\$343,943</b>	<b>\$1,149,860</b>	<b>\$3,678,062</b>	<b>-</b>	<b>\$3,232,765</b>
<b>Total Return<sup>3</sup></b>					
Portfolio	1.24%	4.25%	4.76%	-	3.53%
Benchmark <sup>4</sup>	1.12%	3.87%	4.35%	-	3.10%
<b>Basis Point Fee</b>	<b>0.02%</b>	<b>0.10%</b>	<b>0.10%</b>	<b>-</b>	<b>0.10%</b>
<b>Net of Fee Return</b>	<b>1.21%</b>	<b>4.15%</b>	<b>4.67%</b>	<b>-</b>	<b>3.43%</b>

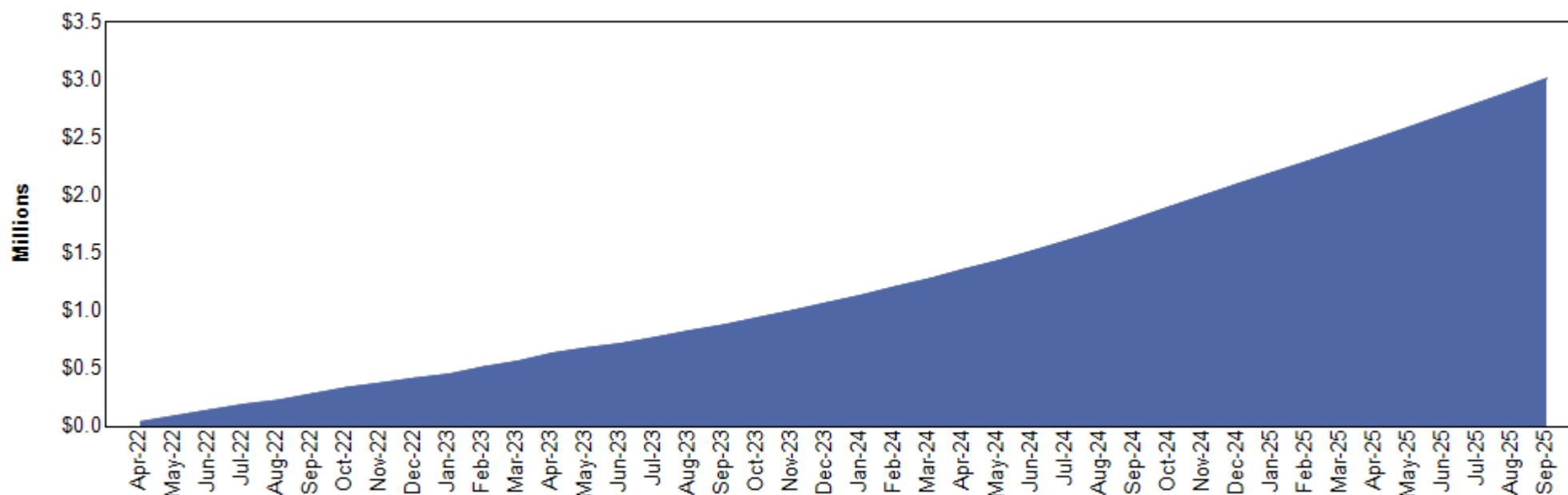
1. The lesser of 10 years or since inception is shown. Since inception returns for periods one year or less are not shown. Performance inception date is March 31, 2022.

2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.

3. Returns for periods one year or less are presented on a periodic basis. Returns for periods greater than one year are presented on an annualized basis.

4. The portfolio's benchmark is the ICE BofA 1-3 Year U.S. Treasury Index. Source: Bloomberg Financial LP.

## Accrual Basis Earnings - CSC BROWARD COUNTY CORE PORTFOLIO



Accrual Basis Earnings	3 Months	1 Year	3 Years	5 Year	Since Inception <sup>1</sup>
Interest Earned <sup>2</sup>	\$289,602	\$1,131,372	\$2,863,434	-	\$3,083,795
Realized Gains / (Losses) <sup>3</sup>	\$13,420	\$30,911	(\$361,325)	-	(\$394,441)
Change in Amortized Cost	\$12,563	\$52,349	\$230,256	-	\$322,848
<b>Total Earnings</b>	<b>\$315,584</b>	<b>\$1,214,633</b>	<b>\$2,732,366</b>	-	<b>\$3,012,201</b>

1. The lesser of 10 years or since inception is shown. Performance inception date is March 31, 2022.

2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.

3. Realized gains / (losses) are shown on an amortized cost basis.

**TAB 4**

**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY**  
**Program Planning Committee (PPC) Meeting**  
**Location: Children's Services Council of Broward County (with Zoom access)**  
6600 W. Commercial Blvd., Lauderhill, FL 33319

**November 6, 2025 @ 10:00 a.m.**  
**Minutes**

**Committee Members in Attendance:**

Governor Appointee Christine Thompson (*Committee Chair*), Governor Appointee Jeffrey S. Wood, Broward County Commissioner Nan Rich

**Committee Members Attending Virtually:**

Governor Appointee Alyssa Foganholi

**Committee Members Absent:**

Julia Musella

**Staff in Attendance:**

Cindy Arenberg Seltzer (*President/CEO*), Maria Juarez Stouffer, Sharetta Remikie, David Kenton, Dion Smith, Kimberly Goulbourne, Kathleen Campbell, Carl Dasse, Ken King, Amy Jacques, Julie-Ann Waweru, Felina Rosales-Furer, Alicia Williams, Kathleen Campbell, Kimberlee Reid

**Guests in Attendance:**

None

**Agenda:**

**I. Call to Order**

PPC Committee Chair Christine Thompson called the meeting to order at 10:10 A.M.

**II. Roll Call**

A roll call was conducted and a quorum was established with Committee members Thompson, Wood, and Rich physically present. Committee member Foganholi was present virtually.

### III. PPC Minutes from October 6, 2025

**ACTION:** Mr. Wood made a motion to approve the PPC meeting minutes from October 6, 2025, as presented. The motion was seconded by Senator Rich and passed with no opposing votes.

### IV. Allocation of Funds to the Broward County Collaborative Cross-Funder Emergency Fund

Ms. Arenberg Seltzer outlined the community's response to the delay and reduction in SNAP funding and the impact of federal employees not receiving a salary, noting that it began with Senator Rich and Broward County convening funders at the end of last week to explore collaborative actions. As for CSC's role and the possible mechanisms that could be used to respond quickly, Ms. Arenberg Seltzer highlighted the recent renewal of seven food-provider contracts totaling \$1.5 million, as well as multiple other contracts containing flex funds, such as Family Strengthening and HEAL programs, that could be used for food/housing assistance or to purchase critical essentials. She proposed allowing those CSC-funded agencies to draw down their funds faster and then backfilling the money later with unallocated funds from the Budget. She suggested that in January, staff would review the first quarter of billing to see how much more money, if any, would be needed for those contracts. Information with specific details and identified contracts will be brought to the Council for its consideration at the January meeting.

Ms. Arenberg Seltzer also highlighted a planned collaborative emergency fund modeled after prior emergency responses where the United Way, Community Foundation, and Jewish Federation created the Broward Cares Fund to respond to hurricanes and flooding events. She explained that for the current food emergency, the Health Foundation of S. Florida has agreed to be a fiduciary for the institutional dollars, while the United Way will be the fiduciary for the individual contributions. She further explained that CSC's \$250,000 contribution to the Health Foundation's collaborative fund would serve the smaller pantries that could not be sourced by the larger food banks. Ms. Arenberg Seltzer also sought and received consensus to fund ancillary costs that accompany the food distribution.

Committee members expressed support for all the collaborative actions highlighted by Ms. Arenberg Seltzer. Senator Rich provided new statistics for the end of October that showed the increased need in Broward, as well as the food banks/pantries' struggles with low levels of food. She pointed out that Broward always steps forward to collaborate and that she was proud of the quick reaction.

**ACTION:** Mr. Wood made a motion to recommend to the full Council approval to allocate funds to the Broward County Collaborative Cross-Funder Emergency Fund, administered by the Health Foundation of South Florida, to provide emergency support for Broward County children and families affected by the delay and reduction in Supplemental Nutrition Assistance Program (SNAP) funding, as well as federal employees who are not receiving a paycheck, as presented. The motion was seconded by Senator Rich and passed with no opposing votes.

## **V. Public & Members' Comments**

There were no additional comments from the public or Committee Members.

Dr. Thompson departed the meeting.

Ms. Arenberg Seltzer raised the issue of the federal Promise Neighborhood Grant and the uncertainty about the renewal for 2026 given the current government shutdown. She pointed out that the Grant is scheduled to go through December 31, 2026, but that FAU / CSC are awaiting formal notice of renewal for calendar year 2026. Because the contracts with the Federal Government and FAU are on a calendar year cycle, so are CSC's contracts with the service providers. Because there is no CSC meeting in December, she alerted Members that some form of a renewal would be brought to them for consideration at the November meeting. She is recommending possibly extending the contracts until April 30, 2026, utilizing the money still available within the current funding from the federal government. Based on previous experience, we would expect to be notified of the renewal by January. If no renewal is forthcoming, CSC would give the program providers three-months' notice that funding would cease on April 30<sup>th</sup>. She noted that while she had previously promised that CSC money would not be utilized for the Grant programs, there is a small risk that if the federal government claws back existing funding that CSC would wind up funding them for a few months. She pointed out that she had previously discussed maintaining CSC staff funded by the grant through the end of the CSC fiscal year regardless of the federal decision.

Senator Rich and Mr. Wood expressed support for extending the contracts until April.

## **VI. Adjourn**

The meeting adjourned at 10:37 A.M. with a motion from Mr. Wood and a second from Senator Rich.



**TAB 5**

## **For Council Meeting**

**As Recommended by the Program  
Planning Committee**

**November 6, 2025**

**November 20, 2025**

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<b>Service Goal</b>	2.2 Children live in financially stable environments.
<b>Objective:</b>	026 Promote food security for families.
<b>Issue:</b>	The delay and reduction in Supplemental Nutrition Assistance Program (SNAP) funding have created an urgent need to assist Broward County children and families who rely on SNAP benefits, as well as federal employees who are not receiving a paycheck.
<b>Action:</b>	Approve the Children's Services Council (CSC) to allocate funds to the Broward County Collaborative Cross-Funder Emergency Fund, administered by the Health Foundation of S. Florida, to provide emergency support for Broward County children and families affected by the delay and reduction in Supplemental Nutrition Assistance Program (SNAP) funding, as well as federal employees who are not receiving a paycheck.
<b>Budget Impact:</b>	\$250,000 of \$6,855,586 Available in Unallocated for FY 25/26.

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**Background:** After learning of the disruption in Supplemental Nutrition Assistance Program (SNAP) benefits and the impact of the federal government shutdown on employees who are not receiving paychecks, Senator Nan Rich convened community leaders to coordinate a countywide response aimed at mitigating the effects on vulnerable families and federal workers. An estimated 371,000 individuals in Broward County are projected to lose access to SNAP benefits.

Representatives from the Children's Services Council of Broward County (CSC), the Health Foundation of S. Florida, the United Way, Farm Share, Feeding South Florida, Memorial Healthcare System, Broward County Public Schools, local government officials, and Senator Rich's office participated in a strategic meeting to address immediate food assistance needs, align resources, and plan collaborative support for those most affected.

During the meeting, participants explored strategies for equitable food distribution, identified areas of greatest need, and discussed funding options to sustain the community's response to this emerging crisis.

**Current Status:** CSC's CEO suggested the creation of a Joint Emergency Food Fund as a collaborative and flexible funding mechanism to help Broward County respond swiftly to the anticipated SNAP disruption. The fund would pool resources from multiple organizations, including Broward County, the Children's Services Council (CSC), United Way of Broward County, the Health Foundation of South Florida, Broward Health and Memorial Healthcare System, to address growing food insecurity and support countywide food distribution efforts. This approach would enable rapid deployment of funds to high-need areas identified through SNAP recipient data and cross-agency mapping, while providing support to food banks such as Feeding South Florida and Farm Share, which are not directly funded by some public entities. United Way of Broward County will serve as the repository for the fund, leveraging its flexibility as a private foundation to expedite coordination and disbursement. A commitment of \$250,000 from CSC would match the amount tentatively committed from other funders and would be added to the emergency fund within the repository to strengthen this collaborative response effort.

Additionally, Mrs. Arenberg Seltzer authorized CSC-funded food insecurity providers, including the South Florida Hunger Coalition (and its partners Mobile School Pantry and Summer BreakSpot), LifeNet4Families, Harvest Drive, FLIPANY, and Community Enhancement Collaboration to draw down existing funds more quickly to address the immediate increase in community food needs.

CSC-funded providers with Emergency Flex Funds were encouraged to continue assessing the needs of the children and families they serve and to use these funds responsibly to purchase groceries as needed, thereby helping to alleviate food insecurity across Broward County.

With Council approval, CSC will, if necessary, backfill and replenish funds used by CSC-funded providers to support SNAP recipients and federal employees, ensuring uninterrupted services across Broward County.

**Recommended Action:** Approve the Children's Services Council (CSC) to allocate funds to the Broward County Collaborative Cross-Funder Emergency Fund, administered by the Health Foundation of S. Florida, to provide emergency support for Broward County children and families affected by the delay and reduction in Supplemental Nutrition Assistance Program (SNAP) funding, as well as federal employees who are not receiving a paycheck.

**TAB 6**

## For Council Meeting November 20, 2025

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<b>Service Goal</b>	10 Strengthen the continuum of support services for children with special physical, developmental and behavioral health needs.
<b>Objective:</b>	104 Provide respite services for families with children and youth with severe emotional/behavioral challenges to improve quality of life and promote productive out of school experiences.
<b>Issue:</b>	Postpone the release of the Respite RFP to align with the release of the Family Supports procurement in FY 26/27.
<b>Action:</b>	<p>1) Approve postponing the release of the Respite RFP until the Family Supports procurement cycle in FY 26/27</p> <p>2) Approve extending the Respite RFP contract renewal term through September 30, 2027 to align with the Family Supports procurement cycle.</p>
<b>Budget Impact:</b>	None

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**Background:** Since 2002, the Council has supported out-of-home respite services for children and youth with behavioral health needs through multiple procurements. Respite programs offer caregivers temporary relief while their children participate in safe, structured, and enriching weekend activities. Two providers, Smith Community Mental Health and Memorial Healthcare System, currently operate the CSC-funded respite programs, which are scheduled to sunset on September 30, 2026.

The current Respite contracts, initiated through the 2021 RFP were originally scheduled to sunset on September 30, 2025. In February, the Council approved extending the two provider contracts through September 30, 2026 to allow time to assess emerging community needs.

**Current Status:** The two CSC-funded respite providers continue to deliver a valuable service to families with youth experiencing behavioral health challenges. However, both programs remain underutilized and have the capacity to serve more families.

Through research and development of the Respite RFP, staff identified opportunities to strengthen the current program model. To better address evolving community needs, staff recommends integrating respite services into the FY 2026–2027 Family Support RFP. This approach will broaden eligibility, allowing more children to be served, and

ensure respite services are offered alongside family support programs—providing families with enhanced, comprehensive assistance.

By embedding respite services within the Family Support RFP, CSC can create a more holistic support system that meets both immediate and ongoing family needs.

**Recommended Action:** 1) Approve postponing the release of the Respite RFP until the Family Supports procurement cycle in FY 26/27.

2) Approve extending the Respite RFP contract renewal term through September 30, 2027 to align with the Family Supports procurement cycle.

**TAB 7**

## For Council Meeting November 20, 2025

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<b>Service Goal</b>	Various Service Goals.
<b>Issue:</b>	Broward Promise Neighborhood (Broward PN) Grant Renewal
<b>Action:</b>	Approve extension of Promise Neighborhood (PN) Subcontracts and Administrative Expenses for five months from January 1, 2026, through May 31, 2026, utilizing Unallocated and Underutilized funds within the Special Revenue Fund.
<b>Budget Impact:</b>	\$1,255,090 of \$1,910,445 of Budget Carryforward Funds in Special Revenue Fund from FY 24/25 to be appropriated in FY 25/26.

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**Background:** In October 2021, Broward College (BC), with 12 community partners, was awarded \$30 million for a 5-year US Department of Education (USDOE) Promise Neighborhood Grant (i.e., \$6 million each year with a dollar-for-dollar cost share) to fund interconnected, two-generational, local cradle to career services in the following zip codes: 33309, 33311, 33313, 33319, 33023, 33069. In May 2024, BC indicated it would no longer serve as the Lead Agency for the Broward PN Grant, and the USDOE selected Florida Atlantic University (FAU) to be the Lead Agency.

In October 2024, FAU issued CSC an award letter for a budget period from Oct 1, 2024, to Dec 31, 2026, enabling CSC to begin work. Subcontractor agreements were implemented on January 1, 2025, upon receipt of the 12-month funding within the contract between CSC, FAU, and the USDOE. The first year of the subcontractor agreements under CSC ends on December 31, 2025, with a renewal term from January 1, 2026, to December 31, 2026.

**Current Status:** Due to the federal government shutdown, staff at the USDOE have not been able to formally renew the Promise Neighborhood contract with FAU, and therefore, FAU has been unable to fund the next year of CSC's contract. These are the funds which are used for the subcontracts and the CSC staff assigned to implement this grant. CSC's Program Performance Reviews for the calendar year 2025 reflect that all programs met expectations.



While awaiting a final determination from USDOE regarding the 2026 contract renewal with FAU, which will fund the FAU agreement with CSC, staff is recommending a five-month extension of the subcontracts to ensure continuity of program operations for all providers. The plan proposed below is designed to minimize the Children's Services Council's (CSC) financial exposure during the extension period by leveraging both underutilized and unallocated grant funds as projected through December 31, 2025. These resources will be used to cover the costs associated with extending the PN subcontracts, as well as the salaries for CSC staff responsible for administering the PN grant through May 31, 2026.

As of September 30, 2025, the PN grant has a total of \$1,910,445 in Carry-Forward (CF) funds (both programmatic and administrative) accounted for within the Special Revenue Fund. This amount includes \$465,875 in unallocated dollars that have not yet been assigned to any specific program. Of the \$1,444,570 remaining, an estimated \$789,383 in underutilized dollars is expected to be available based on current spending patterns and projections through the end of the year. By combining the unallocated funds and the projected underutilized dollars, a total of \$1,255,258 should be accessible. This amount is sufficient to fully cover the costs associated with subcontractor services and administrative salaries required to sustain the Promise Neighborhood program through May 31, 2026, ensuring continuity of operations and support for all providers and CSC. This plan allows enough time to receive notice from USDOE and FAU regarding the continuation or cancellation of the grant. Once notified, there should be time to fully renew the subcontracts through the end of December 2026 or provide sufficient notice of cancellation.

The award amounts below are estimated for five months of programming, from January 1, 2026, to May 31, 2026, and may vary by up to 10% among providers without exceeding the \$825,970 total for all subcontracts. The budget includes 3% COLA for provider staff and CSC staff.

<b>Subcontract Extensions Provider Name</b>	<b>Proposed 2026 5-month Budget</b>
Boys & Girls Clubs of Broward County (033)	\$42,690
Firewall Centers (031)	\$61,540
Helping Advance and Nurture Development of Youth (HANDY) (033)	\$42,600
Urban League of Broward County (031)	\$47,510
YMCA (031)	\$104,960
YMCA (072)	\$84,940
Hispanic Unity of Florida (033)	\$30,040
PACE Center for Girls (033)	\$42,800
OIC of South Florida (034)	\$42,650
United Way of Broward County (Broward Partnership for the Homeless) (027); (Admin Fees will come from indirect rate, reflected in the Admin Budget)	\$37,100
Fort Lauderdale Independence, Training & Education Center (FLITE Center) (041)	\$42,520
Urban League of Broward County (027)	\$161,990
A Little Help Never Hurt (923)	\$84,630
<b>Totals</b>	<b>\$825,970</b>

<b>Total Budget including Administrative Costs: January 1, 2026, through May 31, 2026</b>	<b>Dollars</b>
Salaries & Fringe	\$384,930
Travel & Mileage	\$4,180
Indirect Costs (include UW Admin \$3,630)	\$40,010
Programmatic Costs – Sub Recipient	\$825,970
<b>Total</b>	<b>\$1,255,090</b>

CSC staff will keep the Council updated regarding renewal of the grant from USDOE and FAU.

**Recommended Action:** Approve extension of Promise Neighborhood (PN) Subcontracts and Administrative Expenses for five months from January 1, 2026, through May 31, 2026, utilizing Unallocated and Underutilized funds within the Special Revenue Fund.

**TAB 8**

## For Council Meeting November 20, 2025

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<b>Service Goal</b>	7 Improve the availability and quality of out-of-school time programs to promote school success of children living in economically disadvantaged neighborhoods.
<b>Service Goal</b>	10 Strengthen the continuum of support services for children with special physical, developmental and behavioral health needs.
<b>Objective:</b>	072 Provide quality out-of-school programs to support school success for children living in economically disadvantaged neighborhoods.
<b>Objective:</b>	073 Provide quality Summer Only programs to promote school success for children living in economically disadvantaged neighborhoods.
<b>Objective:</b>	101 Provide quality out-of-school programs to maximize development for children and youth with special needs.
<b>Issue:</b>	There is a need to engage qualified raters / subject matter experts to participate in the upcoming Maximizing Out-of-School Time (MOST) 2026 RFP Request for Proposal process.
<b>Action:</b>	Approve the MOST 2026 RFP Rating Committee Source Experts as presented.
<b>Budget Impact:</b>	None.

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**Background:** From its inception, the Council has played a crucial role in supporting afterschool and summer programs aimed at ensuring the safety, supervision, and academic engagement of children in economically disadvantaged neighborhoods and those with special needs. Maximizing Out-of-School Time (MOST) programs operate after school, on non-school days, early release days, and during the summer. Teachers provide daily homework help and academic assistance, while evidence-based curricula foster social skill development, promote fitness and nutrition, and enhance protective factors.

The current MOST programs will sunset on August 31, 2026. The new MOST Procurement was released on November 11, 2025, and the procurement is scheduled to close on January 13, 2026, for programs beginning in August 2026.

**Current Status:** It is anticipated that a total of 7 rating committees will be needed. The list of recommended source experts is attached for Council consideration. Applicant interviews are scheduled for March 2026. In accordance with Council policy, Council members may serve as raters, appoint designee raters to serve on their behalf, and approve community source experts to serve on evaluation committees. Community source experts will not be assigned to rate for any RFP area for which they are eligible to apply. Committee members will review, rate, and recommend awards to the full Council at the April 16, 2026 meeting. As always, the Council has full and final authority on all programs recommended for funding.

**Recommended Action:** Approve the MOST 2026 RFP Rating Committee Source Experts as presented.

**MAXIMIZING OUT-OF-SCHOOL TIME (MOST) 2026 RFP****PROSPECTIVE RATERS (or designee)**

<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
Elsa Bravo	Assistant Director, Reading Explorers Program	Florida International University (FIU)
LaShonna Brooks	Program Manager	Community Reconstruction, Inc.
Bridgette Cassidy	Out-of-School Time Consultant	Community Member
Tanya Casside	Family Stability Program Manager	United Way
Richard Charlemon	Chief Executive Officer	Reyna Group Home
Sarah Clarke	Aftercare Supervisor	Broward County Public Schools
Ivette Concepcion Gonzalez	Out-of-School Time Consultant	Community Member
Arelis Dilone	Program Manager	Hispanic Unity of Florida, Inc.
Joanne Ewart	FDLRS Child Find Program Specialist	Broward County Public Schools
Jenn Faber	Director of Florida Grade-Level Reading Campaign	Florida Alliance of Children's Councils and Trusts (FACCT)
Lauren Ferguson	Executive Director	Dan Marino Foundation
Amy Gardiner	Out-of-School Time Consultant	Community Member
Joseph Gardiner	Out-of-School Time Consultant	Community Member
Laura Gomez	Reading Explorers Senior Program Coordinator	Florida International University (FIU)
Jamonique Harrison	Senior Director, Project Management	Broward College
Katie Hart	Director, Center for Children and Families	Florida International University (FIU)
Suzette Harvey	President/CEO	Prime Time Palm Beach County, Inc.

NAME	TITLE	ORGANIZATION
Taryn Howe	Program Manager	Helping Advance and Nurture the Development of Youth (HANDY)
Christine Johns-Harris	Educational Consultant	Johns-Harris Consulting, LLC
Areeba Johnson	Contract Grant Administrator	Broward County
Debra Lamb	Contract Grant Administrator	Broward County
Luiselena Leon	Children's Crisis Coordinator	Broward Behavioral Health Coalition (BBHC)
Myeisha Lumpkin	Contract Grant Administrator	Broward County
Jacqui Luscombe	ESE Advisory Council Chair	ESE Advisory Council
Scott Meltzer	Chief of Staff	Lemnis
Allison Metsch	Senior Director of Education and Quality Initiatives	Early Learning Coalition of Broward County, Inc. (ELC)
Melissa Michelin	Eagles' Haven Assistant Director	Eagles' Haven Wellness Center
Cynthia Moreno	Chief Executive Officer	Harmony Development Center, Inc.
Natalia Moron	Supervisor for DHH, VI & Charters	Broward County Public Schools
Avrilios Moumoutjis	ESE Curriculum Supervisor, Pre-K	Broward County Public Schools
Yaritza Navarro	Assistant Director	Broward County
Michelle Nowell	Navigation Coordinator	Broward Behavioral Health Coalition (BBHC)
Juliana Prescott	Out-of-School Time Consultant	Community Member
Nicole Quint	Program Director	NOVA Southeastern University
Kimberly Rhoden	Out-of-School Time Consultant	Community Member
Diane Riggs	Program Supervisor	Broward County Public Schools
Wanda Robinson	Community Relations Specialist	Broward County Public Schools
Margaret Rollins	Director of Growth	Bluebird Kids Health

NAME	TITLE	ORGANIZATION
Wendy Rosenthal	Program Supervisor	Broward County Public Schools
Deborah Scott	Senior Program/ Project Coordinator	Broward County
Traci Schweitzer	Circuit Community Development Administrator	Florida Department of Children & Families (DCF)
Wendi Siegel	Out-of-School Time Consultant	Community Member
Lenora Stafford	Licensed Clinical Social Worker, Qualified Supervisor	Miami Dade Public Schools
Nancy Torres	PEN Program Director	Family Network on Disabilities
Shanice Traylor	Director of Programs	Crockett Foundation, Inc.
Megan Turetsky	Senior Director, External Affairs	Joe DiMaggio Children's Hospital
Emilia Vilaire-Monchery	Education Director	United Way
Angela Waguespack	Program Director, Reading Explorers Program Professor	Florida International University (FIU)
Kimberly White	Youth Services Coordinator, Community Engagement	Broward County Libraries Division
Casey Woolley	Human Services Administrator, CPT Team Coordinator	Broward County
Khalil Zeinieh	Chief Program Officer	The Jim Moran Foundation





## For Council Meeting November 20, 2025

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<b>Service Goal</b>	7 Improve the availability and quality of out-of-school time programs to promote school success of children living in economically disadvantaged neighborhoods.
<b>Service Goal</b>	10 Strengthen the continuum of support services for children with special physical, developmental and behavioral health needs.
<b>Objective:</b>	072 Provide quality out-of-school programs to support school success for children living in economically disadvantaged neighborhoods.
<b>Objective:</b>	073 Provide quality Summer Only programs to promote school success for children living in economically disadvantaged neighborhoods.
<b>Objective:</b>	101 Provide quality out-of-school programs to maximize development for children and youth with special needs.
<b>Issue:</b>	Project Based Learning (PBL) in MOST Summer Programs
<b>Action:</b>	FYI
<b>Budget Impact:</b>	None

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**Background:** Since its inception, the Council has supported programs that keep children safe, supervised, and engaged. MOST programs operate after school and on non-school days, providing homework help, academic support, and evidence-based activities that build social skills, promote fitness and nutrition, and strengthen protective factors.

In 2017, PBL became the centerpiece of summer programming through the MOST RFP, requiring mandatory training for provider staff and teacher-led implementation. PBL is an instructional approach that engages children in solving real-life problems through meaningful projects. This method fosters creativity, critical thinking, and collaboration, while teachers serve as facilitators. Early exposure to PBL helps children build a strong foundation in both academic and social skills.

Annual PBL trainings have been successfully led by Christine Johns-Harris, a long-standing member of CSC's trainer cadre. As part of her contract deliverables, she provides CSC with comprehensive annual reports, summarized below.

**Current Status:** PBL remained the centerpiece of MOST summer programming in 2025. A total of 576 afterschool staff completed 51 hybrid training sessions—22 in-person and 29 via Zoom. The trainer also conducted 30 site observations, providing real-time feedback to strengthen implementation.

The 2025 PBL themes focused on international customs and entrepreneurship, connecting food, culture, history, geography, and human connection. Summer programs showed strong growth: veteran sites required minimal support, while newer sites demonstrated steady improvement. Early planning, coaching, and tools like Padlet drove success, with projects highlighting environmentalism, global traditions, and the arts. Teachers reported this as their best PBL year yet, citing increased student writing and engagement.

On-site coaching proved highly impactful, helping PBL continue to combat the “summer slide” while fostering both student learning and teacher professional growth across Broward County. Summer showcases were a highlight, featuring creative projects and clear evidence of learning. A video montage of PBL projects from CSC's MOST sites is included.

**Recommended Action:** FYI

**TAB 10**

## For Council Meeting November 21, 2024

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<b>System Goal</b>	1.2 Research and Evaluate Systems of Care.
<b>Objective:</b>	923 Collaborate with community partnerships to promote child and family research initiatives.
<b>Issue:</b>	ChildNet Data Sharing Agreement.
<b>Action:</b>	Approve Data Sharing Agreement with ChildNet Pending Final Legal Approval.
<b>Budget Impact:</b>	Not Applicable

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**Background:** In May of 2022, the Council approved the ChildNet Data Sharing Agreement to examine the increase in “lockout youth” who were being placed in ChildNet’s care. These are youth whose parents/caregivers voluntarily gave custody of their child to the Dependency system because they are unable to provide the level of support their children require. To better understand if/how these families may have interacted with the child/family serving system, and to see how the system can better serve them to prevent caregivers from voluntarily giving custody of their children to the Dependency system.

**Current Status:** ChildNet is again requesting information about youth who have received prevention services (from CSC-funded programs), been involved with law enforcement (Broward Sheriff’s Office), and or received services from the mental and behavioral health care system (Broward Behavioral Health Care). Renewal of this data sharing agreement will allow ChildNet to provide information to CSC to see if the “lockout youth” have been participants in a CSC-funded programs.

If the youth are matched to participants in SAMIS, CSC will provide ChildNet with the services received by the youth as well as outcome information. The term of the agreement is for two years, in case additional matching is needed.

**Recommended Action:** Approve Data Sharing Agreement with ChildNet Pending Final Legal Approval.

## **AGREEMENT**

**THIS AGREEMENT** is made and entered into as of the 20th day of November 2025, by and between

### **THE CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY**

(hereinafter referred to as "CSC"),

a special district created by Chap. 2000-461, Laws of Florida, whose principal place of business is  
6600 West Commercial Boulevard, Lauderhill, Florida 33319

and

### **CHILDNET**

(hereinafter referred to as "CN"),

An agency serving children in the foster care system, whose principal place of business is  
1100 West McNab Road Fort Lauderdale, FL 33309

**WHEREAS**, the CSC and CN wish to improve academic, post-secondary, employment and life outcomes for youth transitioning out of foster care.

**WHEREAS**, this data analysis shall provide information to improve services for youth entering the Dependency System.

**WHEREAS**, Florida Statue Section 163.63 provides that each party shall sign this agreement, before sharing confidential information, which specifies: what information each agency will share with the collaborative client information system, how the information will be shared, how clients will be notified that an agency participates in the collaborative, who in each agency will have access to the information, the purpose to be served by sharing the information, assurances from each agency that it will maintain the confidentiality and exempt status of the information as required by law, including Florida Statutes, Section 125.901(11), and other information decided upon by members of the information cooperative.

**WHEREAS**, the achievement of those goals will greatly benefit the youth, families, and community of Broward County, Florida.

**NOW, THEREFORE**, in consideration of the premises and of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

#### **1.01 RESERVED.**

2.01 **Term of Agreement.** Unless terminated earlier pursuant to Section 3.05 of this Agreement, the term of this Agreement shall commence upon execution by all parties and conclude on November 20, 2027. For those parties other than CSC, this agreement will be renewed for successive one year terms unless 30 days written notice not to renew is received

from any party for any reason including the lack of appropriate funding. This agreement may be renewed by CSC for successive one year terms upon 30 days written notice to the other parties.

2.02 **Purpose and Scope of Data Sharing.** The purpose of the data sharing is to determine if youth entering the dependency system received CSC funded prevention programs to identify gaps and opportunities in the system of care for families and children. Using a secured file transfer protocol, CN will provide first and last name and date of birth of youth entering the dependency system for the purpose of determining their participation, if any, in CSC prevention programs. The identifiable information will be used to match CN data with CSC data in the SAMIS system. Using a secure file transfer protocol CSC will provide CN individual level data for matched youth including service type, dosage, service dates, and performance measures for the last 3 years.

2.03 **Exchange of Youth Data.** The parties enter into this Agreement for the purpose of identifying services received by the youth prior to entering CN services to inform ongoing care coordination. It will utilize a secure file transfer to CSC with first and last name and date of birth of the youth. CSC will provide to CN individual level data for matched youth including service type, dosage, service dates, and performance measures for the first 17 years of the youth life.

2.04 **Produced Studies.** CN will utilize the CSC data to inform gaps in services for youth and their families.

2.05 **Frequency of Data Exchange.** CN will provide CSC the first and last name and date of birth for youth entering dependency one time a year using the procedures described in this Agreement. For CN youth matched in the CSC SAMIS database, CSC will provide to CN including service type, dosage, service dates, and performance measures for the last 3 years.

2.06 **Confidentiality of Shared Records.** Florida Statue, Section 163.64 allows CSC and CN to share client information, notwithstanding any law to the contrary, including confidential client information, so long as the restrictions governing the confidential information are observed by both agencies who have access to the confidential information. For purposes of this agreement, the terms 'record or records' shall be understood to include the HIPAA definition of the "designated record set (DRS)" as defined in the HIPAA Privacy Rule at 45 CFR § 164.501. Pursuant to Florida Statutes, Section 125.901(11) (a), all personal identifying information of any child or child's parent or guardian which becomes a part of the data exchange shall be exempt from the provisions of Florida Statutes, Section 119.07(1), and s.24(a), Article I, State Constitution. Each of CSC and CN shall comply with applicable state and federal law and administrative rules regarding the confidentiality of youth records. This language contains two required references: a) to the "minimum necessary" that FERPA and HIPAA both include, and b) that no unauthorized re-disclosure shall occur by any party to this agreement.

Pursuant to Sections 1002.22 and 1002.221, Fla. Stat., and FERPA and its implementing regulations, 34 CFR Part 99, the information provided by CSC and CN shall be limited to that which is necessary to effectively serve the youth. Each of CSC and CN hereby certifies, by signing this Agreement that the information provided will not be re-disclosed to any other party except with the written consent of the youth or youth guardian, as defined in FERPA and HIPAA, and as provided by law. Each party agrees to safeguard the records through administrative, physical and technological safety standards to ensure adequate controls are in place to protect these records in accordance with FERPA's privacy requirements and to continually monitor its operations and take all actions necessary to assure that the student information and records are

safeguarded in accordance with the terms of this Agreement. A breach of the confidentiality requirements shall constitute grounds for immediate termination of this Agreement with no further responsibilities or duties to perform under this Agreement. The confidentiality requirements of this Agreement shall survive the termination of all performance obligations under this Agreement and shall be fully binding until such time as the youth data are destroyed or are returned to CN, whichever is earlier.

**2.07 Nondisclosure and Ownership.** Parties, respectively, will have sole ownership of the client data shared. Each of CSC AND CN shall be prohibited from the sharing or disclosure of individual client data with any other person or entity. Likewise, the individual parties shall not have access to other parties' client data. Each of CSC AND CN shall not use individual data in any analysis or report without first obtaining written permission from individual parties. Enrollment documents (or at some other appropriate stage documents) should contain language to this effect to obtain individual authorization for this use as early as possible to simplify analysis and reporting processes, and to ensure compliance with Privacy requirements of HIPAA, FERPA and Florida statutes. Each of CSC AND CN will have access to the data for the purpose of stated in 2.02.

Unless otherwise permitted by applicable law, Each of CSC AND CN shall not release identifiable youth data to any third party without prior approval of the guardian of an affected minor or the consent of an affected adult. Additionally, the Each of CSC AND CN shall not release to any party any aggregate data compiled for groups containing fewer than five (5) youth. Each party retains ownership of its own-created data used under this Agreement. Each of CSC AND CN will only provide de-identified, aggregate data to community partners.

**2.08 Description of Security Measures.** Each of CSC AND CN agrees that it will only permit its personnel having legitimate interests in any personally identifiable youth data to have access to such data. Each of CSC AND CN will implement security precautions and protections to ensure that persons not authorized to review personally identifiable youth data do not gain access to such information. All studies by Each of CSC AND CN shall be performed in a manner that does not permit the personal identification of youth and their guardians by persons



other than representatives of each of CSC AND CN. CSC AND CN shall implement security procedures and protections to assure that the identities of individuals associated with specific records in the data are not revealed without authority or prior consent. When conducting studies involving small areas or numbers, Each of CSC AND CN will limit the release of analyses to those involving aggregate data of five (5) youth or more.

2.09 **Access Limitations to CSC and CN Data.** Each of CSC AND CN will restrict access to personally identifiable youth data to only those CSC AND CN project staff members that may use to conduct the studies required under this Agreement. Other individuals and agencies will have access to aggregated data, but will not have access to personally identifiable youth records unless authorized by law or with the express written consent of the subject of the records or reports.

2.10 **Studies Conducted for Dependency System of Care.** Under the terms of this Agreement, Each of CSC AND CN will be conducting studies for, or on behalf of the Dependency System, to: (a) improve service provision; and (b) improve prevention and systems of care. The Dependency System is the Broward Foster Care System. The purposes and scope of the data sharing are as described in Section 2.02 of this Agreement. Each of CSC AND CN agrees that the study shall be conducted in a manner that does not permit personal identification of parents and youth by individuals other than the representatives of Each of CSC AND CN that have legitimate interests in the information. The study shall commence upon execution of this Agreement by all parties and conclude on May 30, 2023 subject to annual renewals.

2.11 **Return/Destruction of Data.** Each of CSC AND CN agrees that all personally identifiable youth data exchanged under this Agreement shall be destroyed by the each of CSC AND CN when it is no longer needed for the purposes of the study.

2.12 **Training Requirements.** Each party agrees to provide training to its officers, employees, agents, representatives, contractors or subcontractors (collectively referred to in this section as “Personnel”) assigned to perform duties required under this Agreement to ensure they perform such duties in compliance with the applicable laws and the requirements of this Agreement. Each party agrees to require said Personnel to watch the FERPA and HIPAA (as applicable) training. FERPA videos are available at the website of the United States Department of Education – Privacy Technical Assistance Center.

2.13 **Annual Appropriation.** No appropriation required for this Agreement.

2.14 **Contact Persons.** When any of the parties’ desire to give notice to the other, such notice must be in writing, sent by U.S. Mail, postage prepaid, addressed to the party for whom it is intended at the place last specified; the place for giving notice shall remain such until it is changed by written notice in compliance with the provisions of this paragraph. For the present,

the parties designate the following as the respective places for giving notice:

FOR CSC: Sue Gallagher, Chief Innovation Officer

Children's Services Council of Broward County

6600 W. Commercial Boulevard Lauderhill, Florida 33319

[sgallagher@cscbroward.or](mailto:sgallagher@cscbroward.or) Telephone: 954 377-1671

FOR CHILDNET: Julie Demar, Program Officer of Operations

ChildNet

1100 W McNab Rd., Fort Lauderdale, FL 33309

[jdemar@childnet.us](mailto:jdemar@childnet.us) Telephone: (954) 414-6000, ext.3867

2.15 **Notice.** When any of the parties' desire to give notice to the other, such notice must be in writing, sent by U.S. Mail postage prepaid, addressed to the party for whom it is intended at the place last specified; the place for giving notice shall remain such until it is changed by written notice in compliance with the provisions of this paragraph. For the present, the parties designate the following as the respective places for giving notice:

FOR CSC: Cindy Arenberg-Seltzer, President/CEO

Children's Services Council of Broward County

6600 W. Commercial Boulevard Lauderhill, Florida 33319

[sgallagher@cscbroward.or](mailto:sgallagher@cscbroward.or) Telephone: 954 377-1671

FOR CHILDNET: Larry Rein, President/CEO

ChildNet

1100 W McNab Rd., Fort Lauderdale, FL 33309

[ebenitez@childnet.us](mailto:ebenitez@childnet.us) Telephone: (954) 414-6000, ext.3815

## 2.16 **Indemnification**

Each party, except CSC which has sovereign immunity as a government entity, will fully indemnify and hold harmless other parties and their officer, employees, agents, representatives, contactors or subcontractors, for any violation of the Confidentiality of Shared Records provision, including, without limitation, defending each party and its officers and employees

against any complaint, administrative or judicial proceeding, payment of any penalty, costs, attorney's fees, damages, judgments or losses incurred by or imposed upon each party arising out of a breach of this Agreement.

### **ARTICLE 3 – GENERAL CONDITIONS**

3.01 **No Waiver of Sovereign Immunity.** Nothing herein is intended to serve as a waiver of sovereign immunity by any agency or political subdivision to which sovereign immunity may be applicable or of any rights or limits to liability existing under Section 768.28, Florida Statutes. This section shall survive the termination of all performance or obligations under this Agreement and shall be fully binding until such time as any proceeding brought on account of this Agreement is barred by any applicable statute of limitations.

3.02 **No Third Party Beneficiaries.** The parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the parties intend to directly or substantially benefit a third party by this Agreement. The parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against any of the parties based upon this Agreement. Nothing herein shall be construed as consent by an agency or political subdivision of the State of Florida to be sued by third parties in any matter arising out of any contract.

3.03 **Independent Contractor.** The parties to this Agreement shall at all times be acting in the capacity of independent contractors and not as an officer, employee or agent of one another. Neither party or its respective agents, employees, subcontractors or assignees shall represent to others that it has the authority to bind the other party unless specifically authorized in writing to do so.

3.04 **Equal Opportunity Provision.** The parties agree that no person shall be subjected to discrimination because of age, race, color, disability, gender identity, gender expression marital status, national origin, religion, sex or sexual orientation, as provided by applicable federal, state, and local law, in the performance of the parties' respective duties, responsibilities and obligations under this Agreement.

3.05 **Termination.** This Agreement may be canceled with or without cause by CSC or CN during the term hereof upon thirty (30) days written notice to the other party of its desire to terminate this agreement. This termination does not affect the rights and obligation of the other parties to this agreement.

3.06 **Default.** The parties agree that, in the event that any party is in default of its obligations under this Agreement, the non-defaulting parties shall provide to the defaulting party (30) days written notice to cure the default. However, in the event said default cannot be cured within said

thirty (30) day period and the defaulting party is diligently attempting in good faith to cure same, the time period shall be reasonably extended to allow the defaulting party additional cure time. Upon the occurrence of a default that is not cured during the applicable cure period, this Agreement may be terminated by the non-defaulting party upon thirty (30) days written notice. The termination does not affect the rights and obligation of the other parties to this agreement. This remedy is not intended to be exclusive of any other remedy, and each and every such remedy shall be cumulative and shall be in addition to every other remedy now or hereafter existing at law or in equity or by statute or otherwise. No single or partial exercise by any party of any right, power, or remedy hereunder shall preclude any other or future exercise thereof. Nothing in this section shall be construed to preclude termination for convenience pursuant to Section 3.05.

3.07 **Public Records.** Pursuant to Section 119.0701, Florida Statutes, any party contracting with either of CSC or CN is required to (a) keep and maintain available for public inspection any records that pertain to services rendered under this Agreement; (b) provide the public with access to public records on the same terms and conditions that either of CSC or CN would provide such records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes or as otherwise provided by law; (c) ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and (d) meet all requirements for retaining public records and transfer, at no cost, to CSC AND CN all public records in that party's possession upon termination of its contract with either of CSC or CN and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All of such party's records stored electronically must be provided to CSC and/or CN in a format that is compatible with CSC and/or CN's information technology systems. Each party shall maintain its own respective records and documents associated with this Agreement in accordance with the records retention requirements applicable to public records. Each party shall be responsible for compliance with any public documents request served upon it pursuant to Section 119.07, Florida Statutes, and any resultant award of attorney's fees for non-compliance with that law. Each party acknowledges that this Agreement and all attachments thereto are public records and do not constitute trade secrets.

3.08 **Compliance with Laws.** Each party shall comply with all applicable federal and state laws, codes, rules and regulations in performing its duties, responsibilities and obligations pursuant to this Agreement.

3.09 **Place of Performance.** All obligations of party under the terms of this Agreement are reasonably susceptible of being performed in Broward County, Florida and shall be payable and performable in Broward County, Florida.

3.10 **Governing Law and Venue.** This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Any controversies or legal

problems arising out of this Agreement and any action involving the enforcement or interpretation of any rights hereunder shall be submitted to the jurisdiction of the State courts of the Seventeenth Judicial Circuit of Broward County, Florida.

3.11 **Entirety of Agreement.** This document incorporates and includes all prior negotiations, correspondence, conversations, agreements and understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, the parties agree that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.

3.12 **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns.

3.13 **Assignment.** Neither this Agreement nor any interest herein may be assigned, transferred or encumbered by any party without the prior written consent of the other party. There shall be no partial assignments of this Agreement without limitation.

3.14 **Incorporation by Reference.** Any exhibits attached hereto and referenced herein shall be deemed to be incorporated into this Agreement by reference.

3.15 **Captions.** The captions, section designations, section numbers, article numbers, titles and headings appearing in this Agreement are inserted only as a matter of convenience, have no substantive meaning, and in no way define, limit, construe or describe the scope or intent of such articles or sections of this Agreement, nor in any way effect this Agreement and shall not be construed to create a conflict with the provisions of this Agreement.

3.16 **Severability** In the event that any one or more of the sections, paragraphs, sentences, clauses or provisions contained in this Agreement is held by a court of competent jurisdiction to be invalid, illegal, unlawful, unenforceable or void in any respect, such shall not affect the remaining portions of this Agreement and the same shall remain in full force and effect as if such invalid, illegal, unlawful, unenforceable or void sections, paragraphs, sentences, clauses or provisions had never been included herein.

3.17 **Preparation of Agreement.** The parties acknowledge that they have sought and obtained whatever competent advice and counsel as was necessary for them to form a full and complete understanding of all rights and obligations herein and that the preparation of this Agreement has been their joint effort. The language agreed to herein expresses their mutual intent and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than the other.

3.18 **Amendments.** No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the

same or similar formality as this Agreement and executed by each party hereto.

3.19 **Waiver**. The parties agree that each requirement, duty and obligation set forth herein is substantial and important to the formation of this Agreement and, therefore, is a material term hereof. Any party's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement unless the waiver is in writing and signed by the party waiving such provision. A written waiver shall only be effective as to the specific instance for which it is obtained and shall not be deemed a continuing or future waiver.

3.20 **Force Majeure**. Neither party should be obligated to perform any duty, requirement or obligation under this Agreement if such performance is prevented by fire, hurricane, earthquake, explosion, wars, sabotage, accident, flood, acts of God, strikes, or other labor disputes, riot or civil commotions, or by reason of any other matter or condition beyond the control of either party, and which cannot be overcome by reasonable diligence and without unusual expense ("Force Majeure"). In no event shall a lack of funds on the part of either party be deemed Force Majeure.

3.21 **Survival**. All representations and warranties, indemnification obligations, obligations to reimburse CSC, obligations to maintain and allow inspection and audit of records and property, obligations to maintain the confidentiality of records, reporting requirements, and obligations to return public funds provided herein shall survive the termination of this Agreement.

3.22 **Authority**. Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

**IN WITNESS WHEREOF**, the parties hereto have made and executed this Agreement on the date first above written.

**FOR CSC**

(Corporate Seal)

CHILDREN SERVICES COUNCIL OF  
BROWARD COUNTY

By \_\_\_\_\_

ATTEST

Cindy Arenberg- Seltzer, President/CEO

**FOR CHILDNET**

(Corporate Seal)

CHILDNET

By \_\_\_\_\_

ATTEST

Larry Rein, President/CEO

or similar formality as this Agreement and executed by each party herein.

3.19 **Waiver.** The parties agree that each requirement, duty and obligation set forth herein is substantial and important to the formation of this Agreement and, therefore, is a material term hereof. Any party's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement unless the waiver is in writing and signed by the party waiving such provision. A written waiver shall only be effective as to the specific instance for which it is obtained and shall not be deemed a continuing or future waiver.

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IN WITNESS WHEREOF, the parties herein have made and executed this Agreement on the date first above written.

**FOR CSC**

(Corporate Seal)

CHILDREN SERVICES COUNCIL OF  
BROWARD COUNTY

By \_\_\_\_\_  
Cindy Arenberg- Seltzer, President/CEO

ATTEST

**FOR CHILDNET**

(Corporate Seal)

CHILDNET

By  10-28-25  
Larry Rein, President/CEO

ATTEST







## For Council Meeting November 20, 2025

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<b>System Goal</b>	1.2 Research and Evaluate Systems of Care.
<b>Objective:</b>	923 Collaborate with community partnerships to promote child and family research initiatives.
<b>Issue:</b>	Five Asset Based Community Development Civic Design Teams host Promise Neighborhood (PN) Governing Meetings with Community Members and Service Providers. Promise Neighborhood and CSC does not fund refreshments for the community governing meetings.
<b>Action:</b>	Accept Funds and Related Expenditures from Health Foundation of South Florida for FY 25/26.
<b>Budget Impact:</b>	\$10,000 New Revenue and Related Expenditures in Goal 923 for FY 25/26

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**Background:** In 2024, CSC implemented Asset Based Community Development in five neighborhoods that include monthly governing meetings for the Promise Neighborhood grant. The Governing meetings include the Civic Design Team Community Connectors, PN Service Providers, Community Members, CSC Community Building Managers, and Florida Atlantic University staff. In the Governing meetings, partners review data on the five pipelines, co-create strategy to improve results and conditions, and evaluate services and strategies.

**Current Status:** Promise Neighborhood and CSC does not fund refreshments for the community governing meetings. Health Foundation of South Florida has provided \$10,000 to cover light food and refreshments for the community PN Governing Meetings in Lauderhill, Fort Lauderdale, Lauderdale Lakes, Pompano Beach Collier City, and West Park/Carver Ranches for FY 26.

**Recommended Action:** Accept Funds and Related Expenditures from Health Foundation of South Florida for FY 25/26



## For Council Meeting November 20, 2025

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<b>System Goal</b>	SYS 1.2 Research and Evaluate Systems of Care.
<b>Objective:</b>	SYS 921 Provide leadership and resources for community strategic planning to promote a coordinated system of care.
<b>Issue:</b>	To ensure a fair and effective procurement process for the selection of an event planner for the 2027 CSC Summit, all bids received need to be thoroughly reviewed and objectively scored by designated source experts.
<b>Action:</b>	Approve Event Planner Bid Source Experts as Raters for the 2027 CSC Summit.
<b>Budget Impact:</b>	None.

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**Background:** Since its inception in 1999, the Children's Services Council of Broward County (CSC) has grounded its goals and objectives in the collaborative framework of the Broward Partnerships for Kids (BPK), formerly known as the Broward Children's Strategic Plan. This community partnership has served as a guiding force in shaping policies, programs, and priorities that promote the well-being of Broward's children and families. Every five years, CSC hosts a summit to reflect on the progress made toward achieving the community's shared vision, celebrate successes, and chart the course ahead. This summit will serve as a powerful platform to highlight CSC's mission to ensure that all children in Broward are healthy, safe, and ready, while showcasing the collective impact of our funded initiatives.

**Current Status:** CSC will host a summit in 2027 to commemorate 25 years of community impact, and an experienced event planner will be contracted to coordinate the occasion. This event planner will be responsible for overseeing all aspects of the summit's planning and execution. Pre-event responsibilities include developing a detailed budget in collaboration with CSC and designing a dynamic and engaging multi-track program. The planner will also lead efforts to identify and secure sponsors, create sponsorship packages, and manage high-profile speaker coordination. They will develop and manage the registration system, facilitate communication with attendees, and coordinate all vendor and partner logistics. On the day of the event, the planner will

supervise all setup, staffing, technical production, and real-time logistics. After the event, they will provide a comprehensive report, including attendance data, photos, and participant feedback, and will assist CSC in conducting an internal debrief and evaluation to capture lessons learned and identify opportunities for future summits.

A formal bid request for an Event Planner was created and made public. In accordance with Council policy, Council members may serve as raters, appoint designee raters to serve on their behalf, and approve community source experts to serve on evaluation committees. Committee members will review, rate, and recommend awards to the full Council at the January 19, 2026, meeting. As always, the Council has full and final authority on all programs recommended for funding.

Name	Title	Organization
Alica Brown	Senior Vice President of Philanthropy & Communications	Urban League of Broward County
Alima Harley	Community Outreach & Marketing Manager	Broward Healthy Start Coalition, Inc.
Candi James	Special Event Manager	Kids In Distress, Inc.
Lori Rich Levinson	Community Member	
Donna Korn	Development and Special Events Director	Junior Achievement of South Florida
Grace Ramos	Consultant	The M Network
Nina McDowel	Sr. Director of Marketing and Corporate Partnerships	Urban League of Broward County

**Recommended Action:** Approve Event Planner Bid Source Experts as Raters for the 2027 CSC Summit.

**TAB 13**

TO BE  
DISTRIBUTED

**TAB 14**



## For Council Meeting November 20, 2025

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<b>Service Goal</b>	7 Improve the availability and quality of out-of-school time programs to promote school success of children living in economically disadvantaged neighborhoods.
<b>Objective:</b>	072 Provide quality out-of-school programs to support school success for children living in economically disadvantaged neighborhoods.
<b>Issue:</b>	Many families in our community are currently facing economic hardships, which limit their ability to provide essential items such as shoes and socks for their children. There is a clear need to support families by ensuring access to these essential items, thereby helping children thrive throughout the school year.
<b>Action:</b>	Approve CSC staff to receive the Subaru Loves to Help In-Kind Donation
<b>Budget Impact:</b>	None

---

**Background:** The CSC aims to prepare children from economically disadvantaged families during the school year by providing them with free school supplies and other items to ensure they have a successful start that would shape the entirety of their school year. CSC staff continue to seek partnerships with local businesses to improve the lives of children and families in Broward.

Last year, CSC staff partnered with Operation Warm, a national nonprofit that provides essential items to children in need. Through this connection, CSC Broward was introduced to Subaru of Pembroke Pines' "Loves to Help" program, which supports families experiencing homelessness by donating new coats, shoes, and socks. As a result, Subaru of Pembroke Pines generously provided shoes and socks to approximately 200 children in our community.

**Current Status:** CSC remains actively committed to continuing our partnership with Operation Warm and Subaru of Pembroke Pines' "Loves to Help" program. Given the current economic challenges facing many families in our community, the need for essential items such as coats, shoes, and socks has increased. Subaru of Pembroke

Pines has expressed a strong desire to maintain and even deepen its collaboration with CSC, ensuring that together we can support more children and families in need through upcoming initiatives and events. Building on this partnership, CSC staff and a Subaru representative are planning a special gifting event for February 2026.

**Recommended Action:** Approve CSC staff to receive the Subaru Loves to Help In-Kind Donation.

**TAB 15**

## For Council Meeting November 20, 2025

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**Issue:** Budget Carry Forward for FY Ended September 30, 2025.

**Action:** Approve Budget Carry Forward from FY 24/25 into FY 25/26.

**Budget Impact:** \$3,043,572 Additional Budget in Various Line Items for FY 25/26.

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**Background:** Each year, there are Purchase Orders (“PO”) and contracts where the work may not have been completed during the fiscal year, or the contract spans fiscal years. These POs and related budget amounts are “carried forward” into the new fiscal year. Additionally, there may be underutilized budget that is carried forward into the subsequent year for continuation of various initiatives, start-up, or one-time expenses.

**Current Status:** A comprehensive schedule is attached that outlines the specific items proposed for carry forward from FY 24/25. These items pertain to the General Fund and Special Revenue Fund and encompass a variety of commitments, including programmatic contracts, technology initiatives, capital projects, and facility-related expenditures that span multiple fiscal years.

All purchase orders and contracts listed in this schedule were previously presented to the Council and received approval at various points throughout Fiscal Year 24/25. In accordance with the Council's standard procedures, any expenditure for which the service provider is yet to be determined, or the allocation is TBD, will be resubmitted to the Council for approval once specific providers and associated budgets are identified.

The administrative budget carryforward also incorporates unspent allocations related to facilities, capital improvements, and technology. These funds are reserved to support future major projects, including the replacement or repair of buildings, as well as ongoing maintenance and enhancements to the organization's technology and network infrastructure. As always, any proposals requesting the use of these reserved funds will be brought before the Council for formal approval.

There is also a section related to the Special Revenue Fund which is where the Promise Neighborhood grant is accounted for. These Carry Forward Funds will be used to extend the Promise Neighborhood Subcontracts and Administrative expenses as outlined in Agenda item VII b (Tab 7).

**Recommended Action:** Approve Budget Carry Forward from FY 24/25 into FY 25/26.

Children's Services Council of Broward  
Budget Carry Forward from FY 24/25 to FY 25/26  
General and Special Revenue Funds

				OCT 25 for FY 26	NOV 25 for FY 26
Goal	GOAL NAME	PROVIDER	DESCRIPTION	Requested CF Amount	Requested CF Amount
General Fund					
<u>Service Goals:</u>					
013	Fiscal Support	TBD	Fiscal Support Fees	\$ 52,907	
		Urban League	Fiscal Support Fee for Urban League PROMISE CY 25		\$ 2,625
031	Youth Force	WYMAN Center	Julie Toscano Training Certification DEC 2025		\$ 6,500
051		Early Learning Coalition	Vulnerable Population		\$ 515,143
082	Water Safety/Drowning Prevention	Florida Department of Health	Drowning Prevention		\$ 23,000
923	Promote Research Initiatives	A Little Help Never Hurt, LLC	Community Foundation Grant Extension thru 3/31/26 CA 8/202		\$ 34,021
		Broward Behavioral Health Coalition	Program crosses FY's	\$ 20,000	
924	Integrated Data System	Community Cares Partnership	Broward Data Collaborative	\$ 50,000	
932	Educate Taxpayers	TBD	Public Awareness	\$ 206,708	
<u>System Goals:</u>					
934	Communication with Special Population	AudioEye	ADA Compliance Consulting		\$ 2,288
Total Goals				\$ 329,615	\$583,577
<u>Administration: Purchase Orders that Span FY</u>					
		General Admin	Staff Wellness		\$ 4,295
		Program Admin	Staff Wellness		\$ 10,022
		Innuvo	Video Entry System		\$ 3,051
				\$ -	\$ 17,368
<u>Capital Outlay:</u>					
		IGM Technology Corp Gravity Software	Financial Reporting Software One-Time Implementation Cost	\$ 27,567	
		Various	Reserve for Future Capital Projects		\$ 319,467
				\$ 27,567	\$ 319,467
<u>Facilities Related:</u>					
		Squeejee Squad	Window & Gutter Cleaning		\$ 3,124
		All County Maintenance	2nd Floor Conference Room TV and Installation		\$ 3,360
		Various	Facilities Reserves (Accumulation of unspent Facilities Budget from 13 past years)		\$ 206,231
				\$ -	\$ 212,715
Total Administration, Capital Outlay & Facility Related				\$ 27,567	\$ 549,550
Total General Funds Carry Forward				\$ 357,182	\$ 1,133,127

**TAB 16**

## For Council Meeting November 20, 2025

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**Issue:** Budget Amendments and Preliminary Financial Statements for the Fiscal Year Ending September 30, 2025.

**Action:** Approve Budget Amendments and Preliminary Financial Statements for the Fiscal Year Ending September 30, 2025.

**Budget Impact:** None.

---

**Background:** The Preliminary Financial Statements for the fiscal year, which ended on September 30, 2025, are attached for review and approval. There should be no changes (and if there are any, only minor changes) during the audit and preparation of the Annual Comprehensive Financial Report (ACFR).

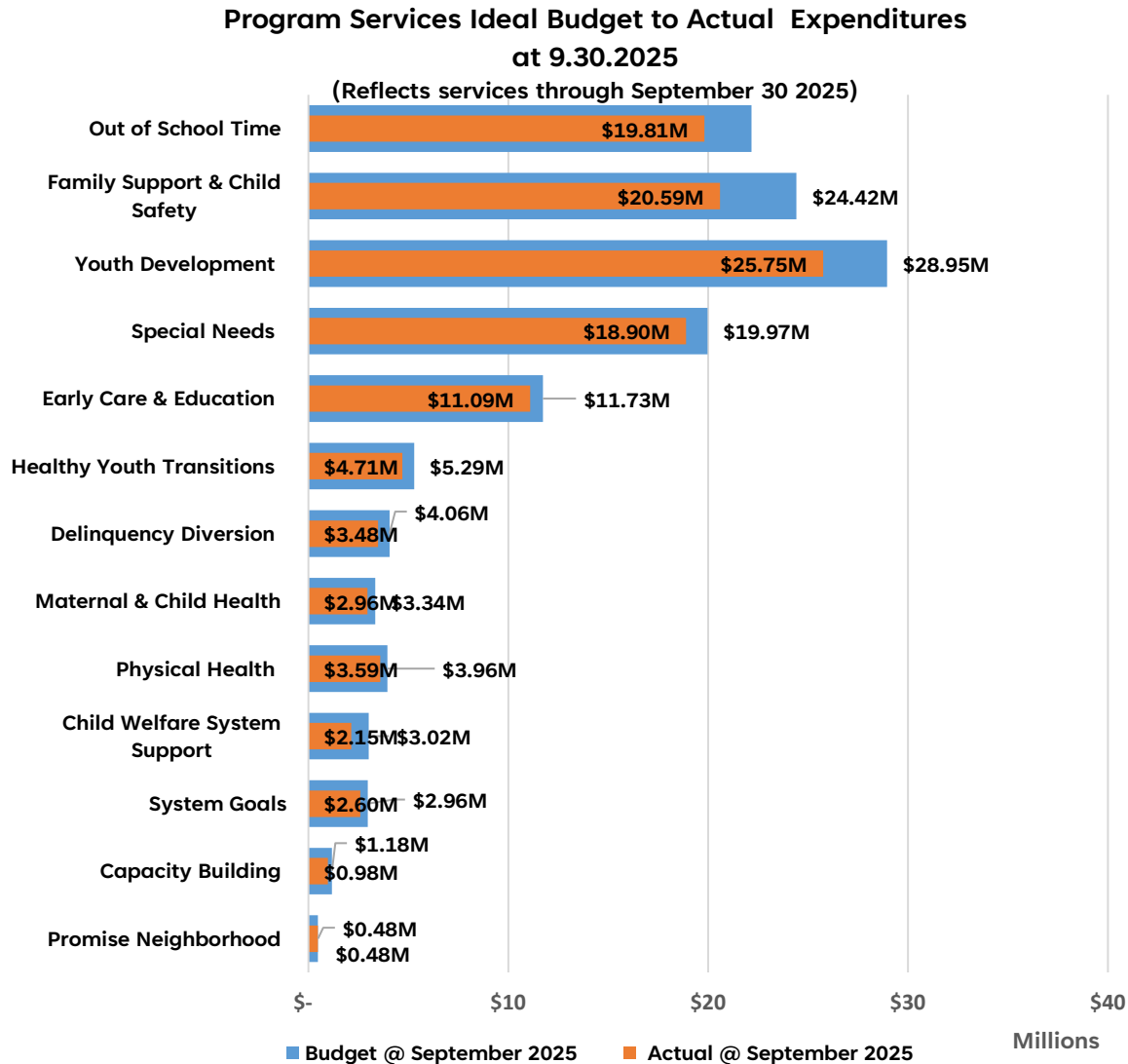
**Current Status:** The major financial highlights of the period include:

**Property Tax Revenue.** For the fiscal year ending September 30, 2025, a total of \$128.4 million was collected in property tax revenue, including \$82,739 attributed to prior-year taxes. Tax revenue collections exceeded the budget by \$1.25 million, mainly due to a year-end refund of \$1.18 million in excess tax collector commission fees from the Broward County tax collector. The Tax Collector highlighted that during their first nine months in office as a fee officer, they maintained continuity in the collection and distribution of property, business, and tangible taxes. This allowed them to remit unused fees, supporting vital county services and initiatives that benefited the Board of County Commissioners and other government agencies within the county. The refund represented approximately 90% of the fees paid during the year.

**Investments Earnings.** Interest earned on funds held at SBA (FL Prime), FL Palm, and Wells Fargo amounted to \$5,634,579.12, representing an increase of \$152,171 compared to the prior fiscal year. The Managed Fund Investments recorded an unrealized gain of \$1,141,132 as of September 30, 2025, which is \$642,077 lower than the previous fiscal year. This decrease reflects changes in market conditions. However, the portfolio continues to outperform its benchmark.

**Program Services Expenditures Were Under Budget:** The total Program Services/Support budget was \$146.8 million, with actual expenditures of \$127.5 million, resulting in a budget variance (underutilization) of \$19.3 million. Many programs experienced underutilization due to factors such as staff vacancies, low enrollment, poor attendance, and few referrals. Some after-school program providers also lost the ability to serve youth at school sites, negatively affecting participation rates. The Council approved a 3% cost-of-living adjustment for programs beginning in FY26, which staff hope will continue to improve recruitment and retention efforts and enable providers to better serve more youth, as well as optimize contract utilization. Overall program utilization was 87% for the fiscal year, representing a 4% increase from the previous year. The Program Services Expenditures Budget-to-Actual Report (beginning on page 8) compares the budgeted and actual program expenditures. The chart below provides a visual display of the program services budget to actual expenses by program goal area.





**General Administration:** General Administration expenditures came in under budget with a total actual administrative rate of 3.6%.

**Fund Balance Increased By \$1.3 million:** CSC ended the year with \$90.2 million in fund balance, an increase of \$1.3 million over the prior year. While it is important to note that programmatic underutilization contributed to the increase of Fund Balance, the unbudgeted interest earnings, unrealized gains on the managed funds, and the refund of excess tax commission fees also contributed to the increase of Fund Balance. Due to the uncertainty of interest rates, CSC has traditionally not fully budgeted for interest earnings and instead reserves these funds for future use.

Although Generally Accepted Accounting Principles (GAAP) restrict how Fund Balance is classified in the Annual Comprehensive Financial Report (ACFR), the Preliminary

Financial Statements for FY 24-25 allow for more specific Fund Balance classifications, as outlined below.

<b>Fund Balance Fiscal Year 24-25</b>	
Ending Fund Balance 9/30/2025	\$90,257,084
Nonspendable Fund Balance (Prepays)	(259,472)
Minimum Fund Balance	(26,038,293)
Committed for Building	(10,000,000)
Budgeted for FY25-26 programs approved in May 2025	(24,050,000)
FY25-26 Budget Carry Forward approved in October 2025	(357,182)
Ending Unassigned Fund Balance	\$29,552,137
<b>Proposed Appropriations:</b>	
FY25-26 Budget Carry Forward for Contracts and POs	(3,043,572)
Ending Unassigned Fund Balance at 09/30/2025	\$26,508,565

**Recommended Action:** Approve Budget Amendments and Preliminary Financial Statements for Fiscal Year Ending September 30, 2025



**BUDGET AMENDMENTS and  
PRELIMINARY FINANCIAL STATEMENTS  
For The Period Ended  
September 30, 2025**

Submitted to Council Meeting November 20, 2025



Children's Services  
Council of Broward County  
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September 30, 2025

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Children's Services Council of Broward County  
 Budget Amendments  
 for Period Ended September 30, 2025.

Description	Beginning Budget Annualized	Total Amendments	Ending Budget Annualized	Comments
<b>Budget Amendments reflected in the financial statements</b>				
<b><u>GENERAL FUND</u></b>				
Revenue:				
Local Collaborative Events and Resources	\$ 31,500.00	\$ 16,464.00	\$ 47,964.00	Back to School donations CA 10.16.25
Service Goals:				
Program Services & Support				
MOST, Goal 072	21,080,020.00	16,464.00	21,096,484.00	Back to School donations CA 10.16.25
 Budget Amendments reflected in the financial statements subject to Council approval				
<b><u>SPECIAL REVENUE FUND</u></b>				
Program Services & Support:				
Promise Neighborhoods Grant Administration Cost	138,128.00	(138,128.00)	-	Reallocation of PN Grant Administration expenses from Program Administration.
General Administration:				
Promise Neighborhoods Grant Administration Cost	-	138,128.00	138,128.00	Reallocation of PN Grant Administration expenses to General Administration.

**Children's Services Council of Broward County**  
**Balance Sheet**  
**at September 30, 2025**

	General Fund	Special Revenue Fund	Total Funds	Prior Year General Fund
<b>ASSETS</b>				
Current Assets:				
Cash	\$ 4,819,474.50	\$ 82,427.50	\$ 4,901,902.00	\$ 4,691,824.10
Investments (Note #3)	68,991,990.63	-	68,991,990.63	70,313,658.29
Taxes Receivable	1,223,161.58	-	1,223,161.58	6,480.13
Investments -Managed Funds (Note #3)	28,223,644.65	-	28,223,644.65	27,082,512.24
Accounts and Interest Receivable	44,809.50	-	44,809.50	50,647.05
Due From Other Governments	67,339.94	731,841.59	799,181.53	919,272.01
Due From Other Funds	438,495.71	-	438,495.71	-
Prepaid Items	259,471.61	-	259,471.61	200,128.19
<b>Total Assets</b>	<b>\$ 104,068,388.12</b>	<b>\$ 814,269.09</b>	<b>\$ 104,882,657.21</b>	<b>\$ 103,264,522.01</b>
<b>LIABILITIES and FUND BALANCE</b>				
Liabilities:				
Accounts Payable and Accrued Liabilities	13,156,739.55	353,288.13	13,510,027.68	12,959,031.55
Salaries and Fringe Benefits Payable	554,374.14	22,485.25	576,859.39	488,240.53
Unearned Revenue	100,190.00	-	100,190.00	852,547.20
Due to Other Funds	-	438,495.71	438,495.71	-
<b>Total Liabilities</b>	<b>13,811,303.69</b>	<b>814,269.09</b>	<b>14,625,572.78</b>	<b>14,299,819.28</b>
Fund Balance: (Note #4)				
Nonspendable	259,471.61	-	259,471.61	200,128.19
Committed for Building Fund	10,000,000.00	-	10,000,000.00	10,000,000.00
Committed for Carryforward FY25-26	3,400,754.00	-	3,400,754.00	1,549,753.00
Committed for Programs in FY25-26	24,050,000.00	-	24,050,000.00	23,600,000.00
Unassigned - Minimum Fund Balance	26,038,293.00	-	26,038,293.00	23,594,565.00
Unassigned Fund Balance	26,508,565.82	-	26,508,565.82	30,020,256.54
<b>Total Fund Balance</b>	<b>90,257,084.43</b>	<b>-</b>	<b>90,257,084.43</b>	<b>88,964,702.73</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 104,068,388.12</b>	<b>\$ 814,269.09</b>	<b>\$ 104,882,657.21</b>	<b>\$ 103,264,522.01</b>

Notes to the Financial Statements are an integral part of this statement.

**Children's Services Council of Broward County**  
**Statement of Revenues, Expenditures and Changes in Fund Balance**  
**for October 1, 2024 through September 30, 2025**

	General Fund	Special Revenue Fund	Total All Funds	Prior Year Total
<b>Revenues:</b>				
Tax Revenue (Note #7)	\$ 128,444,140.20	\$ -	\$ 128,444,140.20	\$ 117,207,208.38
Federal & State Grant Funding:				
Title IVE Legal Supports	345,268.48	-	345,268.48	361,599.57
Title IVE Adoption	122,666.78	-	122,666.78	110,654.19
Promise Neighborhood	103,986.99	1,834,293.83	1,938,280.82	389,679.03
Interest Earnings (Note #3)	5,634,579.12	-	5,634,579.12	5,482,408.53
Investment-Gain/(Loss) (Note #3)	1,141,132.41	-	1,141,132.41	1,783,209.52
Local Foundation Grants	830,000.00	-	830,000.00	1,410,742.80
Local Collaborative Events & Resources	152,330.39	-	152,330.39	214,410.82
Training Revenue	5,960.00	-	5,960.00	10,010.00
<b>Total Revenues</b>	<b>\$ 136,780,064.37</b>	<b>\$ 1,834,293.83</b>	<b>\$ 138,614,358.20</b>	<b>\$ 126,969,922.84</b>
<b>Expenditures:</b>				
Total Program Services and Support	125,818,543.40	1,769,505.73	127,588,049.13	108,753,992.40
Total General Administration	4,859,964.43	64,788.10	4,924,752.53	4,326,048.81
Total Non-Operating	4,489,053.15	-	4,489,053.15	4,044,337.32
Total Capital Outlay	211,575.77	-	211,575.77	51,503.75
Total Lease & Software Subscription Expenditures	108,545.92	-	108,545.92	109,379.20
<b>Total Expenditures</b>	<b>\$ 135,487,682.67</b>	<b>\$ 1,834,293.83</b>	<b>\$ 137,321,976.50</b>	<b>\$ 117,285,261.48</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$ 1,292,381.70</b>	<b>\$ -</b>	<b>\$ 1,292,381.70</b>	<b>\$ 9,684,661.36</b>
<b>Beginning Fund Balance</b>	<b>88,964,702.73</b>	<b>-</b>	<b>88,964,702.73</b>	<b>79,280,041.37</b>
<b>Ending Fund Balance</b>	<b>\$ 90,257,084.43</b>	<b>\$ -</b>	<b>\$ 90,257,084.43</b>	<b>\$ 88,964,702.73</b>

Children's Services Council of Broward County  
Budget to Actual (Budgetary Basis)- continued

	General Fund				Special Revenue Fund			
	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget
<b>Revenues:</b>								
Tax Revenue (Note #7)	\$ 127,236,430.00	\$ 128,444,140.20	\$ (1,207,710.20)	100.95%	\$ -	\$ -	\$ -	
Federal & State Grant Funding:						-		
Title IVE Legal Supports	425,000.00	345,268.48	79,731.52	81.24%	-	-	-	
Title IVE Adoption	105,000.00	122,666.78	(17,666.78)	116.83%	-	-	-	
Promise Neighborhood	152,673.00	103,986.99	48,686.01	68.11%	3,744,750.00	1,834,293.83	1,910,456.17	48.98%
Interest Earnings (Note #3)	500,000.00	5,634,579.12	(5,134,579.12)	1126.92%	-	-	-	
Investment-Gain/(Loss) (Note #3)	-	1,141,132.41	(1,141,132.41)		-	-	-	
Local Foundation Grants	830,000.00	830,000.00	-	100.00%	-	-	-	
Local Collaborative Events & Resources	160,370.00	152,330.39	8,039.61	94.99%	-	-	-	
Training Revenue	10,000.00	5,960.00	4,040.00	59.60%	-	-	-	
Fund Balance	23,600,000.00	-	23,600,000.00	0.00%	-	-	-	
Budgeted Carryforward	1,284,674.00	-	1,284,674.00	0.00%	-	-	-	
<b>Total Revenues</b>	<b>\$ 154,304,147.00</b>	<b>\$ 136,780,064.37</b>	<b>\$ 17,524,082.63</b>	<b>88.64%</b>	<b>\$ 3,744,750.00</b>	<b>\$ 1,834,293.83</b>	<b>\$ 1,910,456.17</b>	<b>48.98%</b>
<b>Expenditures:</b>								
<b>Program Services and Support:</b>								
Program Services	132,538,320.00	116,597,897.25	15,940,422.75	87.97%	2,429,639.00	1,104,796.41	1,324,842.59	45.47%
Program Monitoring & Evaluation	64,000.00	57,120.00	6,880.00	89.25%	-	-	-	
Program Outcome Tools	60,870.00	44,036.47	16,833.53	72.35%	-	-	-	
<b>Total Program Services</b>	<b>132,663,190.00</b>	<b>116,699,053.72</b>	<b>15,964,136.28</b>	<b>87.97%</b>	<b>2,429,639.00</b>	<b>1,104,796.41</b>	<b>1,324,842.59</b>	
Employee Salaries	7,062,499.00	6,416,467.93	646,031.07	90.85%	712,040.00	473,067.86	238,972.14	66.44%
Employee Benefits	3,053,569.00	2,444,498.97	609,070.03	80.05%	379,662.00	170,131.77	209,530.23	44.81%
Consultants	18,923.00	7,464.00	11,459.00	39.44%	5,500.00	-	5,500.00	0.00%
Material and Supplies	10,200.00	741.77	9,458.23	7.27%	25,500.00	13,466.35	12,033.65	52.81%
Printing and Advertising	16,200.00	8,987.75	7,212.25	55.48%	1,000.00	260.95	739.05	26.10%
Software Maintenance	207,760.00	141,044.29	66,715.71	67.89%	17,813.00	-	17,813.00	0.00%
Telecommunications	27,180.00	16,802.53	10,377.47	61.82%	12,759.00	1,067.17	11,691.83	8.36%
Staff Travel	119,077.00	35,465.64	83,611.36	29.78%	14,009.00	2,912.63	11,096.37	20.79%
Training & Professional Development	42,000.00	32,038.19	9,961.81	76.28%	-			
Other Expenditures	39,600.00	15,978.61	23,621.39	40.35%	8,700.00	3,802.59	4,897.41	43.71%
<b>Total Program Support</b>	<b>10,597,008.00</b>	<b>9,119,489.68</b>	<b>1,477,518.32</b>	<b>86.06%</b>	<b>1,176,983.00</b>	<b>664,709.32</b>	<b>512,273.68</b>	
<b>Total Program Services and Support</b>	<b>143,260,198.00</b>	<b>125,818,543.40</b>	<b>17,441,654.60</b>	<b>87.83%</b>	<b>3,606,622.00</b>	<b>1,769,505.73</b>	<b>1,837,116.27</b>	<b>49.06%</b>



Children's Services Council of Broward County  
Budget to Actual (Budgetary Basis)  
Annualized - Fiscal Year Ended September 30, 2025

	General Fund				Special Revenue Fund			
	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget
<b>General Administration:</b>								
Employee Salaries	3,100,422.00	2,824,754.43	275,667.57	91.11%	-	-	-	
Employee Benefits	1,223,220.00	1,125,576.43	97,643.57	92.02%	-	-	-	
Legal Fees	45,000.00	28,041.79	16,958.21	62.32%	3,094.00	3,093.71	0.29	99.99%
Auditors	40,000.00	34,059.27	5,940.73	85.15%	3,758.00	3,757.59	0.41	99.99%
Other Consultants	73,500.00	15,646.50	57,853.50	21.29%	-	-	-	
Insurance	129,473.00	106,621.65	22,851.35	82.35%	11,764.00	11,763.06	0.94	99.99%
Materials & Small Equipment	139,701.00	90,502.39	49,198.61	64.78%	-	-	-	
Printing and Advertising	18,600.00	6,520.85	12,079.15	35.06%	-	-	-	
Facilities Management & Bldg Operations (incl. res)	518,523.00	276,380.10	242,142.90	53.30%	29,433.00	29,426.94	6.06	99.98%
Software Maintenance	287,490.00	157,077.51	130,412.49	54.64%	-	-	-	
Telecommunications	45,430.00	29,961.08	15,468.92	65.95%	3,007.00	3,005.55	1.45	99.95%
Staff Travel	48,500.00	15,609.02	32,890.98	32.18%	-	-	-	
Training & Professional Development	24,500.00	22,596.49	1,903.51	92.23%	-	-	-	
Other Expenditures	185,065.00	126,616.92	58,448.08	68.42%	87,072.00	13,741.25	73,330.75	15.78%
Total General Administration	5,879,424.00	4,859,964.43	1,019,459.57	82.66%	138,128.00	64,788.10	73,339.90	46.90%
<b>Non-Operating:</b>								
Property Appraiser's Fees	727,837.00	720,235.40	7,601.60	98.96%	-	-	-	
Community Redevelopment Agency Fees	3,786,645.00	3,768,817.75	17,827.25	99.53%	-	-	-	
Total Non-Operating	4,514,482.00	4,489,053.15	25,428.85	99.44%	-	-	-	
Total General Administration & Non-Operating	10,393,906.00	9,349,017.58	1,044,888.42	89.95%	138,128.00	64,788.10	73,339.90	46.90%
<b>Capital Outlay:</b>								
Computer Hardware & Software	366,712.00	47,246.42	319,465.58	12.88%	-	-	-	
Furniture/ Equipment	56,034.00	56,033.34	0.66	100.00%	-	-	-	
Remodeling/Renovations	108,297.00	108,296.01	0.99	100.00%	-	-	-	
Total Capital Outlay	531,043.00	211,575.77	319,467.23	39.84%	-	-	-	
<b>Lease &amp; Subscription Software Expenditures: (Note #5)</b>								
Lease Principal	28,829.00	18,849.24	9,979.76	65.38%	-	-	-	
Lease Interest	971.00	496.68	474.32	51.15%	-	-	-	
Subscription Software Principal	83,416.00	83,415.77	0.23	100.00%	-	-	-	
Subscription Software Interest	5,784.00	5,784.23	(0.23)	100.00%	-	-	-	
Total Lease & Software Subscription Expenditures	119,000.00	108,545.92	10,454.08	91.22%	-	-	-	
<b>Total Expenditures</b>	<b>\$ 154,304,147.00</b>	<b>\$ 135,487,682.67</b>	<b>\$ 18,816,464.33</b>	<b>87.81%</b>	<b>\$ 3,744,750.00</b>	<b>\$ 1,834,293.83</b>	<b>\$ 1,910,456.17</b>	<b>48.98%</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>		<b>\$ 1,292,381.70</b>						
<b>Beginning Fund Balance</b>		<b>88,964,702.73</b>						
<b>Ending Fund Balance</b>		<b>\$ 90,257,084.43</b>						



Children's Services Council of Broward County  
Program Expenditures By Goals  
Budget to Actual (Budgetary Basis)  
For the 12 Months Ended September 30, 2025

		Fiscal Year 2024 - 2025					
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6) Comments
Service Goals:							
Capacity Building & Training							
Training/Technical Assistance	Training	109,391.00	95,624.49	13,766.51	87.42%		
	Unallocated - Training/Technical Assistance	42,859.00	-	42,859.00	0.00%		
	Total Training/Technical Assistance	152,250.00	95,624.49	56,625.51	62.81%		
Organization & Capacity Building	Program Performance Consultants	70,875.00	39,750.00	31,125.00	56.08%		
	Inclusivity Matters Initiatives	100,000.00	25,139.00	74,861.00	25.14%		
	Leadership Initiatives	37,351.00	12,000.00	25,351.00	32.13%		
	Consulting and Capacity Building Grants	360,000.00	311,315.14	48,684.86	86.48%		
	Organizational Development Training	59,614.00	54,476.96	5,137.04	91.38%		
	Total Organization & Capacity Building	627,840.00	442,681.10	185,158.90	70.51%		
Fiscal Support	A Little Help Never Hurt/UL FS ABCD	12,958.00	12,958.00	-	100.00%	100.00%	✔ CR
	A Little Help Never Hurt/UL FS PN	1,542.00	1,542.00	-	100.00%	100.00%	✔ CR
	A Little Help Never Hurt/UL FS PN	10,500.00	7,875.00	2,625.00	75.00%	75.00%	✔ CR
	A Little Help Never Hurt/UL FS Com Collaboration	2,800.00	2,800.00	-	100.00%	100.00%	✔ CR
	FLITE-FS KIDS CWSYOP	3,350.00	3,349.92	0.08	100.00%	100.00%	✔ CR
	FLITE-FS KIDS TIL Support	21,650.00	21,650.00	-	100.00%	100.00%	✔ CR
	Healing Art Inst/FS KIDS	25,000.00	24,999.96	0.04	100.00%	100.00%	✔ CR
	Center for Hearing/FS KIDS	7,542.00	7,542.00	-	100.00%	100.00%	✔ UOS
	Center for Hearing/FS KIDS	11,733.00	11,733.00	-	100.00%	100.00%	✔ UOS
	Unallocated-Fiscal Support	52,907.00	-	52,907.00	0.00%		
	Total Fiscal Support	149,982.00	94,449.88	55,532.12	62.97%		
Volunteers	Volunteer Broward Db	342,467.00	342,391.39	75.61	99.98%	100.00%	✔ CR
	Total Volunteers	342,467.00	342,391.39	75.61	99.98%		
Total Capacity Building & Training		1,272,539.00	975,146.86	297,392.14	76.63%		



Children's Services Council of Broward County  
Program Expenditures By Goals  
Budget to Actual (Budgetary Basis)  
For the 12 Months Ended September 30, 2025

Fiscal Year 2024 - 2025									
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep		Reimb. Type (Note #6)	Comments
Family Supports									
Family Strengthening									
	Advocacy Network Disabilities	377,898.00	364,120.42	13,777.58	96.35%	100.00%	✔	UOS	
	Ann Storck Center	356,705.00	228,003.92	128,701.08	63.92%	100.00%	✘	UOS	Low enrollment, staff vacancy.
	ARC Inc.	852,865.00	785,328.92	67,536.08	92.08%	100.00%	✔	UOS	
	Be Strong International	330,934.00	108,225.98	222,708.02	32.70%	100.00%	✘	UOS	Program ended 7/31.
	Boys & Girls Club	349,045.00	274,131.15	74,913.85	78.54%	100.00%	✘	UOS	Challenges with inconsistent group attendance
	Boys Town So Florida	483,495.00	447,114.23	36,380.77	92.48%	100.00%	✔	UOS	
	Broward Children's Center	331,632.00	242,093.00	89,539.00	73.00%	100.00%	✘	UOS	Low enrollment, staff vacancy.
	Children's Harbor Inc.	571,889.00	259,873.43	312,015.57	45.44%	100.00%	✘	UOS	The program has continuing challenges with vacancies and low referrals.
	Community Based Connections	446,914.00	434,506.47	12,407.53	97.22%	100.00%	✔	UOS	
	Family Central - NPP	640,563.00	640,040.43	522.57	99.92%	100.00%	✔	UOS	
	Family Central - PAT	517,614.00	469,548.42	48,065.58	90.71%	100.00%	✔	UOS	
	Gulf Coast CC	1,238,523.00	1,238,121.83	401.17	99.97%	100.00%	✔	UOS	
	Henderson Beh Hlth-MST	920,731.00	905,708.21	15,022.79	98.37%	100.00%	✔	UOS	
	Henderson Beh Hlth-PACT	576,685.00	387,864.14	188,820.86	67.26%	100.00%	✘	UOS	Ongoing staff vacancy and low referrals impacted utilization.
	Hispanic Unity of Florida	992,019.00	892,174.47	99,844.53	89.94%	100.00%	!	UOS	Director vacancy impacted program support.
	Jack and Jill	31,500.00	24,985.36	6,514.64	79.32%	100.00%	✘	UOS	Staff vacancies impacted utilization.
	JAFCO-MST	768,366.00	733,542.57	34,823.43	95.47%	100.00%	✔	UOS	
	KIDS in Distress HOMEBUILDER	633,504.00	390,639.67	242,864.33	61.66%	100.00%	✘	UOS	Staff vacancies impacted utilization.
	KIDS in Distress-KID First	1,546,459.00	1,089,332.39	457,126.61	70.44%	100.00%	✘	UOS	Staff vacancies impacted utilization.
	Memorial Healthcare-Family Tie	1,195,707.00	1,106,811.96	88,895.04	92.57%	100.00%	✔	UOS	
	Memorial Healthcare-Teen Reach	577,287.00	577,276.21	10.79	100.00%	100.00%	✔	UOS	
	Mount Bethel Human Services	340,125.00	217,539.03	122,585.97	63.96%	100.00%	✘	UOS	Enrollment and staff vacancies impacted utilization. PIP is still in place.
	Pace Center for Girls	331,353.00	194,878.58	136,474.42	58.81%	100.00%	✘	UOS	Staff vacancies impacted utilization.
	Smith Mental Health Associates	1,058,307.00	1,058,271.41	35.59	100.00%	100.00%	✔	UOS	
	Total Family Strengthening	15,470,120.00	13,070,132.20	2,399,987.80	84.49%				
Kinship									
	Harmony Development Center	233,146.00	233,144.18	1.82	100.00%	100.00%	✔	UOS	
	KIDS in Distress-KISS	755,346.00	692,352.53	62,993.47	91.66%	100.00%	✔	UOS	
	Legal Aid Service-KISS	544,828.00	532,756.00	12,072.00	97.78%	100.00%	✔	UOS	
	Kinship Care/Non-Relative Care	5,368.00	5,367.27	0.73	99.99%				Deluca Funds
	Total Kinship	1,538,688.00	1,463,619.98	75,068.02	95.12%				
























Children's Services Council of Broward County  
Program Expenditures By Goals  
Budget to Actual (Budgetary Basis)  
For the 12 Months Ended September 30, 2025

Fiscal Year 2024 - 2025							
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6) Comments
Trauma	Broward Behavioral Health Coalition	850,000.00	673,295.04	176,704.96	79.21%	100.00%	UOS Payor of last resort. Navigation pilot program tiered implementation.
	Community Based Connections /HEAL	599,130.00	449,398.14	149,731.86	75.01%	100.00%	CR Vacancy not filled due to reduced staffing in next RFP.
	Healing Arts Inst of South FL FS KIDS	512,663.00	344,300.73	168,362.27	67.16%	100.00%	CR Staff vacancies not to be filled. Contract sunsets 9/30/25.
	JAFCO-Community Wellness Center	503,788.00	468,597.58	35,190.42	93.01%	100.00%	CR
	Junior Achievement of South FI- Trauma	100,000.00	99,997.99	2.01	100.00%	100.00%	CR
	Memorial Healthcare System / HEAL	670,320.00	600,526.15	69,793.85	89.59%	100.00%	CR Staff vacancy impacted utilization.
	Mental Health America of SE FL / HEAL	512,663.00	443,138.65	69,524.35	86.44%	100.00%	CR Vacancy not filled and reduced staffing in next RFP.
	Smith Mental Health Associates / HEAL	540,225.00	478,487.16	61,737.84	88.57%	100.00%	CR Vacancy not filled due to new staffing pattern in new RFP cycle.
	Trauma Responsive Community Training	173,950.00	140,506.72	33,443.28	80.77%	100.00%	CR Utilized BBHC's funding in first quarter of fiscal year
	Total Trauma	4,462,739.00	3,698,248.16	764,490.84	82.87%		
Supervised Visitation	Children's Home Society of Florida	230,800.00	215,890.74	14,909.26	93.54%	100.00%	CR
	Children's Home Society of Florida	157,937.00	100,743.69	57,193.31	63.79%	100.00%	CR Contract extension ended January 2025.
	Total Supervise Visitation	388,737.00	316,634.43	72,102.57	81.45%		
Hunger	Community Enhancement Collaboration	185,344.00	183,189.94	2,154.06	98.84%	100.00%	CR
	FLIPANY, Inc.	281,245.00	280,157.92	1,087.08	99.61%	100.00%	CR
	Harvest Drive	88,301.00	87,480.21	820.79	99.07%	100.00%	CR
	LifeNet4Families	388,754.00	388,024.20	729.80	99.81%	100.00%	CR
	SFL Hunger Coal-Break Spot	179,455.00	172,173.16	7,281.84	95.94%	100.00%	CR
	SFL Hunger Coal-Markets Pantry	316,714.00	316,349.43	364.57	99.88%	100.00%	CR
	Unallocated-Hunger	23,371.00	-	23,371.00			
	Total Hunger	1,463,184.00	1,427,374.86	35,809.14	97.55%		
Financial Stability	BEF Senior Send Off	17,250.00	12,500.00	4,750.00	72.46%	100.00%	CR
	Hispanic Unity-EITC	416,855.00	410,785.81	6,069.19	98.54%	100.00%	CR
	HOPE S FL - Day Respite	92,500.00	91,643.67	856.33	99.07%	100.00%	CR
	Legal Aid Service-Homeless Prevention	500,000.00	17,959.46	482,040.54	3.59%		CR Contract executed at the end of May.
	Soles4Souls	25,000.00	25,000.00	-	100.00%	100.00%	CR
	Total Financial Stability	1,051,605.00	557,888.94	493,716.06	53.05%		
Total Family Supports		24,375,073.00	20,533,898.57	3,841,174.43	84.24%		



**Children's Services Council of Broward County**  
**Program Expenditures By Goals**  
**Budget to Actual (Budgetary Basis)**  
**For the 12 Months Ended September 30, 2025**

		Fiscal Year 2024 - 2025						
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6)	Comments
Youth Development								
Youth FORCE								
	Boys and Girls Club of Broward County, Inc.	523,230.00	377,189.12	146,040.88	72.09%	100.00% 	UOS	New Youth Force provider. Staff vacancies impacted utilization.
	City of West Park	174,226.00	157,926.32	16,299.68	90.64%	100.00% 	UOS	
	Community Based Connections, Inc. / CRA	51,900.00	51,900.00	-	100.00%	100.00% 	UOS	
	CCDH, Inc. d/b/a The Advocacy Network on Disabilities	134,570.00	130,273.54	4,296.46	96.81%	100.00% 	UOS	
	Community Access Ctr, Inc	298,150.00	292,038.60	6,111.40	97.95%	100.00% 	UOS	
	Community Based Connections, Inc.	538,425.00	501,843.31	36,581.69	93.21%	100.00% 	UOS	
	Community Reconstruction, Inc.	378,191.00	373,149.09	5,041.91	98.67%	100.00% 	UOS	
	Crockett Foundation	1,566,066.00	1,494,343.59	71,722.41	95.42%	100.00% 	UOS	
	Firewall Centers, Inc	3,121,343.00	2,860,646.61	260,696.39	91.65%	100.00% 	UOS	
	Firewall Centers, Inc - Promise Neighborhood	40,245.00	31,604.01	8,640.99	78.53%	100.00%	CR	Broward College Promise Neighborhoods grant, ended 12/31/2024.
	Harmony Development Center, Inc.	1,089,766.00	1,089,526.00	240.00	99.98%	100.00% 	UOS	
	HANDY	563,100.00	563,100.00	-	100.00%	100.00% 	UOS	
	Hanley Ctr Foundation	75,000.00	71,334.44	3,665.56	95.11%	100.00% 	CR	
	Hispanic Unity of Florida, Inc.	3,070,987.00	2,729,657.67	341,329.33	88.89%	100.00% 	UOS	Low Average Daily Attendance & staff retention challenges.
	Memorial Healthcare System	860,586.00	849,616.21	10,969.79	98.73%	100.00% 	UOS	
	Smith Mental Health Found	708,930.00	701,470.89	7,459.11	98.95%	100.00% 	UOS	
	Urban League of B.C.	433,575.00	432,752.98	822.02	99.81%	100.00% 	UOS	
	Urban League of BC -Promise Neighborhood	35,893.00	27,638.99	8,254.01	77.00%	100.00%	CR	Broward College Promise Neighborhoods grant, ended 12/31/2024.
	Wyman TOP Training	25,000.00	7,500.00	17,500.00	30.00%			
	YMCA of South Florida	1,823,031.00	1,262,154.39	560,876.61	69.23%	100.00% 	UOS	
	YMCA of South Florida - Promise Neighborhood	76,535.00	44,743.97	31,791.03	58.46%	100.00%	CR	Broward College Promise Neighborhoods grant, ended 12/31/2024. PATHS and PBL training.
	Training	25,000.00	250.00	24,750.00	1.00%			
	Total Youth FORCE	15,613,749.00	14,050,659.73	1,563,089.27	89.99%			
LEAP High School								
	Community Based Connections, Inc.	1,019,646.00	608,217.20	411,428.80	59.65%	100.00% 	UOS	Low enrollment/Average Daily Attendance.
	Firewall Centers, Inc	863,502.00	716,151.05	147,350.95	82.94%	100.00% 	UOS	Low enrollment/Average Daily Attendance.
	Hispanic Unity of Florida, Inc.	1,554,090.00	1,259,456.98	294,633.02	81.04%	100.00% 	UOS	Low enrollment/Average Daily Attendance.
	YMCA of South Florida	3,472,534.00	3,415,001.88	57,532.12	98.34%	100.00% 	UOS	
	Total LEAP High School	6,909,772.00	5,998,827.11	910,944.89	86.82%			



Children's Services Council of Broward County  
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		Fiscal Year 2024 - 2025							
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6)		Comments
Youth Employment									
	CareerSource Broward	4,277,213.00	4,065,368.53	211,844.47	95.05%	100.00%	✔	UOS	
	Junior Achievement Leverage -Career Bound	995,050.00	810,264.68	184,785.32	81.43%	100.00%	⚠	UOS	Low enrollment.
	Junior Achievement Leverage- Pre-Apprenticeship	594,336.00	290,878.04	303,457.96	48.94%	100.00%	✖	UOS	May 1, 2025 - September 30, 2025. Staff vacancies and delayed enrollment.
	Museum of Discovery/Science	212,753.00	212,753.00	-	100.00%	100.00%	✔	UOS	
	Museum of Discovery/Science	131,842.00	131,841.99	0.01	100.00%	100.00%	✔	UOS	
	Total Youth Employment	6,211,194.00	5,511,106.24	700,087.76	88.73%				
Youth Safety Initiatives									
	U-Turn Youth Consulting	15,839.00	13,051.20	2,787.80	82.40%				
	Unallocated - Youth Safety Initiatives.	200,000.00	-	200,000.00	0.00%				
	Total Youth Safety Initiatives.	215,839.00	13,051.20	202,787.80	6.05%				
Youth Leadership Development									
	Brwd Ed Found-B2L	102,000.00	101,467.32	532.68	99.48%	100.00%	✔	CR	
	FL Children's 1st	8,800.00	8,800.00	-	100.00%	100.00%	✔	CR	
	FLITE-FS KIDS CWSYOP	86,563.00	69,013.38	17,549.62	79.73%	100.00%	✖	CR	Technical assistance provided.
	Total Youth Leadership Development	197,363.00	179,280.70	18,082.30	90.84%				
	Subtotal Youth Development	29,147,917.00	25,752,924.98	3,394,992.02	88.35%				
Juvenile Diversion									
New DAY									
	Broward Sheriff's Office	663,124.00	506,391.78	156,732.22	76.36%	100.00%	✖	UOS	Extensive staff vacancies throughout the FY.
	Camelot CC	345,864.00	305,626.77	40,237.23	88.37%	100.00%	⚠	UOS	Low referrals.
	Community Reconstruction	275,663.00	184,547.26	91,115.74	66.95%	100.00%	✖	UOS	Program engagement concerns. PIP is still in place.
	Harmony Development Ctr, Inc	355,401.00	350,977.46	4,423.54	98.76%	100.00%	✔	UOS	
	Henderson Behavioral Health	230,318.00	167,037.94	63,280.06	72.52%	100.00%	✖	UOS	Staff and management retention issues. TA provided
	Juliana Gerena & Assoc. Program	407,584.00	406,395.32	1,188.68	99.71%	100.00%	✔	UOS	
	Memorial Healthcare Sys	776,946.00	657,807.20	119,138.80	84.67%	100.00%	⚠	UOS	Staff vacancies impacted utilization.
	PACE Center for Girls	180,647.00	172,054.73	8,592.27	95.24%	100.00%	✔	UOS	
	Smith Mental Health Assoc	505,589.00	505,432.63	156.37	99.97%	100.00%	✔	UOS	
	Urban League of BC	288,983.00	201,198.00	87,785.00	69.62%	100.00%	✖	UOS	Staff vacancies impacted utilization.
	Training	25,000.00	21,933.32	3,066.68	87.73%				
	Total New DAY	4,055,119.00	3,479,402.41	575,716.59	85.80%				
Total Youth Development & Juvenile Diversion		33,203,036.00	29,232,327.39	3,970,708.61	88.04%				



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Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6)	Comments	
Independent Living									
Healthy Youth Transitions (HYT)	Camelot CC	497,937.00	480,580.50	17,356.50	96.51%	100.00%	✔	UOS	
	FLITE-FS KID	559,459.00	495,112.22	64,346.78	88.50%	100.00%	⚠	CR	Staff vacancies impacted utilization.
	Gulf Coast Jewish Family Service	592,578.00	488,878.20	103,699.80	82.50%	100.00%	⚠	UOS	Individual counseling units are low.
	HANDY	1,058,925.00	1,058,876.28	48.72	100.00%	100.00%	✔	UOS	
	Harmony Development Ctr, Inc	477,478.00	476,553.84	924.16	99.81%	100.00%	✔	UOS	
	Henderson Beh Hlth -Wilson Grd	297,403.00	282,217.38	15,185.62	94.89%	100.00%	✔	UOS	
	HOMES-FS HANDY	189,930.00	181,119.03	8,810.97	95.36%	100.00%	✔	CR	
	Memorial Healthcare Sys	787,524.00	674,121.98	113,402.02	85.60%	100.00%	⚠	UOS	Staff vacancies impacted utilization.
	PACE Center for Girls	305,211.00	277,398.95	27,812.05	90.89%	100.00%	✔	UOS	
	SunServe/AIDS Foundation	524,850.00	290,563.97	234,286.03	55.36%	100.00%	✖	UOS	Staff vacancies.
	Total Healthy Youth Transitions	5,291,295.00	4,705,422.35	585,872.65	88.93%				
Total Independent Living		5,291,295.00	4,705,422.35	585,872.65	88.93%				
Literacy and Early Education									
Subsidized Childcare									
	Early Learning Coalition (ELC)	3,592,850.00	3,592,850.00	-	100.00%	100.00%	✔	UOS	CSC funds used last.
	ELC - Vulnerable Population	7,033,171.00	6,518,027.07	515,143.93	92.68%	100.00%	✔	UOS	Carryforward to FY26
	Total Subsidized Childcare	10,626,021.00	10,110,877.07	515,143.93	95.15%				
Grade Level Reading									
	Broward Reads for Record	189,947.00	189,946.96	0.04	100.00%				
	Campaign for Grade Level Reading	78,878.00	20,537.19	58,340.81	26.04%				Used as needed.
	Volunteer Broward dba HandsOn SFL	125,052.00	125,046.77	5.23	100.00%	100.00%	✔	CR	
	Kidvision	150,000.00	150,000.00	-	100.00%				
	Reading & Math	525,000.00	461,220.92	63,779.08	87.85%	100.00%	⚠	CR	Federal Grant delayed program start for SY 25/26.
	Countdown to Kindergarten	36,660.00	36,660.00	-	100.00%			CR	Event held in April. One time purchase.
	Unallocated - Literacy Outreach &Marketing	82,503.00	-	82,503.00	0.00%				
	Total Grade Level Reading	1,188,040.00	983,411.84	204,628.16	82.78%				
Total Literacy & Early Education		11,814,061.00	11,094,288.91	719,772.09	93.91%				
Child Welfare Supports									
Adoptive/Foster Parent Recruit									
	Forever Families/Gialogic	189,263.00	189,262.92	0.08	100.00%	100.00%	✔	CR	
	Heart Gallery of Broward	80,640.00	80,640.00	-	100.00%	100.00%	✔	CR	
	Total Adoptive/Foster Parent Recruit	269,903.00	269,902.92	0.08	100.00%				
Legal Supports									
	Legal Aid of Broward County	2,747,510.00	1,880,798.15	866,711.85	68.45%	100.00%	✖	UOS	Staff vacancies impacted utilization.
	Total Legal Supports	2,747,510.00	1,880,798.15	866,711.85	68.45%				
Total Child Welfare Support		3,017,413.00	2,150,701.07	866,711.93	71.28%				





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Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6)	Comments
Out of School Time								
Leadership/Quality	FACCT /MOTT	10,000.00	10,000.00	-	100.00%			One time payment.
	Total Leadership/Quality	10,000.00	10,000.00	-	100.00%			
Maximizing Out-of-School Time (MOST)								
	Advocacy Network on Disabilities	135,747.00	133,615.02	2,131.98	98.43%	100.00%	✓	CR
	After School Program	2,823,450.00	2,721,186.79	102,263.21	96.38%	100.00%	✓	UOS
	Broward County Parks - LOA	17,500.00	17,485.86	14.14	99.92%	100.00%	✓	CR
	City of Hallandale	300,190.00	300,190.00	-	100.00%	100.00%	✓	UOS
	City of Hollywood	977,592.00	919,711.18	57,880.82	94.08%	100.00%	✓	UOS
	City of Miramar	190,554.00	165,418.73	25,135.27	86.81%	100.00%	⚠	UOS
	City of Oakland Park	543,450.00	536,623.22	6,826.78	98.74%	100.00%	✓	UOS
	Comm After School w/Margate CRA	1,528,077.00	1,261,631.92	266,445.08	82.56%	100.00%	⚠	UOS
	Community Based Connections	387,650.00	328,650.01	58,999.99	84.78%	100.00%	⚠	UOS
	Firewall	2,385,878.00	2,301,037.35	84,840.65	96.44%	100.00%	✓	UOS
	FL International University	952,609.00	898,512.55	54,096.45	94.32%	100.00%	✓	CR
	FLIPANY	52,500.00	52,497.15	2.85	99.99%	100.00%	✓	CR
	Hallandale CRA	871,467.00	871,466.75	0.25	100.00%	100.00%	✓	CRA one time payment.
	Hollywood Beach CRA	228,665.00	228,665.00	-	100.00%	100.00%	✓	CRA one time payment.
	Jack and Jill	254,363.00	167,539.69	86,823.31	65.87%	100.00%	✗	UOS
	Kids In Distress	236,288.00	236,288.00	-	100.00%	100.00%	✓	UOS
	Soref JCC	754,671.00	752,626.00	2,045.00	99.73%	100.00%	✓	UOS
	Sunshine Aftercare Program	2,104,252.00	1,765,286.63	338,965.37	83.89%	100.00%	⚠	UOS
	United Community Options	174,038.00	172,674.26	1,363.74	99.22%	100.00%	✓	UOS
	Volta Music Foundation	300,000.00	277,799.74	22,200.26	92.60%	100.00%	✓	CR
	YMCA w/Deerfield Beach CRA	5,342,971.00	4,200,737.33	1,142,233.67	78.62%	100.00%	✗	UOS
	Back to School Supplies	452,498.00	432,536.37	19,961.63	95.59%			
	Training	81,200.00	67,600.00	13,600.00	83.25%			PATHS and PBL training.
	Unallocated MOST GP	874.00	-	874.00	0.00%			
	Total Maximizing Out-of-School Time (MOST)	21,096,484.00	18,809,779.55	2,286,704.45	89.16%			
Summer Programs								
	Boys & Girls Club	756,000.00	713,207.38	42,792.62	94.34%	100.00%	✓	UOS
	Lauderdale Lakes, City of	144,018.00	110,530.82	33,487.18	76.75%	100.00%	✗	UOS
	Urban League of BC	67,554.00	66,982.52	571.48	99.15%	100.00%	✓	UOS
	West Park, City of	94,500.00	94,500.00	-	100.00%	100.00%	✓	UOS
	Total Summer Programs	1,062,072.00	985,220.72	76,851.28	92.76%			
Total Out-of-School Time		22,168,556.00	19,805,000.27	2,363,555.73	89.34%			



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Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep			
Physical Health									
School Health	Florida Department of Health/w CRA	2,017,862.00	1,946,984.42	70,877.58	96.49%	100.00%	✔	CR	
	Miami Lighthouse for the Blind	60,000.00	60,000.00	-	100.00%	100.00%	✔	CR	
	Total School Health	2,077,862.00	2,006,984.42	70,877.58	96.59%				
Water Safety/Drowning Prevention									
	Florida Department Of Health	451,355.00	428,170.91	23,184.09	94.86%	100.00%	✔	CR	
	Broward County-Swim Central	877,813.00	647,741.25	230,071.75	73.79%	100.00%	✖	CR	Lifeguard/WSI shortages and pool closures
	Total Water Safety/Drowning Prevention	1,329,168.00	1,075,912.16	253,255.84	80.95%				
Kid Care Insurance Outreach									
	Florida Department Of Health	550,757.00	508,530.62	42,226.38	92.33%	100.00%	✔	CR	
	Total Kid Care Insurance Outreach	550,757.00	508,530.62	42,226.38	92.33%				
Total Physical Health		3,957,787.00	3,591,427.20	366,359.80	90.74%				
Maternal & Child Health									
Screening/Assessment/Support									
	BHSC - Healthy Families Broward	1,481,927.00	1,266,565.88	215,361.12	85.47%	100.00%	⚠	UOS	Vacancies throughout the year impacted utilization.
	North Broward Hospital District - NFP	158,932.00	120,665.33	38,266.67	75.92%	100.00%	✖	CR	Late contract execution. Underutilization of staff travel and supplies.
	Total Screening/Assessment/Support	1,640,859.00	1,387,231.21	253,627.79	84.54%				
Mothers Overcoming Maternal Stress (MOMS)									
	Memorial Healthcare System - MOMS	1,433,912.00	1,314,706.59	119,205.41	91.69%	100.00%	✔	UOS	
	Total Mothers w/Maternal Dep	1,433,912.00	1,314,706.59	119,205.41	91.69%				
Fetal Infant Mortality									
	Broward Hlthy Start-SAFE SLEEP	265,406.00	254,349.56	11,056.44	95.83%	100.00%	✔	CR	
	Total Fetal Infant Mortality	265,406.00	254,349.56	11,056.44	95.83%				
Total Maternal & Child Health		3,340,177.00	2,956,287.36	383,889.64	88.51%				
Physical, Developmental, & Behavioral Needs									
MOST/Special Needs									
	After School Programs	380,595.00	359,815.25	20,779.75	94.54%	100.00%	✔	UOS	
	Ann Storck Center	671,957.00	664,114.76	7,842.24	98.83%	100.00%	✔	UOS	
	ARC Broward	2,158,735.00	2,155,371.12	3,363.88	99.84%	100.00%	✔	UOS	
	Broward Children's Center	840,049.00	819,813.04	20,235.96	97.59%	100.00%	✔	UOS	
	Center for Hearing & Communication - FS KIDS	351,900.00	274,634.68	77,265.32	78.04%	100.00%	✖	UOS	Low summer enrollment/attendance.
	Smith Community MH	1,116,850.00	1,099,774.91	17,075.09	98.47%	100.00%	✔	UOS	
	United Cerebral Palsy	1,081,474.00	968,017.86	113,456.14	89.51%	100.00%	⚠	UOS	Low summer enrollment/attendance.PIP is still in place.
	YMCA of S FL	5,870,445.00	5,677,610.26	192,834.74	96.72%	100.00%	✔	UOS	
	Total MOST/Special Needs	12,472,005.00	12,019,151.88	452,853.12	96.37%				



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Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep		
MOST Summer Program/Special Needs								
	Memorial Healthcare System	154,323.00	154,303.00	20.00	99.99%	100.00%	UOS	
	JAFCO Children's Ability Center	405,014.00	398,636.68	6,377.32	98.43%	100.00%	UOS	
	David Posnack Jewish Community Centers of SF	261,780.00	224,867.50	36,912.50	85.90%	100.00%	UOS	Low enrollment.
	Pembroke Pines, City of	161,797.00	154,377.50	7,419.50	95.41%	100.00%	UOS	
	Total MOST Summer Program/Special Needs	982,914.00	932,184.68	50,729.32	94.84%			
	Subtotal MOST Special Needs	13,454,919.00	12,951,336.56	503,582.44	96.26%			
STEP								
	Ann Storck Center, Inc.	545,345.00	526,247.96	19,097.04	96.50%	100.00%	UOS	
	Arc Broward, Inc.	848,498.00	848,494.89	3.11	100.00%	100.00%	UOS	
	Center for Hearing & Communication, Inc.	226,943.00	215,316.49	11,626.51	94.88%	100.00%	UOS	
	Goodwill Industries of SF, Inc.	142,521.00	94,592.73	47,928.27	66.37%	100.00%	UOS	Low enrollment/attendance. New STEP provider.
	Smith Mental Health Found	583,196.00	524,856.91	58,339.09	90.00%	100.00%	UOS	
	United Community Options	1,149,881.00	784,346.71	365,534.29	68.21%	100.00%	UOS	Low enrollment/attendance
	YMCA of South Florida	1,346,901.00	1,327,124.28	19,776.72	98.53%	100.00%	UOS	
	Total STEP	4,843,285.00	4,320,979.97	522,305.03	89.22%			
Information/Referral Network								
	First Call for Help BH	374,018.00	357,766.36	16,251.64	95.65%	100.00%	CR	
	First Call for Help SN	1,061,342.00	1,048,418.27	12,923.73	98.78%	100.00%	UOS	
	Total Information/Referral Network	1,435,360.00	1,406,184.63	29,175.37	97.97%			
Respite Services-BREAK								
	Memorial Healthcare System	129,245.00	129,245.00	-	100.00%	100.00%	UOS	
	Smith Community MH	107,349.00	88,250.35	19,098.65	82.21%	100.00%	UOS	Low enrollment/referrals/attendance
	Total Respite Services-BREAK	236,594.00	217,495.35	19,098.65	91.93%			
Total Physical, Developmental, & Behavioral Needs		19,970,158.00	18,895,996.51	1,074,161.49	94.62%			
Child & Youth Safety								
Eliminate Bullying and Choose								
	United Way - Choose Peace	61,760.00	57,875.82	3,884.18	93.71%	100.00%	CR	
Total Child & Youth Safety		61,760.00	57,875.82	3,884.18	93.71%			
Grand Total Service Goals		128,471,855.00	113,998,372.31	14,473,482.69	88.73%			



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Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6)	Comments	
System Goals:									
Seamless System of Care									
Single Point of Entry									
	First Call for Help GP	785,514.00	770,724.53	14,789.47	98.12%	100.00%	✔	CR	
	Total Single Point of Entry	785,514.00	770,724.53	14,789.47	98.12%				
Research & Evaluate Systems of Care									
Leadership/Resources-Strategic									
	CCB	10,000.00	10,000.00	-	100.00%				
	Children Strategic Plan Initiatives	61,610.00	41,794.35	19,815.65	67.84%				
	Unallocated-Strategic Plan	38,390.00	-	38,390.00	0.00%				
	Total Leadership/Resources-Strategic	110,000.00	51,794.35	58,205.65	47.09%				
Improve Provider Reporting									
	Data Systems	107,580.00	107,580.00	-	45.73%				
	Software maintenance	27,500.00	10,663.92	16,836.08	38.78%				
	Web hosting Fee	103,710.00	103,710.00	-	100.00%				
	Unallocated-Improve Provider Reporting	16,319.00	-	16,319.00	0.00%				
	Total Improve Provider Reporting	255,109.00	221,953.92	33,155.08	87.00%				
Promote Research Initiatives									
	ALHNNH/UL FS-ABCD/Lauderhill, Hollywood & FLL	197,420.00	96,564.03	100,855.97	48.91%	100.00%	✖	CR	Recruitment Delay Resolved
	A Little Help Never Hurt / UL FS - Com Collaboration	37,200.00	3,178.83	34,021.17	8.55%	100.00%	✖	CR	Contract extended to FY25-26
	Broward Behavioral Health Coalition	25,000.00	5,000.00	20,000.00	20.00%	100.00%	✖	CR	Late Start to Services
	Unallocated-Promote Research Initiatives	50,000.00	-	50,000.00	0.00%				
	Total Promote Research Initiatives	309,620.00	104,742.86	204,877.14	33.83%				
Integrated Data System									
	IDS -We Are Supported- CPAR Initiative	50,000.00	-	50,000.00	0.00%				
	Unallocated - Integrated data system	20,000.00	-	20,000.00	0.00%				
	Total Integrated Data System	70,000.00	-	70,000.00	0.00%				
Total Research, Evaluate & Seamless Systems of Care		1,530,243.00	1,149,215.66	381,027.34	75.10%				



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Budget to Actual (Budgetary Basis)  
For the 12 Months Ended September 30, 2025

		Fiscal Year 2024 - 2025						
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep	Reimb. Type (Note #6)	Comments
Public Awareness & Advocacy								
Sponsorships								
	Sponsorship-High Impact	88,655.00	73,550.00	15,105.00	82.96%			
	Sponsorship	91,345.00	87,845.00	3,500.00	96.17%			
	Total Sponsorships	180,000.00	161,395.00	18,605.00	89.66%			
Educate Taxpayers								
	Broward Education Comm Network	30,550.00	25,191.53	5,358.47	82.46%			
	MNetwork	250,000.00	249,966.25	33.75	99.99%			
	Marketing	597,549.00	586,445.37	11,103.63	98.14%			
	Other Purchased Services	9,050.00	4,127.82	4,922.18	45.61%			
	Resource Guide	140,700.00	140,700.00	-	100.00%			
	Outreach Materials	187,743.00	181,248.73	6,494.27	96.54%			
	Unallocated - Public Awareness	206,708.00	-	206,708.00	0.00%			
	Total Educate Taxpayers	1,422,300.00	1,187,679.70	234,620.30	83.50%			
Advocacy/Outreach								
	FACCT Dues	80,000.00	80,000.00	-	100.00%			
	Travel / Dues & Fee	20,000.00	5,677.67	14,322.33	28.39%			
	Total Advocacy/Outreach	100,000.00	85,677.67	14,322.33	85.68%			
Pub Communication w/ Special Population								
	ADA Remediation	18,000.00	8,479.31	9,520.69	47.11%			
	Other Purchased Services	17,348.00	7,077.60	10,270.40	40.80%			
	Unallocated - Public Comm w/ Spec. Pop	9,652.00	-	9,652.00	0.00%			
	Total Pub Communication w/ Spec Pop	45,000.00	15,556.91	29,443.09	34.57%			
Total Public Awareness & Advocacy		1,747,300.00	1,450,309.28	296,990.72	83.00%			
Leveraging Resources								
	Consultant	30,000.00	-	30,000.00	0.00%			To be used as needed.
	Total Maximize Leveraged Funds	30,000.00	-	30,000.00	0.00%			
Total Leveraging Resources		30,000.00	-	30,000.00	0.00%			
Grand Total System Goals		3,307,543.00	2,599,524.94	708,018.06	78.59%			
	Unallocated General	758,922.00	-	758,922.00	0.00%			
Total All Goals		\$ 132,538,320.00	\$ 116,597,897.25	\$ 15,940,422.75	87.97%			





Children's Services Council of Broward County  
Program Expenditures By Goals  
Budget to Actual (Budgetary Basis)  
For the 12 Months Ended September 30, 2025

		Fiscal Year 2024 - 2025						Reimb. Type (Note #6)	Comments
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @Sep			
Special Revenue Fund Program Services Detail									
Financial Stability									
	OIC of South Florida	100,000.00	61,970.14	38,029.86	61.97%	75.00%	🟡	CR	Low use of VA. Expected to increase use in the remaining months
	United Way	87,000.00	37,684.12	49,315.88	43.32%	75.00%	🔴	CR	Program not fully staffed until May 2025
	Urban League of BC	379,713.00	195,666.11	184,046.89	51.53%	75.00%	🔴	CR	Staff vacancies are now filled. Contractual services now being utilized.
	Total Financial Stability	566,713.00	295,320.37	271,392.63	52.11%				
Youth FORCE									
	Firewall Centers, Inc	143,780.00	88,884.94	54,895.06	61.82%	75.00%	🟡	CR	Staff vacancy impacted utilization.
	Urban League of BC	111,000.00	70,096.03	40,903.97	63.15%	75.00%	🟡	CR	Staff vacancy impacted utilization.
	YMCA of South FL	245,220.00	142,906.30	102,313.70	58.28%	75.00%	🟡	CR	Staff vacancy impacted utilization.
	Total Youth FORCE	500,000.00	301,887.27	198,112.73	60.38%				
LEAP High School									
	Boys & Girls Club	100,000.00	69,093.14	30,906.86	69.09%	75.00%	🟢	CR	
	Hispanic Unity of Florida, Inc.	70,326.00	43,038.03	27,287.97	61.20%	75.00%	🟡	CR	Staff vacancy impacted utilization and low use of VA. Staff vacancy filled.
	HANDY	100,000.00	56,256.71	43,743.29	56.26%	75.00%	🟡	CR	Staff vacancy impacted utilization and low use of VA. Staff vacancy filled.
	PACE Center for Girls	100,000.00	71,004.50	28,995.50	71.00%	75.00%	🟢	CR	
	Total LEAP High School	370,326.00	239,392.38	130,933.62	64.64%				
Healthy Youth Transitions (HYT)									
	FLITE-FS KIDS	100,000.00	52,484.26	47,515.74	52.48%	75.00%	🔴	CR	Low enrollment due to program eligibility requirements. Staff vacancy.
	Total Healthy Youth Transitions	100,000.00	52,484.26	47,515.74	52.48%				
Maximizing Out-of-School Time (MOST)									
	YMCA of South FL	200,000.00	94,838.86	105,161.14	47.42%	75.00%	🔴	CR	Staff vacancies and program implementation challenges.
	Total Maximizing Out-of-School Time (MOST)	200,000.00	94,838.86	105,161.14	47.42%				
Promote Research Initiatives									
	A Little Help Never Hurt / UL FS - PN (Oct-Dec 24)	22,780.00	21,605.58	1,174.42	94.84%	100.00%	🟢	CR	Contract ended 12.31.2024.
	A Little Help Never Hurt / UL FS - PN (Jan-Dec 25)	200,000.00	99,267.69	100,732.31	49.63%	75.00%	🔴	CR	Delay in CDT recruitment has been resolved.
	Unallocated-Promote Research Initiatives SR	3,945.00	-	3,945.00	0.00%				
	Total Promote Research Initiatives	226,725.00	120,873.27	105,851.73	53.31%				
Total Expenditures Special Revenue Fund PS		1,963,764.00	1,104,796.41	858,967.59	56.26%				
	Unallocated Special Revenue Fund	465,875.00	-	465,875.00	0.00%				
Grand Total Expenditures Special Revenue Fund PS		\$ 2,429,639.00	\$ 1,104,796.41	\$ 1,324,842.59	45.47%				
Grand Total All Funds		\$ 134,967,959.00	\$ 117,702,693.66	\$ 17,265,265.34	87.21%				

**Children's Services Council of Broward County**  
**Notes to the Preliminary Financial Statements**  
**September 30, 2025**

- (1) The Children's Services Council of Broward County ("CSC") budgets, as revenue, 95% of the property taxes levied, as allowed by state statute.
- (2) The modified accrual basis of accounting is utilized by CSC. Under the modified accrual basis, revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the liability is incurred, if measurable.
- (3) Funds invested in the SBA, and the Florida PALM accommodate pool participants with readily available cash. The pool follows GASB Statement No. 31 which outlines two options for accounting and reporting for money market investment pools as either "2a-7 like fund" or fluctuation of the net asset value ("NAV"). CSC accounts for investments funds using the first method. The Managed Investment Fund consists of longer-term securities for the core investments. This fund is managed by PFM in accordance with CSC's Investment Policy. US Bank provides custodial cash services. The investments are reported at Market Value. This longer-term portfolio maintains safety while adding additional yield to the overall investments. The Finance committee receives quarterly updates on this portfolio. The gain or loss on the Managed Investment Fund is reported separately in the monthly statements for ease of reference. As of September 30, 2025, the reported year-to-date gain on said funds is \$1,141,132.41
- (4) Fund Balance is broken out into the following categories:
  - Nonspendable-Represents amounts that cannot be spent because they are either (a) not in a spendable form or (b) legally or contractually required to remain intact. Balance includes Prepaid expenses and FSA deposits.
  - Committed for Building Fund- represents Fund Balance committed for Building Fund to prepare for future growth.
  - Assigned for Contracts/Encumbrances -In addition to encumbrances, this category includes pending contracts not yet encumbered, such as new initiatives, summer 2026 programs, and new RFPs occurring during the year.
  - Assigned for Administration -Includes the projected expenditure for salary, fringe, travel, supplies, capital outlay etc for FY26
  - Unassigned Fund Balance includes a Minimum Fund Balance of 17% or two months of the annual operating budget. GASB recognizes this as a Best Practice model for governments. The Council approved the increase in Minimum Fund Balance from 10% to 17% in June 2022. The remaining unassigned fund balance represents the residual fund balance that has not been assigned to other funds, and is not restricted, committed or assigned for specific purposes within the General Fund. Unassigned fund balance changes as revenue is received and actual expenditures are incurred.
- (5) Lease & Subscription Software Expenditures: The financial statements include the adoption of GASB Statement No. 87, *Leases*, and GASB 96-*Subscription Based Information Technology Arrangements*. Both statements require the establishment of a right-to-use asset and the corresponding liability. The statements require the reporting of the related debt service expenditures in the fund financial statements. The Council is prohibited by statute from having debt. Therefore, lease and subscription software principal and interest payments are reported in the financials as lease & subscription software expenditures and not debt service expenditures.
- (6) Reimbursement Type The general consensus is that CSC pays for services rendered on a unit of service basis (UOS). While certain services do not lend themselves to be paid on a UOS basis, CSC reserves the right to implement unit of service or cost reimbursement as applicable to the situation. Therefore, CSC pays on a cost reimbursement (CR) and UOS method as defined below.

**UOS** -Payment is made when a unit of service is provided. The unit price is determined at the time of contract negotiation. Supporting documents for units provided is the Unit of Service Detail Report generated from data entered by the Provider in the Delivery Module of SAMIS. Additional supporting documentation is not required to be submitted at the time of payment. Unit of service contracts also include flex funds, value added, space and utilities, out of school time fees, start-up expenses etc., which are paid as cost reimbursement and require supporting documentation.

**CR** -All items presented for payment must be supported by detailed documentation to be reimbursed. This includes all salaries, flex funds, value added, space and utilities, out of school time fees, start-up expenses etc.
- (7) Property Taxes- The Tax Collector deducts a 2% fee commission from all taxes remitted. Total fee commission deducted in FY25 amounted to \$1,285,485.13. At the end of the year, the Tax Collector returned \$1,181,113.48 in excess fee commissions, which contributed to the \$1,207,710 variance in taxes collected. The reason for the refund was explained as follows: during their first nine months in office as a fee officer, they successfully maintained continuity in the collection and distribution of property, business, and tangible taxes. This efficiency allowed them to remit unused fees, which supported essential county services and initiatives that benefited the Board of County Commissioners and other county government agencies. The refund amounted to approximately 90% of the fees paid during the year.

**TAB 17**

## For Council Meeting November 20, 2025

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**Issue:** Monthly Statements for the Managed Fund.

**Action:** Accept Monthly Statement for the Managed Fund from US Bank for October 31, 2025.

**Budget Impact:** N/A

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**Background:** At the November 18, 2021, Council Meeting, the Council approved establishing a Managed Investment Fund consisting of longer-term securities for the core investments. PFM Asset Management LLC manages this fund in accordance with CSC's Investment Policy, with US Bank providing custodial cash services. This longer-term portfolio maintains safety while adding additional yield to the overall investments. Together, PFM and US Bank manage the funds, which will be measured against several highly respected industry performance indexes to ensure the portfolio remains on track. In accordance with the Investment policy, the Council approved at the June 2022 meeting, that staff would bring forth a summary of the monthly statements from both PFM and US Bank to the Council; however, if any Council Member has questions or wants additional information, the entire statement is available for review. PFM will present a fund performance report to the Finance Committee at the end of each quarter, to which any Council Member is welcome to attend.

**Current Status:** As of October 31, 2025, the balance of the Managed Fund is \$28,317,334.69 and includes a net increase of \$93,690.04 over the prior month. It is important to note that these two statements reflect the activities of the overall portfolio and do not indicate the performance of the fund. The amount recorded in the financial statements reflects the balance of the Custodian (US Bank), which slightly differs from the balance reflected in the PFM statements. This is due to timing differences of the various security trades.

**Recommended Action:** Accept Monthly Statement for the Managed Fund from US Bank for October 31, 2025.



## Managed Account Summary Statement

For the Month Ending **October 31, 2025**

CSC BROWARD COUNTY CORE PORTFOLIO - 000000

### Transaction Summary - Managed Account

<b>Opening Market Value</b>	<b>\$27,825,125.02</b>
Maturities/Calls	(162,172.03)
Principal Dispositions	(1,622,058.04)
Principal Acquisitions	1,894,805.73
Unsettled Trades	64,996.10
Change in Current Value	(4,523.88)
<b>Closing Market Value</b>	<b>\$27,996,172.90</b>

### Cash Transactions Summary - Managed Account

Maturities/Calls	0.00
Sale Proceeds	1,639,707.98
Coupon/Interest/Dividend Income	87,355.71
Principal Payments	162,172.03
Security Purchases	(1,896,414.44)
Net Cash Contribution	(431.18)
Reconciling Transactions	0.00

### Earnings Reconciliation (Cash Basis) - Managed Account

Interest/Dividends/Coupons Received	105,005.65
Less Purchased Interest Related to Interest/Coupons	(1,608.71)
Plus Net Realized Gains/Losses	7,710.27
<b>Total Cash Basis Earnings</b>	<b>\$111,107.21</b>

### Cash Balance

**Closing Cash Balance** **\$149,317.00**

### Earnings Reconciliation (Accrual Basis)

	<b>Total</b>
Ending Amortized Value of Securities	27,788,142.73
Ending Accrued Interest	234,538.19
Plus Proceeds from Sales	1,639,707.98
Plus Proceeds of Maturities/Calls/Principal Payments	162,172.03
Plus Coupons/Dividends Received	87,355.71
Less Cost of New Purchases	(1,961,410.54)
Less Beginning Amortized Value of Securities	(27,598,942.02)
Less Beginning Accrued Interest	(242,265.49)
<b>Total Accrual Basis Earnings</b>	<b>\$109,298.59</b>

## Portfolio Summary and Statistics

For the Month Ending **October 31, 2025**

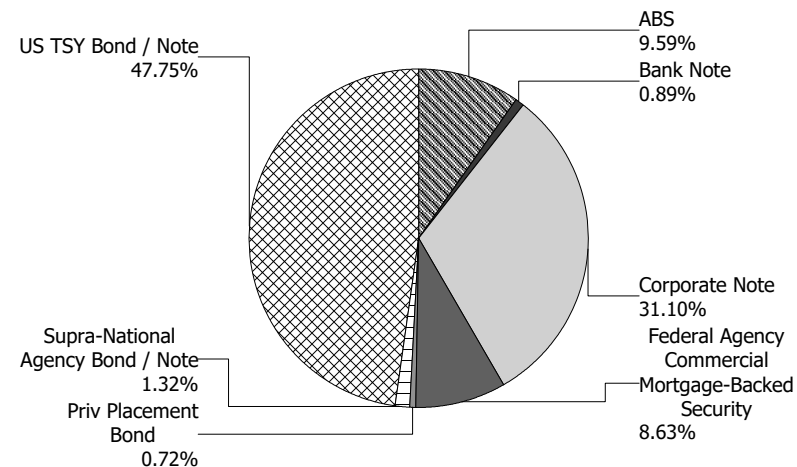
### CSC BROWARD COUNTY CORE PORTFOLIO - 000000

#### Account Summary

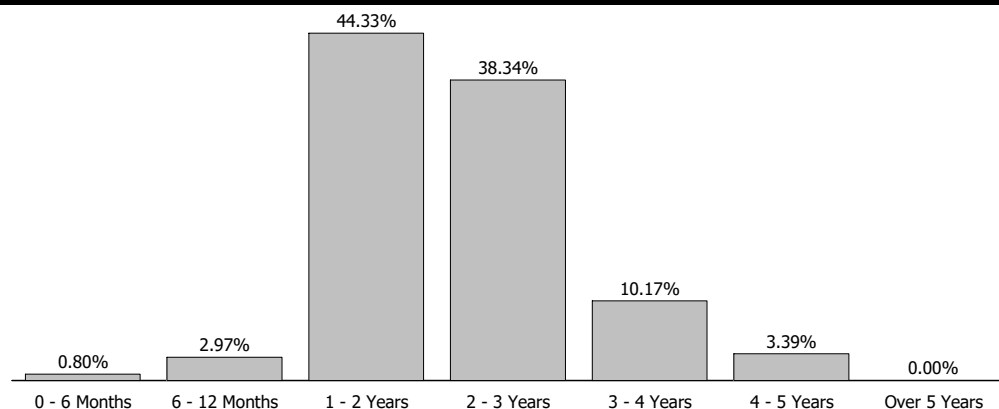
Description	Par Value	Market Value	Percent
U.S. Treasury Bond / Note	13,310,000.00	13,371,550.81	47.75
Supra-National Agency Bond / Note	365,000.00	368,478.82	1.32
Federal Agency Commercial Mortgage-Backed Security	2,447,585.77	2,415,090.39	8.63
Corporate Note	8,820,000.00	8,907,449.75	31.82
Bank Note	250,000.00	249,015.00	0.89
Asset-Backed Security	2,664,137.04	2,684,588.13	9.59
<b>Managed Account Sub-Total</b>	<b>27,856,722.81</b>	<b>27,996,172.90</b>	<b>100.00%</b>
Accrued Interest		234,538.19	
<b>Total Portfolio</b>	<b>27,856,722.81</b>	<b>28,230,711.09</b>	

<b>Unsettled Trades</b>	<b>65,000.00</b>	<b>64,880.99</b>
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#### Sector Allocation



#### Maturity Distribution



#### Characteristics

Yield to Maturity at Cost	4.30%
Yield to Maturity at Market	3.83%
Weighted Average Days to Maturity	812

## Managed Account Issuer Summary

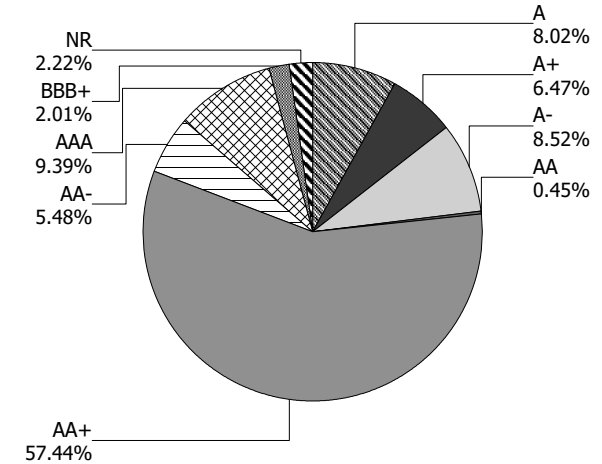
For the Month Ending **October 31, 2025**

### CSC BROWARD COUNTY CORE PORTFOLIO - 000000

#### Issuer Summary

Issuer	Market Value of Holdings	Percent
Accenture PLC	35,073.75	0.13
Adobe Inc	203,400.64	0.73
Advanced Micro Devices Inc	106,036.35	0.38
African Development Bank	368,478.82	1.32
Air Products and Chemicals Inc	201,674.40	0.72
Ally Auto Receivables Trust	60,022.68	0.21
American Express Co	501,916.21	1.79
Analog Devices Inc	166,071.51	0.59
ANZ Group Holdings Ltd	277,692.80	0.99
Apple Inc	296,380.01	1.06
AstraZeneca PLC	91,054.44	0.33
Bank of America Corp	332,633.59	1.19
Bank of Montreal	182,527.89	0.65
Bayerische Motoren Werke AG	200,436.80	0.72
BlackRock Inc	126,528.75	0.45
BMW Vehicle Lease Trust	114,931.00	0.41
BP PLC	152,949.15	0.55
Bristol-Myers Squibb Co	40,505.60	0.14
Canadian Imperial Bank of Commerce	137,642.09	0.49
Capital One Financial Corp	210,827.79	0.75
CarMax Inc	83,251.07	0.30
Caterpillar Inc	132,176.85	0.47
Chevron Corp	162,149.28	0.58
Cintas Corp	80,364.64	0.29
Cisco Systems Inc	141,619.68	0.51
Citigroup Inc	207,662.13	0.74
CNH Equipment Trust	231,138.57	0.83
Commonwealth Bank of Australia	251,776.50	0.90
Cooperatieve Rabobank UA	250,061.50	0.89
Cummins Inc	15,105.72	0.05
Deere & Co	197,379.58	0.71
Diageo PLC	202,319.20	0.72

#### Credit Quality (S&P Ratings)



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57- -01-B -62 -310-01  
0101 -11-03800-01



CSC BROWARD COUNTY - CORE PORTFOLIO  
ACCOUNT 000000

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Period from October 1, 2025 to October 31, 2025

## MARKET AND COST RECONCILIATION

	10/31/2025 MARKET	10/31/2025 FEDERAL TAX COST
<b>Beginning Market And Cost</b>	<b>28,223,644.65</b>	<b>27,946,994.72</b>
<b>Investment Activity</b>		
Interest	103,396.93	103,396.93
Realized Gain/Loss	7,710.25	7,710.25
Change In Unrealized Gain/Loss	- 12,229.77	.00
Net Accrued Income (Current-Prior)	- 4,756.19	- 4,756.19
<b>Total Investment Activity</b>	<b>94,121.22</b>	<b>106,350.99</b>
<b>Plan Expenses</b>		
Trust Fees	- 431.18	- 431.18
<b>Total Plan Expenses</b>	<b>- 431.18</b>	<b>- 431.18</b>
<b>Net Change In Market And Cost</b>	<b>93,690.04</b>	<b>105,919.81</b>
<b>Ending Market And Cost</b>	<b>28,317,334.69</b>	<b>28,052,914.53</b>

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CSC BROWARD COUNTY - CORE PORTFOLIO  
ACCOUNT 000000

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Period from October 1, 2025 to October 31, 2025

## CASH RECONCILIATION

<b>Beginning Cash</b>		<b>.00</b>
<b>Investment Activity</b>		
Interest	103,396.93	
Cash Equivalent Purchases	- 888,810.87	
Purchases	- 1,959,801.84	
Cash Equivalent Sales	896,420.79	
Sales/Maturities	1,784,230.07	
<b>Total Investment Activity</b>	<b>- 64,564.92</b>	
<b>Plan Expenses</b>		
Trust Fees	- 431.18	
<b>Total Plan Expenses</b>	<b>- 431.18</b>	
<b>Net Change In Cash</b>	<b>- 64,996.10</b>	
<b>Ending Cash</b>	<b>- 64,996.10</b>	

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0101 -11-03800-01



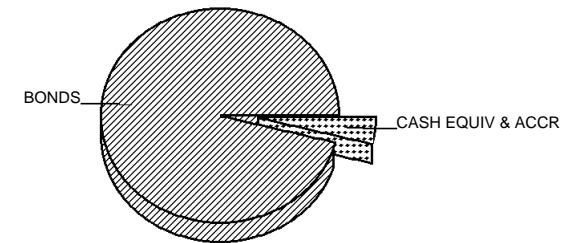
CSC BROWARD COUNTY - CORE PORTFOLIO  
ACCOUNT 000000

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Period from October 1, 2025 to October 31, 2025

## ASSET SUMMARY

ASSETS	10/31/2025 MARKET	10/31/2025 FEDERAL TAX COST	% OF MARKET
Cash And Equivalents	84,320.87	84,320.87	0.30
U.S. Government Issues	15,786,646.57	15,657,063.78	55.75
Corporate Issues	9,241,106.93	9,131,980.21	32.63
Foreign Issues	2,968,423.00	2,942,712.35	10.48
<b>Total Assets</b>	<b>28,080,497.37</b>	<b>27,816,077.21</b>	<b>99.16</b>
Accrued Income	236,837.32	236,837.32	0.84
<b>Grand Total</b>	<b>28,317,334.69</b>	<b>28,052,914.53</b>	<b>100.00</b>

Estimated Annual Income                      1,146,478.49



## ASSET SUMMARY MESSAGES

Estimated Annual Income is an estimate provided for informational purposes only and should not be relied on for making investment, trading, or tax decisions. The estimates may not represent the actual value earned by your investments and they provide no guarantee of what your investments may earn in the future.

**TAB 18**

## For Council Meeting November 20, 2025

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**Issue:** CSC Monthly Purchases for Administrative Operations

**Action:** Approve CSC Monthly/Annual Purchases

**Budget Impact:** See attached Report

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**Background:** The State Statute creating and governing the CSC, Chapter 2000-461, as amended, states:

Section 6: No funds of the council shall be expended except by check as aforesaid, except the expenditure of petty cash or the issuance of checks made payable for sums no greater than \$5,000, shall be expended without prior approval of the council, in addition to the budgeting thereof.

The Council's procurement policies and procedures stipulate that expenditures are approved by the Council prior to being expended. As such, the financial system requires a Council Approval (CA) date at multiple points throughout the system, including all processed payments. Internal controls for tracking expenditures in accordance with the statute are validated by auditors every year, and there have been no significant deviations since the inception of the Council.

Since 2004, at the Council's direction, staff have been instructed to only provide back-up material for purchases when the item is over \$10,000. As always, back-up for purchases below \$10,000 is available upon request.

**Current Status:** In accordance with policy, please find attached the Invoices, Travel, Purchase Orders, Sponsorships, etc., for the month of November 2025, some of which are under the CEO's approval authority but have yet to be Council-approved. The staff has segregated the items into various categories to facilitate reviewing the various purchases. All purchases listed are within the budget approved by the Council at TRIM as amended from time to time.

Please note that while items over \$10,000 have a specific Issue Paper or copy of the related back-up attached to further explain the expenditure, additional information for any expenditure is available upon request.

**Recommended Action:** Approve CSC Monthly/Annual Purchases

**Budget Impact:** See attached Report





List of Invoices, Travel, Purchase Orders, Sponsorships, etc.  
Submitted to the Children's Services Council  
November 20, 2025

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
<b>Purchase Orders (Greater than \$10,000):</b>			
AudioEye	ASL Interpretation Services	\$ 20,000	See Issue Paper for details
Various	1st and 2nd Floor Remodeling	\$ 82,000	See Issue Paper for details
United Health Care, Guardian, and Unum	Employee Health Insurance, Dental, Vision, Life & LTD Insurance for FY 25/26	\$ 1,294,700	See Issue Paper for details
Various	Printing services	\$ 40,000	See Issue Paper for details
Various	Book vendors	\$ 30,000	See Issue Paper for details
<b>Purchase Orders (less than \$10,000):</b>			
AED Brands	Defibrillator Pads	\$ 281	FY25 Purchase
Dell	Laptops (3 @ \$1,755); Docking Stations (3 @ \$219)	\$ 5,920	
Philadelphia Insurance Company	Inland Marine Insurance	\$ 1,363	Annual Premium
Prodigy	Server Cloud Migration & Decommissioning	\$ 1,500	
<b>Community Redevelopment Tax:</b>			
<b>To be paid once tax revenue is revenue is received but prior to December 31, 2025</b>			
Coral Springs	Est. CRA Tax Increment 25/26	\$ 80,499	
Davie	CRA Tax Increment 25/26	\$ 414,540	
Hallandale Beach	CRA Tax Increment 25/26	\$ 1,062,038	Additional \$ 2,385 from Unallocated
Hollywood Beach	Est. CRA Tax Increment 25/26	\$ 1,380,149	
Lauderdale Lakes	Est. CRA Tax Increment 25/26	\$ 172,437	
Plantation	Est. CRA Tax Increment 25/26	\$ 167,113	
Pompano Beach NW	Est. CRA Tax Increment 25/26	\$ 100,000	
<b>Program Related Purchases:</b>			
Hands of Accommodation	ASL Interpretation Services	\$ 3,000	System Goal 934
Hearthands	ASL Interpretation Services	\$ 9,000	System Goal 934
<b>Facilities Operations:</b>			
Century Fire Protection	Front door project - Relocation of fire alarm device	\$ 3,138	FY25 Purchase
Century Fire Protection	Front door project - City Permit Fee	\$ 572	FY25 Purchase
Orangemen Development & Construction	Broward County and City of Lauderhill Interior Work Permit Fees	\$ 2,185	
Yoshino Architecture	First and Second Floor Remodeling Drawings	\$ 405	FY25 Purchase
<b>Employee Travel and Training:</b>			
GFOA	Alicia Williams, Kathleen Campbell; Annual Governmental GAAP Update; 12/17/2025; Virtual	\$ 350	
South Florida Government Finance Officers Association	Kathleen Campbell; Finance Seminar; 11/5/2025; Virtual	\$ 10	
American Society of Administrative Professionals	Amy Jacques, TBD - CSC Staff	\$ 7,000	
<b>Trainers:</b>			
Acosta Educational Consulting, LLC	Understanding & Demonstrating & Evaluating Cultural Competence	\$ 2,850.00	
Acosta Educational Consulting, LLC	Cultivating Literacy-Rich Environments Though Culture & Community	\$ 2,850.00	
Collectively A Radlauer Venture	Creating Community at Work: Prioritizing Wellness and Belonging	\$ 2,160.00	
The Executive Learning Lab	Creating Community at Work: Prioritizing Wellness and Belonging	\$ 2,160.00	
Group Victory, LLC	Building a Diversified Nonprofit Board & Organizational Practices	\$ 2,160.00	
Group Victory, LLC	The Connected Leader: Maximizing Workplace Differences	\$ 2,160.00	
Group Victory, LLC	Incorporating Workplace Differences Through Methods, Tools & Practices	\$ 2,160.00	
Aisha McDonald	Cultural Awareness	\$ 1,700.00	
Aisha McDonald	Suicide Prevention and Cultural Considerations	\$ 1,700.00	
Aisha McDonald	Understanding Barriers to Healthcare	\$ 1,700.00	
Dilys Schoorman	Understanding Immigration from a Humanizing Perspective	\$ 2,850.00	



List of Invoices, Travel, Purchase Orders, Sponsorships, etc.  
Submitted to the Children's Services Council  
November 20, 2025

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Grey and Associates	Building Community and Connection: Strategies for Responsive Leadership	\$ 1,800.00	
Grey and Associates	Everyday Leadership: Advancing Fairness, Opportunity, and Shared Prosperity	\$ 1,800.00	
Geddes & Associates	Culture Shift: Building a Values-Driven Workplace	\$ 1,800.00	
Emergency Medical Certificatons Inc	CPR Heartsaver Training	\$ 4,000.00	
The People Institute	Introduction to Supervision	\$ 1,600.00	Leadership
The People Institute	Adapting and Inspiring in Times of Change	\$ 800.00	Leadership
The People Institute	Lead Where You Are: Harnessing Your Inner Leader	\$ 800.00	Leadership
Collectively A Radlauer Venture	Learning to Lead	\$ 9,000.00	Leadership
Collectively A Radlauer Venture	So You Want to Be A Supervisor	\$ 950.00	Leadership
Collectively A Radlauer Venture	Supervising Across Generations	\$ 950.00	Leadership
The Executive Learning Lab	Effective Leadership Dynamics: Communicating, Motivating, and Inspiring Teams	\$ 1,900.00	Leadership
The Executive Learning Lab	From Potential to Performance: Talent Development and Reflective Feedback Strategies	\$ 950.00	Leadership
Dilys Schoorman	Team Building and Team Leadership	\$ 900.00	Leadership
Dilys Schoorman	Building Healthy and Collaborative Community Partnerships	\$ 900.00	Leadership
Grey and Associates	Strengthening Leadership Pipelines: Building Confident and Adaptive Leaders	\$ 1,800.00	Leadership
Grey and Associates	Building Impact Together: An Introduction to Collective Impact and Results-Based Accountability™	\$ 1,800.00	Leadership
The Pontis Group	Critical and Creative Thinking for Leaders	\$ 950.00	Leadership
The Pontis Group	Leaders and Managers of Community Based Organizations	\$ 950.00	Leadership
Geddes & Associates	The Overcommitted Leader: How to Set Boundaries Without Guilt	\$ 1,800.00	Leadership
Geddes & Associates	Strategic Self-Leadership: Leading Yourself Before Leading Others	\$ 900.00	Leadership
Geddes & Associates	Reset & Rise: Navigating Leadership After Setbacks	\$ 900.00	Leadership
The Executive Learning Lab	Facilitating Difficult Conversations: Conflict Management Skills	\$ 1,900.00	Leadershp
RAND Startegic Solutions, LLC	Operate Your Nonprofit Like the Business it is	\$ 850.00	Organizational Development
RAND Startegic Solutions, LLC	Risk Management	\$ 850.00	Organizational Development
RAND Startegic Solutions, LLC	Strategic Planning	\$ 850.00	Organizational Development
The Cannan Workshops	Volunteer Management & Retention	\$ 850.00	Organizational Development
The Cannan Workshops	Storytelling for Community Engagement and Fundraising	\$ 850.00	Organizational Development
The Cannan Workshops	Building Sustainability Through Diversified Funding	\$ 850.00	Organizational Development
The Cannan Workshops	Telling Your Story: How to Write Impactful Mission Statements and Case Stories	\$ 850.00	Organizational Development
HBL Resources	HR Essentials	\$ 2,600.00	Organizational Development
JHJ Associates	Workbooks for Active Learning series training	\$ 520.00	
The People Institute	Navigating Emotions: Unleashing the Power of Emotional Intelligence at Work – Level 1	\$ 800.00	
The People Institute	Emotional Intelligence in Action: Leading Through Complexity and Conflict - Level 2	\$ 800.00	
<b>Sponsorship:</b>			
Children's Harbor (SPNR-25-77)	Holiday Hangout/Cookies and Cocoa with Santa; 12/9/2025; Pembroke Pines	\$ 2,000.00	The applicant serve not only teens in foster care and young adults transitioning to independence, but also parents and families in the community who are working hard to stay safely together. They will host an annual Holiday Hangout; a celebration designed to bring connection, joy, and tradition to our teens and families. Funds will be used cover the cost of food, event supplies, transportation, small gifts, and family participation; ensuring no child or caregiver is left out
Center for Hearing and Communication (SPNR-25-72)	Winter Wonderland with Signing Santa; 12/6/2025; Plantation	\$ 1,500.00	Through the Center for Hearing and Communication (CHC), deaf and hard of hearing children from throughout the county are treated to a fun day with arts & crafts, face painting, and story time with Santa and Mrs. Claus, both fluent in American Sign Language. Parents and caregivers have an opportunity to network and explore the resource fair while their children delight in the holiday joy. The funds will be used for games, activities, arts and crafts supplies, as well as food and marketing, and educational materials.



List of Invoices, Travel, Purchase Orders, Sponsorships, etc.  
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Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Change Me Foundation Inc (SPNR-25-74)	5th Annual Christmas Giveaway: Bringing Joy & Hope to Families in Broward County; 12/22/2025; Fort Lauderdale	\$ 10,000.00	The 5th Annual Christmas Giveaway, hosted by Change Me Foundation, In Partnership with Broward County Parks, Revolving Recreation, M.E.N.D Families Crop & True Divine House of Prayer is a community-centered holiday event designed to bring joy, emotional support, and essential resources to 500 children and families experiencing economic hardship in Broward County. The celebration will provide toys and gifts for children ages 2–17, holiday food baskets for families, festive activities, live entertainment, and community resource connections that support family stability and youth well-being. Funds will support essential categories needed to successfully serve families, including: Gifts & Toys, Books & Literacy Materials, Food Gift Baskets & Holiday Essentials, Family Gift Cards, Entertainment & Programming, Decorations & Supplies, Volunteer Appreciation.
Achievement Foundation of Fort Lauderdale, Inc (SPNR-25-76)	Kappa League STEM Weekend; 1/16/2026; Fort Lauderdale	\$ 2,000.00	The Kappa League STEM Exploration Weekend is a dynamic, experiential learning program designed to immerse Broward County youth in physics, engineering, and space science through hands-on, real-world engagement. Over the course of this two-day experience, Kappa Leaguers explore how science connects to everyday life while gaining exposure to STEM professions and mentors who reflect their potential. Sponsorship will cover expenses related to admission to educational venues.
Friends of Libraries Community Engagement Inc (SPNR-25-71)	2026 ArtLit; 1/10/2026; Miramar	\$ 2,000.00	The 8th Annual ArtLit (a portmanteau for Art and Literature), is a free community festival of art, culture and stories that connect us. The festival features performances, hands-on art activities, interactive literature workshops, food trucks, vendors, facepainting and more! The requested funds will be used for supplies and promotional items.
Feeding South Florida (SPNR-25-78)	Feed Your Creativity Student Art Competition; 2/1/2026; Pembroke Park	\$ 2,000.00	Feeding South Florida's annual Feed Your Creativity Student Art Competition raises awareness about the increased hunger and food insecurity children and families experience during the summer. The sponsorship funds will help cover costs associated with Gallery Night, when students, families, and the community gather to view all submitted artwork and celebrate participants, as well as expenses related to producing the truck wrap featuring the winning student's design.
The Preggo Organization for Women INC (SPNR-25-79)	8th Annual Holiday Community Baby Shower; 12/13/2025; Lauderhill	\$ 2,000.00	Preggo Dance® Annual Holiday Community Baby Shower is a repeat recipient who provides low-impact workout specifically designed for a niche community of prenatal and postnatal women, to enrich the lives of new mothers and their babies. The event uses the holidays as a background and theme to addresses the health and fitness needs of women, both during their pregnancy and after delivery (including mothers with children up to five months old). Funds will be used for event venue, music/DJ, food and refreshments and decoration
City of West Park (SPNR-25-80)	Annual Holiday Festivities (Toy Giveaway) Event; 12/18/2025; West Park	\$ 2,000.00	The City of West Park's Kids' Zone at their Annual Holiday Festivities Toy Giveaway creates an atmosphere of educational excellence, family involvement, and cultural diversity for our children and families. The theme for the holiday event focuses on unity and cultural diversity, while promoting family fun on the front lawn of City Hall. The event is free and open to all Broward County residents. Sponsorship will cover expenses related to program holiday giveaways, educational materials & games, entertainment, and decorations
What's Your Elephant (SPNR 25-81)	Mommy & Me: It's a Family Affair, 1/18/2026; Fort Lauderdale	\$ 2,000.00	Mommy & Me: It's a Family Affair is one of the featured community activations within SOIL: Where the Light Enters — A Community Art & Wellness Exhibition presented by What's Your Elephant™. This free, family-centered event invites parents, caregivers, and children to engage in a mindful art-making experience that fosters creative bonding, emotional awareness, and intergenerational connection. The sponsorship will help cover facilitation fees, art materials, marketing, and community engagement costs.





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November 20, 2025

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Wish Mindset Inc. (SPNR 25-75)	Ink and Culture Authors Expo; 12/13/2025; Lauderdale	\$ 2,000.00	The Ink & Culture Authors Expo is a dynamic literary and cultural fair designed to inspire children, families, and aspiring writers through storytelling, art exhibits, and interactive workshops. The sponsorship will cover expenses related to supplies and set-up, refreshments, and event equipment rentals.
Broward Days, Inc (SPNR 25-73)	Broward Days; 1/27/2026; Tallahassee	\$ 1,000.00	Broward Days will take place in Tallahassee, Florida. Members of the Broward County business, government, and non-profit community will meet with legislators at the Capitol to gain insight into the legislative process and advocate for the needs and well-being of children in Broward County. During Broward Days, scheduled for January 27-28, 2026, approximately 150 Broward County business leaders, government officials, and non-profit representatives will attend and engage with legislators, promote policies that support children and families, and build camaraderie amongst each other.
Diversified Swimming, Inc. (SPNR 25-67)	World Swim Day 2025; 10/25/2025; Fort Lauderdale	\$ 2,000.00	Diversified Swimming Inc. is hosting a free, three-hour community event designed to provide life-saving water safety education to families who need it most by bringing together certified swim instructors, CPR professionals, water safety experts and local swimming athletes, to create an environment where children and families can acquire potentially life-saving skills regardless of their economic circumstances. The event will provide free swim lessons, interactive "Reach or Throw, Don't Go" water safety demonstrations, hands-only CPR training, and educational presentations that directly equips families with the knowledge and confidence to prevent drowning incidents. The funds will support costs associated with staffing certified swim instructors, CPR trainers, water safety demonstrators, and event coordinators who ensure quality instruction and participant safety and Food & Beverage which includes refreshments and hydration.
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Memberships:			
American Society of Administrative Professionals (ASAP)	Annual Memberships (6 @ \$199)	\$ 1,194	
CIO Council of South Florida	Annual Memberships	\$ 500	
Parkland Chamber of Commerce	2026 Annual Membership	\$ 200	Previously approved; Annual cost increase
Broward Partnership for Kids Events			
Broward Human Trafficking Coalition (25-4)	Broward Human Trafficking Coalition Annual Youth Summit & Community event; 1/24/2026; Tamarac	\$ 5,000	Broward Human Trafficking Coalition and the STARS subcommittee will provide education and awareness to residents and community stakeholders of Broward County. This years' theme is " Behind the Mask". The participants will engage in a interactive sociodrama to help identify the precursors and pathways of human trafficking through gaming and social media.

## For Council Meeting November 19, 2025

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<b>System Goal</b>	2 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families.
<b>Objective</b>	934 Provide communication alternatives for people with special needs.
<b>Issue:</b>	The expansion of AudioEye services to include the Broward Partnerships for Kids website has increased costs beyond the original scope, requiring additional funds to maintain compliance.
<b>Action:</b>	Approve additional funding to AudioEye to cover expanded ADA compliance services, including monitoring and remediation for the Broward Partnerships for Kids website.
<b>Budget Impact:</b>	\$20,000 Of \$45,000 Available in Goal 934 for FY 25/26 <u>\$ 2,288</u> Budget Carryforward funds from FY 24/25. \$22,288 Total for FY 25/26

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**Background:** Under the Americans with Disabilities Act (ADA) and related Florida accessibility requirements, public entities are legally obligated to ensure that all digital content and materials are accessible to individuals with disabilities. Compliance is not optional - failure to meet these standards can result in lawsuits, financial penalties, and reputational harm. For CSC, this mandate applies to its main website ([www.cscbroward.org](http://www.cscbroward.org)), the Broward Partnerships for Kids website ([www.browardpartnershipsforkids.org](http://www.browardpartnershipsforkids.org)), and the CSC training website ([www.training.cscbroward.org](http://www.training.cscbroward.org)), as well as key public documents such as the Budget Book and Annual Performance Report.

Maintaining ADA compliance demonstrates CSC's commitment to transparency and accountability to all taxpayers as well as its fiduciary responsibility to safeguard against costly litigation.

**Current Status:** CSC currently partners with AudioEye, an ADA compliance consultant that provides ongoing accessibility monitoring, issue identification, and remediation support, including static PDF remediation for public-facing documents. CSC originally contracted with ADA Site Compliance, which was later acquired by AudioEye. To maintain continuity of services, CSC executed an assignment and assumption agreement with AudioEye in May 2025, following review by CSC's Legal team. The agreement runs from June 2025 through June 2026 because AudioEye required CSC to use their standard contract rather than CSC's agreement.

While the allotted budget was sufficient for the original scope of services, the expansion to include ADA compliance for the Broward Partnerships for Kids website has increased costs, requiring additional funds. CSC explored a contract extension to cover the difference in time with our fiscal year, but AudioEye was unable to accommodate this request. Moving forward, CSC intends to align future agreements with its fiscal year.

**Recommended Action:** Approve additional funding to AudioEye to cover expanded ADA compliance services, including monitoring and remediation for the Broward Partnerships for Kids website.

## For Council Meeting November 20, 2025

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- Issue:** The organization's rapid growth now exceeding 100 staff members has outpaced the capacity of the current office space. To maintain productivity, collaboration, and operational efficiency, additional workspace and reconfigured areas are urgently needed.
- Action:** Approve funding of \$82,000 for the proposed office buildout to create new offices and collaborative spaces, ensuring the organization can accommodate current staff and support future growth.
- Budget Impact:** \$82,000 of \$245,000 Available in Remodeling & Renovations
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**Background:** The current office building has supported the organization's mission for many years, providing a functional and collaborative environment for staff. As the organization has grown significantly now exceeding 100 team members the existing space is no longer sufficient to accommodate this progress. This growth reflects our success and expanding impact, but it also creates new demands for workspace that fosters productivity, privacy, and collaboration. To sustain this momentum and ensure staff have the necessary resources, a buildout is proposed to create additional work areas and reconfigure underutilized spaces.

**Current Status:** A preliminary plan has been developed to optimize the existing layout without requiring relocation. The plan includes creating two additional offices by splitting one existing office and reconfiguring two offices into three on the second floor. On the first floor, the computer lab will be repurposed into two co-working spaces designed for shared staff use. Additionally, two offices will be combined by removing a wall to form a co-working space that accommodates four staff members and establishes a bullpen area for the MIS team. Once the construction project has been completed, we will be requesting additional funding for furniture/office equipment needs. These changes will not only relieve current space constraints but also position the organization for future growth by creating flexible, collaborative environments that adapt to evolving needs. The estimated total project cost is approximately \$82,000, itemized as follows:

COMPANY	DESCRIPTION	AMOUNT
Orangemen Construction	Contractor	\$60,000
Century Fire	Fire/Safety Installation	\$7,000
American Eagle	Security Fire Maintenance	\$5,000
Yoshino	Architect	\$2,500
City of Lauderhill/Broward County	Permits	\$2,500
McGuire/All Vendors	Incidentals/Contingency	\$5,000
	<b>TOTAL</b>	<b>\$82,000</b>

McGuire completed a competitive procurement process, and Orangemen Construction was selected for the project. The \$60,000 specifically covers the cost of labor and materials for the reconfiguration of the computer lab into two co-working spaces, enlarging the fiscal department, splitting two offices into three, splitting one office into two, and installing interior doors.

**Recommended Action:** Approve funding of \$82,000 for the proposed office buildout to create new offices and collaborative spaces, ensuring the organization can accommodate current staff and support future growth.



## For Council Meeting November 20, 2025

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<b>Issue:</b>	Health Insurance and Related Benefits for All Employees.
<b>Action:</b>	<ol style="list-style-type: none"><li>1. Approve Health Insurance with United Healthcare (UHC) and Neighborhood Health Partnerships (NHP), a subsidiary of United Health Group (UHG).</li><li>2. Approve Dental, Life, Vision and Long-Term Disability Insurance with Guardian.</li><li>3. Approve Long-term Care with Unum.</li></ol>
<b>Budget Impact:</b>	<p>\$1,294,700 of \$1,543,000 Available within Fringe Benefits for the remaining 9 months of FY 25/26.</p> <p>\$500,000 Commitment for 3 months through 12/31/26 to be included in the Budget for FY 26/27. CSC is on a calendar year for benefits.</p>

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**Background:** Employee benefits include a base plan health insurance for the employee and children (if applicable), paid for by CSC, as well as a \$90.00 per month Cafeteria allowance for employees to use towards Dental, Life, and Long-Term Disability insurance. Staff contributes 3% towards their health insurance premiums. Furthermore, CSC pays for a basic Long-term Care insurance policy for employees only. Any premiums exceeding the Cafeteria Plan allowance are borne by the employee. The insurance renewal period is on a calendar period, effective January 1, 2026 - December 31, 2026.

**Current Status:** Staff worked closely with our brokers, Brown and Brown, to review the health insurance options for the upcoming year. CSC's current health insurance carrier, United Healthcare (UHC), initially proposed a 14% renewal rate increase, but after several negotiating sessions, CSC received a renewal rate increase of 3.3%. The contribution rates for staff will increase slightly.

After reviewing the available information and exploring the various options, staff is recommending the following insurance carriers/products:

- Continue with United Healthcare and Neighborhood Health Partnerships. Continuing these plans allows staff to have a choice of three health plans, maintains a relatively high level of benefits, and includes reasonable co-payments for all medical services, which are to be borne by the employee.

- CSC provides a base plan HMO plan through NHP (a subsidiary of United Health Group), with employees contributing 3% of the premium.
- For those employees who wish to have access to a national provider network, they would pay 3% of the HMO premium plus the additional premium to “buy-up” to a United Healthcare POS plan.
- For employees who wish to participate in the High Deductible Plan, because the premium is less than that of the HMO, CSC will contribute the difference in the HMO premium through NHP (with employees contributing 3% of the premium) to a Health Savings Account (HSA). Employees may make additional contributions to their HSAs up to the maximum allowed per the IRS.
- Vision insurance plan premiums remained level from the prior year and is offered through Guardian.
- Other ancillary Guardian insurance products include Dental, Life and Long-Term Disability. There has been no increase in the dental rates under Guardian over the last seven years. For the upcoming year, they remained flat, with no increase for the DHMO plan, and a 4.4% increase for the DPPO plan. There is no increase for the Life and Long-Term Disability insurance plans. These ancillary insurance products are deducted from the Cafeteria Plan allowance, and any additional premium is borne by the employee.
- The Cafeteria Plan allowances are currently \$90 per month for employees enrolled in health insurance plans, and \$154 per month for employees not enrolled in health insurance plans offered by the CSC. Recommendation is to increase these Cafeteria allowances by \$6 per month to \$96 and \$160, respectively.
- The Long-term Care policy is through Unum, and those premiums remain flat for this next year.

**Recommended Action:**

1. Approve Health Insurance with United Healthcare (UHC) and Neighborhood Health Partnerships (NHP), a subsidiary of UHG.
2. Approve Dental, Life, Vision, and Long-Term Disability Insurance with Guardian.
3. Approve Long-term Care with Unum.

## For Council Meeting November 20, 2025

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<b>System Goal</b>	2 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families.
<b>Objective:</b>	SY932 Educate Broward's taxpayers about issues, resources and services available for Broward's children and families using the full spectrum of media and community outreach tools to improve community's awareness of available resources.
<b>Issue:</b>	CSC marketing materials are needed to support ongoing outreach and communication initiatives.
<b>Action:</b>	Approve Printing Services Vendors for Marketing Materials.
<b>Budget Impact:</b>	\$40,000 Of \$349,208 Available in Goal 932 for FY 25/26

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**Background:** Over the years, CSC staff have made every effort to educate the community about resources available through CSC funding and about the work and worth of the organization by using the full spectrum of media, as well as organizing and/or participating in hundreds of community events each year. This work is done with the understanding that we live in a community made up of individuals from a wide range of backgrounds who access and use information in various ways.

**Current Status:** Access to reliable and high-quality printing services is essential for the CSC's Public Affairs and Organizational Development Department to effectively market and promote our mission, programs, and community impact. CSC relies on visually consistent and professionally produced materials to maintain a strong and recognizable brand presence across Broward. Printed materials such as brochures, flyers, posters, signs, banners, event programs, branded giveaways, and informational handouts help CSC reach a multitude of audiences, many of whom may not engage through CSC's digital platforms. These materials ensure seamless access to information and reinforce the CSC brand through consistent use of colors, logos, and Messaging.

Through the CSC bid process, two Printing Service Vendors were selected based on location, affordability, and the variety of services available. Staff are proposing both vendors; Minuteman Press and PostNet, be awarded a budget of \$20,000 for a total of \$40,000.

Vendor	Materials to print	Budget
Minuteman Press	Brochures, Flyers, Sign, etc.	\$20,000.00
PostNet	Banners, Branded materials, bound publication, etc.	\$20,000.00

**Recommended Action:** Approve Printing Services Vendors for Marketing Materials.

## For Council Meeting November 20, 2025

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<b>Service Goal</b>	5 Improve the educational success for young children.
<b>Objective:</b>	053 Provide leadership and support for the Community-wide Grade Level Reading Campaign, including literacy and early education support (PreK through 3rd grade) and other resources for children, parents, and teachers.
<b>Issue:</b>	There is a need to purchase books that can be branded and used as collateral items to support community outreach efforts. This initiative aims to enhance our outreach by providing branded materials that promote literacy and strengthen community engagement. Approval is required to select the appropriate vendors, ensuring compliance with procurement policies.
<b>Action:</b>	Approve Book Vendors and Budget for CSC Outreach Literacy Initiative Collateral.
<b>Budget Impact:</b>	\$30,000 Of \$90,000 Available in Goal 053 for FY 25/26.

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**Background:** Children's Services Council of Broward (CSC) recognizes that literacy is the foundation for lifelong learning, academic success, and economic opportunity. Strong reading skills not only open doors to education but also empower children to think critically, communicate effectively, and participate fully in their communities. Yet, many families in Broward County face barriers to accessing quality, age-appropriate books at home, a key factor influencing a child's readiness for school and long-term academic achievement.

Through our CSC Outreach Literacy initiatives, we plan to conduct outreach at school curriculum nights, reading activities with municipalities, community food distribution sites, park and recreation events, and the CSC Summer Book Tour, which is part of the Back-to-School Extravaganza. Additionally, we aim to co-create literacy events around the County that are branded with CSC.

Investing in quality books is an investment in Broward's future. Each book distributed extends CSC's reach beyond events, into homes, classrooms, and neighborhoods. All helping children develop a love for reading that supports school success and positive

youth development. Through the efforts of the outreach team, including 82 community events held across 20 cities from April 2025 to September 2025, which engaged

approximately 37,205 attendees, many books have been made available to children and families, expanding access and promoting literacy in our community. By making books accessible, CSC not only promotes literacy but also strengthens family engagement, reinforces public awareness of CSC's mission.

Through the CSC bid process, two book vendors were selected based on inventory and affordability. Staff are seeking approval for both vendors, Scholastic and Bulk Bookstore, to be awarded a budget of \$15,000 each, totaling \$30,000.

Vendor	Materials	Budget
Scholastic	Various Soft Cover Books for children in Pre-K-8th Grade	\$15,000
Bulk Bookstore	Infant Board Books and Bulk Book Titles	\$15,000

**Recommended Action:** Approve Book Vendors and Budget for CSC Outreach Literacy Initiative Collateral.



**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY  
6600 WEST COMMERCIAL BOULEVARD, LAUDERHILL, FL 33319**

**Agency Capacity Building (ACB) Committee Meeting  
Minutes**

**November 6<sup>th</sup> 2025**

**1:00 PM – 3:00 PM**

**Participants in Attendance:** Francisco Isaza (211 Broward), Jenny Del Valle(Hands on Broward), Joel Smith(Community Cares), Lashonna Brooks(Community Reconstruction), Latrice Thomas(Harmony Development Center), Michelle Shirley(Be Strong International), Monica Wesolowski(Canine Assisted Therapy), Mrs. Kennedy (Community Reconstruction Housing Inc),Nancy Guagnini (Hispanic Unity), Neva Whittaker(Broward County Housing Authority), Patricia Zeiler(Fort Lauderdale Historical Society), Raschel Pratt(Best Buddies), Samantha Sookraj (South Florida Caribbean Conference), Shanna Johnson(Women at the Well Broward), Sharla Gulley(Hued Songs),Kim Bosket(Positive Impact Community Resource Center),Jolene Mullins(South Florida Hunger Coalition), Tenisha Lane(Women at the Well Broward), Sherry Thompson (Wild Orchid Candle Company)

**Trainer:** Carla Harris- The People Institute

**Board Members in Attendance:** Jeffery Wood, Alyssa Foganholi

**CSC Staff in Attendance:** Kimberly Adams Goulbourne, Roxanne Smith, Horace Summers

**Agenda**

**Welcome and Opening Remarks**

- Mrs. Kimberly Adams Goulbourne, Director of Public Affairs and Organizational Development, opened the meeting and welcomed attendees.
- The minutes from the August ACB meeting were reviewed and approved.
- Mrs. Adams Goulbourne introduced Trainer Carla Harris from The People Institute, who led the training session titled "From Collaboration to Collective Impact."

**Welcome and Purpose**

Trainer Carla Harris welcomed participants and outlined the goals for the second installment of the Partnership Development Training, emphasizing the transition from conceptual discussions of partnership to practical tools for structured, sustainable collaborations.

**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY**  
**6600 WEST COMMERCIAL BOULEVARD, LAUDERHILL, FL 33319**

**Key Objectives:**

- Provide templates and tools for partnership agreements and communication plans.
- Discuss strategies for navigating conflict between partner organizations.
- Define metrics and dashboards for measuring partnership success.

**Recap of Previous Session**

Carla provided a brief review of the previous session, focusing on foundational principles of partnership.

**Highlights:**

- Strategic vs. Transactional Partnerships – distinguishing long-term, mission-aligned collaborations from short-term, event-specific ones.
- Five Characteristics of Strong Partnerships:
  1. Mission alignment
  2. Complementary strengths
  3. Organizational capacity
  4. Compatible communication styles
  5. Mutual benefit
- Partnership Lifecycle: Initiation → Planning → Implementation → Evaluation
- Value Proposition Development: Understanding and articulating your organization's unique value in partnerships.

**Building Infrastructure for Effective Partnerships**

Carla emphasized that good intentions are not enough—partnerships need structure. She introduced the Eight-Part Partnership Agreement Template to formalize collaborations:

1. Shared Goals – define mutual objectives.
2. Roles & Responsibilities – clarify organizational duties.
3. Decision-Making Authority – identify who approves key actions.
4. Communication – establish frequency and response expectations.
5. Resource Contributions – outline commitments of time, funding, or staff.
6. Timeline & Milestones – set checkpoints and deliverables.
7. Conflict Resolution – detail steps for mediation and escalation.
8. Exit Strategy – define procedures for pausing or ending partnerships.



**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY**  
**6600 WEST COMMERCIAL BOULEVARD, LAUDERHILL, FL 33319**

### **Breakout Activity**

Participants were asked to:

- Choose one section from the eight-part agreement.
- Draft that section for their organization.
- Discuss drafts in breakout groups and exchange feedback.

Participant Reflections:

- Templates were clear and adaptable.
- The activity encouraged specificity and measurable planning.
- Many organizations planned to adopt or refine internal partnership agreements using the new framework.

### **Establishing a Communication Cadence**

Carla introduced a three-phase communication framework for maintaining consistency across partnerships:

Phase	Duration	Focus
Initiation	Months 1–3	Weekly check-ins, bi-weekly leadership updates, and monthly meetings.
Implementation	Months 4–12	Bi-weekly progress check-ins, monthly reviews.
Maintenance	Year 2+	Monthly check-ins, quarterly strategic reviews, annual retreats.

Sample Agendas:

- Weekly Check-ins: Wins, progress, challenges, and next steps.
- Monthly Reviews: Progress on goals, resource updates, and next-month planning.
- Quarterly Meetings: Review impact, assess partnership health, evaluate goals, and celebrate milestones.

### **Identifying Red & Green Flags**

#### **Red Flags:**

- Missed deadlines without communication
- Unilateral decision-making
- Lack of credit for joint work
- Extended communication gaps (2+ weeks)
- Expanding scope without renegotiation
- Leadership disengagement

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***Green Flags:***

- Transparent and responsive communication
- Shared celebration of achievements
- Collaborative problem-solving
- Engaged, energized teams

**Managing Conflict and Exits**

Carla outlined best practices for addressing challenges and determining when to scale back or end partnerships:

- Scale back when capacity or resources decline.
- Exit when missions become misaligned or trust erodes.
- Communicate intentions 30–60 days in advance, document lessons learned, and maintain professionalism.

**Scenario Practice**

Participants reviewed real-world case studies addressing:

- Unequal workload distribution.
- Unauthorized public announcements.
- Inaccurate media representation of shared initiatives.

Emphasis: Direct communication, clear follow-up, and documented agreements.

**Trust Repair Framework**

A six-step process for rebuilding organizational trust:

1. Acknowledge the issue within 48 hours.
2. Apologize transparently if at fault.
3. Understand the full impact through listening.
4. Commit to corrective action.
5. Follow through consistently.
6. Rebuild credibility over time through transparency and communication.

**Measuring Success: Partnership Dashboard**

Carla encouraged organizations to create shared dashboards that track:

- Relationship Health: Communication satisfaction, trust, and mutual advocacy.
- Operational Effectiveness: Task completion, budget variance, and meeting frequency.
- Community Impact: Individuals served, outcome achievement, and participant feedback.

Quote: “You can’t count what you don’t measure.”

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**Action Plan – 30-Day Partnership Strengthening Framework**

1. Week 1: Draft or update partnership agreements using the 8-part template.
2. Week 2: Establish recurring meetings based on the communication cadence.
3. Week 3: Develop a metrics dashboard to monitor performance.
4. Week 4: Conduct the first structured monthly review.

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**Key Takeaways**

- Effective partnerships require structure, documentation, and communication.
- Written agreements reduce confusion and build accountability.
- Conflict is normal—prepared processes ensure resolution.
- Exit strategies are professional safeguards, not signs of failure.
- Measuring relationships, operations, and impact ensures continuous improvement.

**Closing and Next Steps**

- Roxanne Smith thanked Carla Harris for delivering a dynamic, tool-based session.
- Participants were reminded to complete the CSC Training Survey and The People Institute Evaluation Survey.
- Handouts, templates, and partnership resources will be distributed by Roxanne.
- Carla closed the session with motivational remarks and light “exit music.”

STRONGER TOGETHER PART II

# FROM COLLABORATION TO COLLECTIVE IMPACT



# Welcome Back or Welcome

## Today's Journey:

- *Quick Reconnect and Foundations*
- *Setting Up Partnership Infrastructure*
- *Break*
- *Navigating Conflict and Measuring Success*
- *Action Planning and Close*



## My Promise to You

CONCRETE TOOLS AND  
TEMPLATES YOU CAN  
IMPLEMENT THIS WEEK

REAL SCENARIOS AND  
PRACTICAL SOLUTIONS

SYSTEMS THAT PREVENT  
PROBLEMS BEFORE THEY  
START



# Partnership Foundations: Quick Recap

*From Part I, we covered:*

- *Strategic vs Transactional Partnerships*
- *5 Characteristics of Strong Partners (mission alignment, complementary strengths, capacity, communication style, mutual benefit)*
- *Partnership Life Cycle (Initiation, Planning, Implementation, Evaluation)*
- *Value Proposition Development*





# Quick Pulse Check

## VIRTUAL ACTIVITY (5 minutes)

*In the chat, share: What is ONE specific partnership challenge you are facing right now?*

*Be specific: "Partner is not responding to emails about our March event" rather than "communication issues"*



## The Partnership Success Formula

CLARITY + STRUCTURE +  
COMMUNICATION = LASTING IMPACT

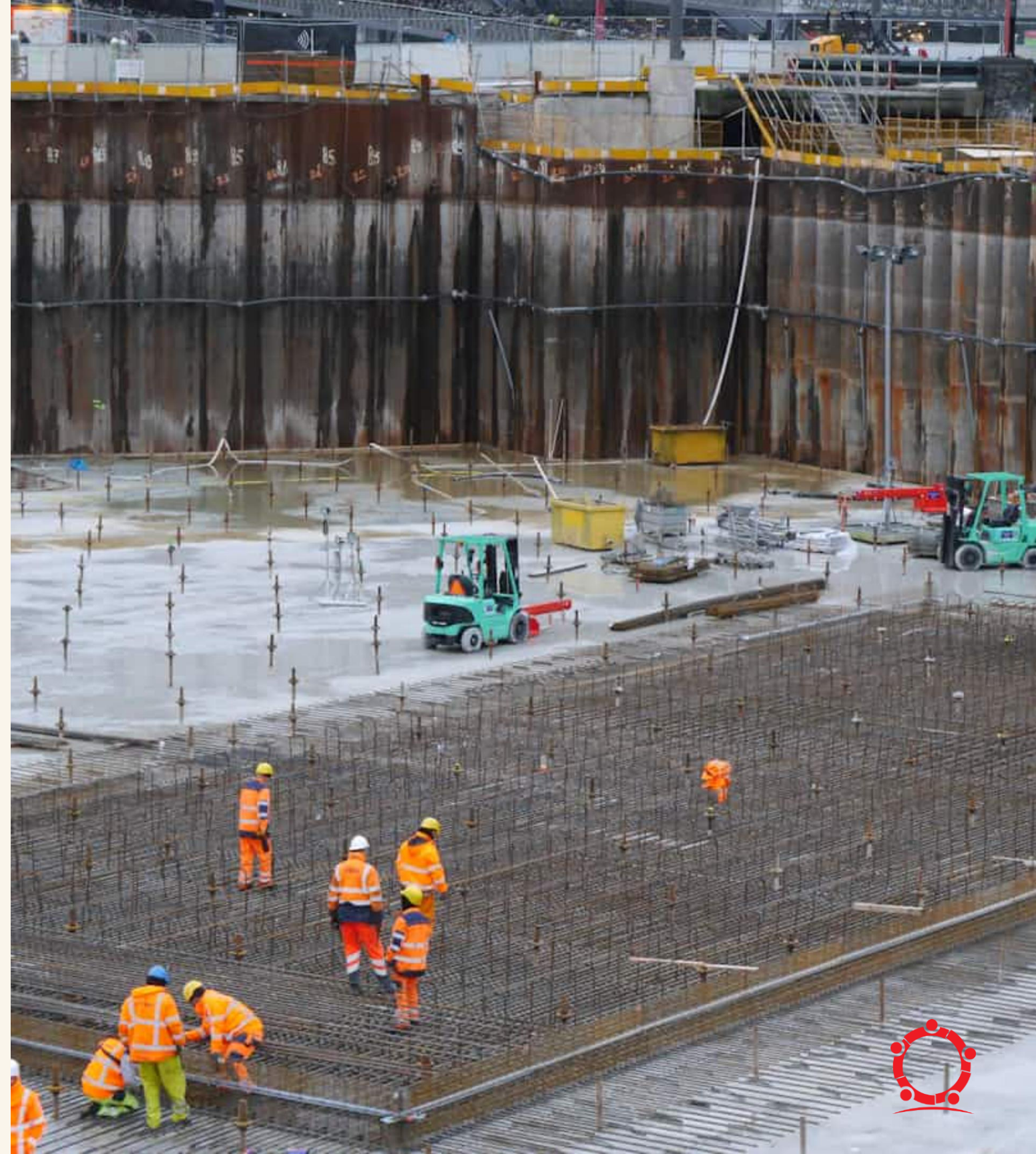




## PART 1: PARTNERSHIP INFRASTRUCTURE

# Setting Up Systems That Work

*The best partnerships have clear agreements,  
not just good intentions*



# The Partnership Agreement Template

## TOOL 1: Use This in Your First Planning Meeting

*Every strong partnership needs written agreement on:*

01	02
Shared Goals	Roles and Responsibilities
<i>what we are trying to achieve together</i>	<i>who does what</i>
03	04
Decision-Making Authority	Communication Norms
<i>who decides what, and how</i>	<i>how often, what format, who initiates</i>
05	06
Resource Contributions	Timeline and Milestones
<i>time, money, space, people</i>	<i>when things happen</i>
07	08
Conflict Resolution Process	Exit Strategy
<i>what we do when we disagree</i>	<i>how we end or pause if needed</i>



# Sample Partnership Agreement

## Real Example

*SHARED GOAL: Host quarterly community wellness events serving 200+ residents*

### ROLES:

- *Organization A: Secures venue, manages registration, provides volunteers*
- *Organization B: Coordinates speakers, handles marketing, manages budget*

### DECISION-MAKING:

- *Budget decisions over 500 dollars require both EDs to approve*
- *Event logistics decided by designated project leads*
- *Marketing content reviewed by both communications teams*

### COMMUNICATION:

- *Weekly 30-minute Zoom check-ins every Tuesday at 10am*
- *Shared Google Drive folder updated by Friday each week*
- *Emergency issues: Text or call project leads directly*



# BREAKOUT ACTIVITY

## Draft Your Partnership Agreement (15 minutes)

*Think of a current or potential partnership*

### ***Groups of 3-4:***

- 1. Solo (5 min): Pick ONE section of the agreement template to draft for your partnership*
- 2. Share (8 min): Read your draft to the group, get feedback*
- 3. Commit (2 min): What will you formalize in writing this week?*





# Communication Cadence Builder

## Match Frequency to Partnership Stage



### INITIATION STAGE (First 3 months):

- *Weekly check-ins (30 min)*
- *Bi-weekly leadership updates*
- *Monthly joint team meetings*

### IMPLEMENTATION STAGE (Months 4-12):

- *Bi-weekly check-ins (20 min)*
- *Monthly progress reviews*
- *Quarterly strategic planning sessions*

### MAINTENANCE STAGE (Year 2+):

- *Monthly check-ins (15 min)*
- *Quarterly reviews*
- *Annual strategic planning retreat*



# Sample Meeting Agendas

## Copy These Exact Formats

### WEEKLY CHECK-IN (30 min):

- *Wins from last week (5 min)*
- *Progress on action items (10 min)*
- *Roadblocks or concerns (10 min)*
- *Next week commitments (5 min)*

### MONTHLY REVIEW (60 min):

- *Review shared goal tracker (15 min)*
- *Budget and resource update (10 min)*
- *What is working well (10 min)*
- *What needs adjustment (15 min)*
- *Planning for next month (10 min)*

### QUARTERLY STRATEGIC (90 min):

- *Community impact assessment (20 min)*
- *Partnership health check (15 min)*
- *Evaluate goals, adjust if needed (25 min)*
- *Plan next quarter priorities (20 min)*
- *Celebration (10 min)*





# Red Flags and Green Flags

## TOOL 3: Partnership Health Indicators

### RED FLAGS (Address immediately):

- *Partner consistently misses deadlines without communication*
- *Decisions are made without consulting the other organization*
- *One partner takes credit publicly for joint work*
- *Communication goes silent for 2+ weeks*
- *Scope keeps expanding without renegotiating resources*
- *Leadership commitment is wavering*

### GREEN FLAGS (You are on the right track):

- *Both organizations proactively communicate delays*
- *Wins and challenges are shared transparently*
- *Credit is given generously and publicly*
- *Adjustments are made collaboratively*
- *Both teams feel energized by the work*
- *Community is seeing tangible results*



# When to Scale Back or Exit

## The Conversation No One Wants to Have

### SCALE BACK when:

- *Organizational capacity has genuinely decreased*
- *Partnership goals need to shift due to external factors*
- *The work is good but not aligned with strategic priorities anymore*

### EXIT when:

- *Values misalignment becomes clear*
- *Trust has been repeatedly broken without repair*
- *Partnership is draining resources without community impact*
- *Leadership is not committed on one or both sides*

### HOW TO EXIT GRACEFULLY:

- *Have honest conversation 30-60 days before formal exit*
- *Document what worked and what did not (learning for both)*
- *Create transition plan for any joint commitments*
- *Public messaging is collaborative and respectful*
- *Leave door open for future opportunities*





# BREAK TIME

## 10 Minute Break

*Stretch, refill your cup, check messages*



## PART 2: NAVIGATING CONFLICT

# Real Scenarios, Real Solutions

*Conflict is not a sign of failure. It is a sign you  
are doing meaningful work together.*



# The 5 Most Common Partnership Conflicts

## And How to Solve Them

- 1 UNEQUAL WORKLOAD
- 2 UNCLEAR DECISION-MAKING
- 3 CREDIT AND VISIBILITY DISPUTES
- 4 COMMUNICATION STYLE CLASHES
- 5 SCOPE CREEP WITHOUT RENEGOTIATION

*We are going to work through real examples of each*



# Conflict Scenario 1: Unequal Workload

❏ **THE SITUATION:** *Your organization has completed 80 percent of event planning tasks. Partner organization has been slow to respond and has completed only 2 of 8 assigned tasks. Event is 4 weeks away.*

## WHAT NOT TO DO:

- *Complain to your team but not address it with partner*
- *Take over all remaining tasks and resent them*
- *Send passive-aggressive emails*

## WHAT TO DO:

1. *Request 30-minute call within 48 hours*
2. *Use CLEAR framework: "I want to talk about task completion for our upcoming event. Help me understand what is happening on your end that is making it hard to complete the assigned tasks. When tasks are not completed, it puts strain on our team and risks event quality. Can we revisit task assignments and identify where you need support or if we need to redistribute? Let's check in again in one week."*
3. *Document new agreements in writing*
4. *If pattern continues, escalate to leadership and consider scaling back partnership*



## Conflict Scenario 2: Unclear Decision-Making

❏ **THE SITUATION:** *Your partner organization announced a major change to your joint program on social media without discussing it with you first. Your team found out from community members.*

### WHAT NOT TO DO:

- *Post your own conflicting announcement*
- *Ignore it and let confusion spread*
- *Cut off communication*

### WHAT TO DO:

1. *Immediate text or call: "I saw the announcement about program changes. We need to talk today."*
2. *In conversation: "Our agreement was that program changes would be decided together. What happened that led to this announcement without discussion? This creates confusion for our community and erodes trust between our teams. Moving forward, can we agree that no public announcements about joint work happen without both organizations reviewing? And can we issue a joint clarification today?"*
3. *Revisit decision-making authority in your partnership agreement*
4. *Add approval process for all public communications*





## Conflict Scenario 3: Credit and Visibility

❏ **THE SITUATION:** *Your partner organization received a major media feature highlighting the joint program, but your organization was not mentioned. Community members think the program is only theirs.*

### WHAT NOT TO DO:

- *Publicly call them out on social media*
- *Stop collaborating on the program*
- *Demand equal credit retroactively*

### WHAT TO DO:

1. *Schedule call within 24 hours*
2. *"I want to talk about the recent media coverage. I am genuinely happy the program is getting attention, and I am concerned that our organization was not mentioned as a co-creator. This affects our ability to leverage this work for funding and community credibility. What happened in the interview process? Moving forward, can we establish a practice where both organizations are named in all media and public materials? And would you be willing to post a follow-up that acknowledges our partnership?"*
3. *Create joint media guidelines document*
4. *Agree on boilerplate partnership language for all external communications*





# The Trust Repair Toolkit

## TOOL 4: When Damage Has Been Done



STEP 1 - ACKNOWLEDGE (within 48 hours of incident)

*"I recognize that X happened and it affected you and your team."*



STEP 2 - APOLOGIZE (if your organization was at fault)

*"We made a mistake. I am sorry for the impact this had."*



STEP 3 - UNDERSTAND (listen before defending)

*"Help me understand the full impact this had on your organization and the partnership."*



STEP 4 - COMMIT (be specific about change)

*"Here is what we will do differently moving forward. Here is the timeline."*



STEP 5 - FOLLOW THROUGH (actions speak louder)

*Do exactly what you said. Report back on progress.*



STEP 6 - REBUILD (give it time)

*Trust rebuilds slowly. Consistent actions over 3-6 months rebuild credibility.*



# Measuring Partnership Success

## TOOL 5: Shared Metrics Dashboard

*Track three levels every month:*



### RELATIONSHIP HEALTH (Survey both teams):

- *Communication satisfaction (1-5 scale)*
- *Trust level (1-5 scale)*
- *Would recommend this partnership to others (yes/no)*



### OPERATIONAL EFFECTIVENESS:

- *Percentage of commitments met on time*
- *Budget variance (on track or over/under)*
- *Number of joint meetings held vs planned*



### COMMUNITY IMPACT:

- *Number of people served through partnership*
- *Specific outcomes achieved (match to your goals)*
- *Community feedback (quotes, survey data)*



## Sample Metrics Dashboard

### ❏ ***PARTNERSHIP: Youth Leadership Program (Orgs A and B)*** ***MONTH: February 2025***

#### RELATIONSHIP HEALTH:

- *Communication satisfaction: Org A = 4.5, Org B = 4.0*
- *Trust level: Org A = 5.0, Org B = 4.5*
- *Would recommend: Both = Yes*

#### OPERATIONAL:

- *Commitments met: 8 of 10 (80 percent)*
- *Budget: On track*
- *Meetings: 4 of 4 held*

#### COMMUNITY IMPACT:

- *Youth served: 45 (goal was 40)*
- *Program completion rate: 89 percent*
- *Feedback: "This program changed my life" - participant quote*

## WHAT TO ADJUST:

- *Two commitments missed due to staffing shortage at Org B*
- *Plan: Org A taking on one additional task for March*

# INDIVIDUAL REFLECTION

## Action Planning

*Pull out your notes or open a document*

***Answer these questions:***

- 1. What is the ONE partnership infrastructure piece I need to create first? (Agreement template? Meeting cadence? Metrics dashboard?)*
- 2. Which conflict scenario resonated most? Why?*
- 3. What is ONE structural change I can make this month to strengthen a current partnership?*
- 4. If I could implement only ONE tool from today, which would have the biggest impact?*



# YOUR 30-DAY ACTION PLAN



## Week 1: DOCUMENT

*Draft or revise partnership agreement with your key partner (use the 8-part template)*



## Week 2: SCHEDULE

*Set up recurring meetings using the communication cadence builder (add to both calendars)*



## Week 3: MEASURE

*Create your shared metrics dashboard and complete the first month baseline*



## Week 4: REVIEW

*Hold your first structured monthly review meeting using the sample agenda*



# FINAL ACTIVITY

## Commitment Cards (7 minutes)

**Write down your answers:**

1. Which partner relationship am I committing to strengthen first?
2. Which specific tool will I implement in the next 7 days? (Partnership Agreement / Meeting Cadence / Metrics Dashboard / Trust Repair Toolkit)
3. What is my first concrete action? (Example: "Email partner to schedule 60-min meeting to draft partnership agreement")
4. Who will I ask to hold me accountable?



# Key Takeaways



*Strong partnerships are built on **STRUCTURE**, not just good intentions*



*Written agreements prevent confusion and conflict*



*Communication cadence should match partnership stage*



*Conflict is normal - having a process to address it is what matters*



*Exit strategies are not pessimistic, they are professional*



*Measure relationship health, operations, AND impact*



# Your Tools to Take Away

- *Partnership Agreement Template (8 sections)*
- *Communication Cadence Builder*
- *Meeting Agendas (weekly, monthly, quarterly)*
- *Red Flags and Green Flags Checklist*
- *Trust Repair Toolkit (6 steps)*
- *Shared Metrics Dashboard*
- *5 Conflict Scenarios with Solutions*
- *30-Day Action Plan*







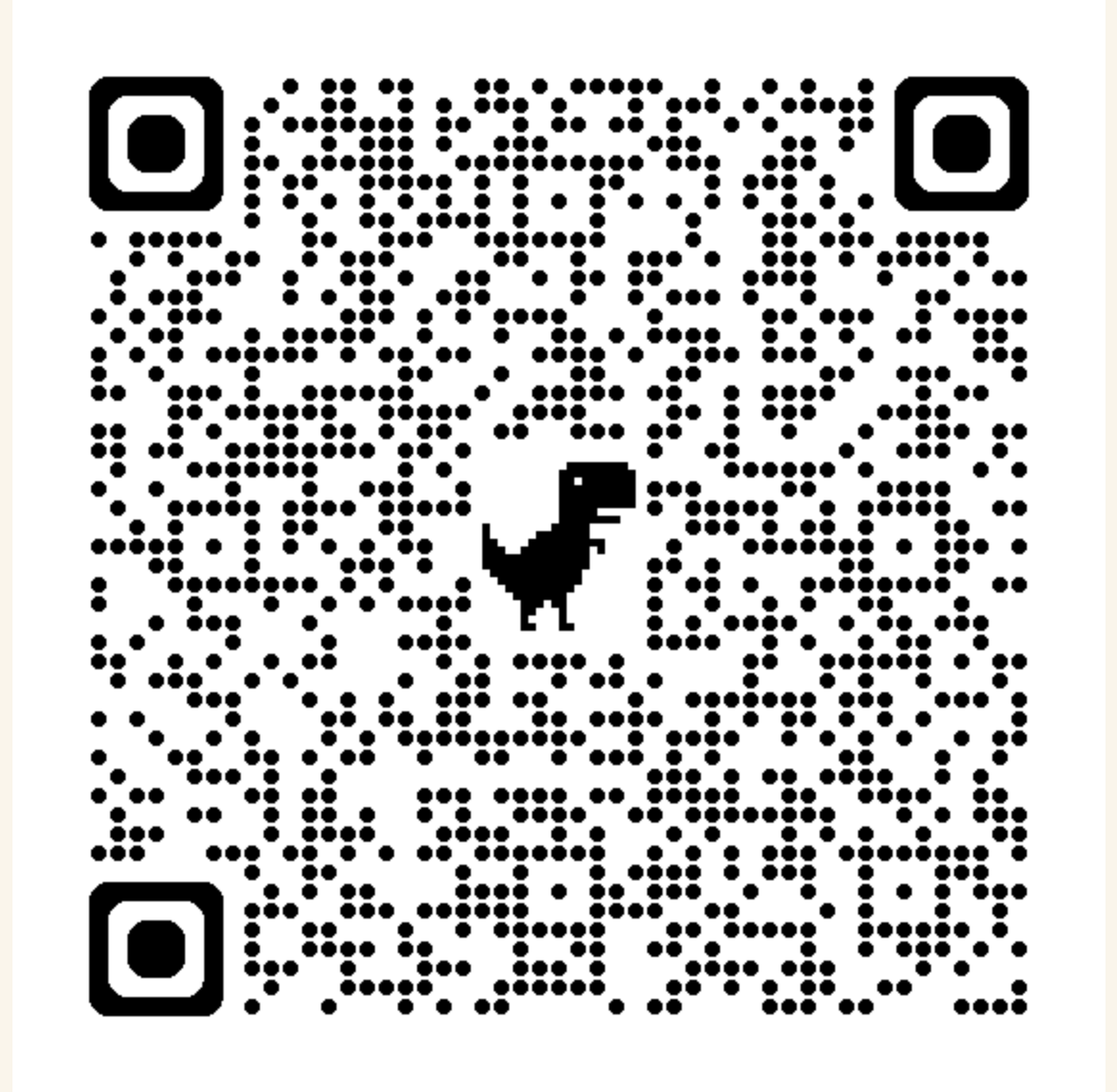
# Questions and Reflections

*What questions can I answer?*

*What is still unclear?*

*What support do you need to implement these tools?*







## Give feedback to Carla

Scan this QR code



Or go to

<https://talk.ac/carlaharris>

and enter this code when prompted

ACBMEETING

# THANK YOU

Stronger partnerships are not about perfection. They are about having systems in place when things get hard.

*You now have the infrastructure to build partnerships that last.*

---

954-329-1442

[www.instituteforpeople.com](http://www.instituteforpeople.com)

*carla.harris@instituteforpeople.com*





## **Funders Forum Meeting Summary November 7, 2025**

### **Members Present:**

**Carl Dasse**, Children's Services Council (CSC); **Dion Smith** (CSC); **Donna Hayes** for Susan Cantrick, Broward County Public Schools; **Elida Segrera**, Broward Behavioral Health Coalition (BBHC); **Julie-Ann Waweru**, CSC; **Kathleen Cannon**, United Way; **Kenneth King**, CSC; **Keyonia Lawson**, CSC; **Kim Reid**, (CSC); **Kimberly Adams Goulbourne**, (CSC); **Lisa Bayne**, CSC; **Lori Canning**, Broward County Public Schools; **Maria Hernadez**, United Way; **Maria Juarez Stouffer**, CSC; **Monica King**, Broward Healthy Start Coalition (BHSC); **Renee Podolsky**, Florida Department of Health (FLDOH); **Scott Hannux**, United Way; **Scott Meltzer**, Lemnis; **Traci Schweitzer**, Florida Department of Children and Families (DCF)

### **Members Virtually Present:**

**Amy Moore**, Early Learning Coalition (ELC); **Angelika Schlanger**, McNight & Taft Foundation; **Cassandra Burrell**, Community Foundation; **Fiorella Smyth**, Florida Blue Foundation; **Judith Fletcher**, Frederick A. DeLuca Foundation; **Larry Rein**, ChildNet; **Sandra Veszi Einhorn**, Coordinating Council of Broward; **Toby Pina**, ChildNet

### **Guests Present:**

**Melida Akiti**, Chief Transformation Officer, Broward Health  
**Tim Curtin**, Executive Director, Community Services, Memorial Healthcare System

### **Welcome and Introductions**

Maria J.S. welcomed members both participating virtually and in person at the United Way, and introductions were completed.

### **Approval of October 3, 2025, Meeting Minutes**

Traci S. moved to approve the minutes as presented. Maria H. seconded the motion, which passed with no opposing votes.

### **Better Together Update**

Maria J.S. introduced Melida Akiti, Chief Transformation Officer for Broward Health, and Tim Curtin, Executive Director of Community Services for Memorial Healthcare System. They presented to members about the Better Together initiative. Please review the attached PowerPoint.

Melida A. explained that helping our community with their healthcare needs is a shared responsibility. These efforts are undertaken in partnership with Broward County, the Community Foundation of Broward, Feeding South Florida, the Health Foundation of South Florida, the Healthy Start Coalition of Broward County, Farm Share, and United Way. Melida A. asked members if they are interested in joining this initiative to please contact her at [makiti@browardhealth.org](mailto:makiti@browardhealth.org). For more information, members can visit their website at [https://www.browardhealth.org/bettertogether#Better\\_Health](https://www.browardhealth.org/bettertogether#Better_Health).

Maria J.S. asked how funding allocations are determined for food pantries and food banks. Melida A. explained that they use a heat map to identify areas with high needs and available resources. They plan to assess each community's needs by developing a grant document to evaluate capacity; however, their current focus is on addressing the SNAP crisis.

Maria H. announced that United Way has secured \$750,000 to address the SNAP crisis. Every Wednesday, food is distributed at the United Way office. At the most recent distribution event, approximately 400 individuals many of them federal employees received assistance. Maria is seeking volunteers to support these efforts through distribution, storage, packing, and financial contributions. To sign up for food distribution volunteering, please visit the Volunteer Florida website at: <https://volunteer.volunteerflorida.org/opportunity/a0CVV000068kAb22AE/pop-up-food-distribution>

Maria J.S. announced that CSC will present a request for \$250,000 at the November Council meeting to address the SNAP crisis. CSC-funded providers can use emergency flex funds to support families and connect them to food pantries for ongoing assistance. Additionally, HEAL Trauma providers will offer navigation services to help families access food pantries and will also have emergency flex funds available.

## **Funders Forum Member Updates:**

### **Broward Behavioral Health Coalition**

Elida S. announced that BBHC is in its third week of undergoing an audit. This audit takes place every two years.

### **Broward County Public Schools**

Lori C. announced that the 5th Annual Family Fun Day, a celebration of family and community success, will be held on Sunday, November 16, 2025, from 1:00 p.m. to 4:00 p.m. at Rev. Samuel Delevoe Park. There will be prizes, games, community resources, and free food. The flyer is attached.

## **Children's Services Council**

Maria J.S. announced that CSC is nearing the release of its MOST (Maximizing Out-of-School Time) RFP for out-of-school time programs serving both the general and special needs populations. Inclusion support and CATCH components will also be included. The RFP is scheduled for release in November.

CSC is also developing its New DAY (New Diversion Alternatives for Youth) RFP which will be released in early 2026.

CSC is seeking raters for both procurements. If members are interested in evaluating proposals, please contact Maria J.S. or Keyonia L. at [klawson@cscbroward.org](mailto:klawson@cscbroward.org)

## **Florida Department of Health**

Renee P. announced that the FDOH is continuing to provide outreach to enroll families in the WIC program and provide food and nutritional services.

The FDOH is awaiting the release of federal funding for the action grant, which will address overdoses, so it can continue to support its community partners.

## **United Way**

Maria H. shared that United Way will release procurements for education and health initiatives in January 2026.

United Way is also planning its Eviction Solutions Summit, scheduled for January 21, 2026. More information will come soon.

## **Funders Forum 2026 Schedule**

Maria J.S. announced that the Funders Forum will convene eight times next year, with no meetings scheduled for January, March, July, or September.

Maria J.S. also asked members to contact Julie-Ann W. if they did not receive the 2026 calendar invitations.

The schedule for the 2026 Funders Forum meeting is as follows:

- The January meeting is cancelled.
- February 6, 2026, at 2:00 PM
- The March meeting is cancelled. (Annual Community Care Plan Non-profit Awards Event)
- April 3, 2026, 2:00 PM
- May 1, 2026, 2:00 PM



- June 5, 2026, 2:00 PM
- The July meeting is cancelled. (Summer Break)
- August 7, 2026, 2:00 PM
- The September meeting is cancelled. (Annual DCF Summit)
- October 2, 2026, 2:00 PM
- November 6, 2026, 2:00 PM
- December 4, 2026, 2:00 PM

## **Next Funders Forum Meeting**

The next meeting will be held **virtually** on December 5, 2025, from 2:00 p.m. to 4:00 p.m. Members should contact Julie-Ann Waweru at [jwaweru@cscbroward.org](mailto:jwaweru@cscbroward.org) to include any additional agenda items.

The meeting adjourned at 3:30 p.m.



November 7, 2025

**Melida Akiti**  
Chief Transformation  
Executive  
Broward Health



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*B E T T E R   T O G E T H E R*



*BETTER TOGETHER*

## Three Focus Areas

- Primary Care
- Maternal Health
- Food Insecurity





# BETTER TOGETHER



## CONNECTING PEOPLE TO CARE

Better Together is a groundbreaking collaboration between Broward Health, Memorial Healthcare System and other community partners that addresses key healthcare challenges in our community.

### TOGETHER WE ARE:



Expanding primary care access



Improving maternal health outcomes



Reducing food insecurity

### KEY COMMUNITY PARTNERS INCLUDE:



Call 844-711-0794

to be connected to primary or maternity care services.



To learn more, scan the QR code.



# BETTER TOGETHER



## THE CHALLENGE WE FACE IN BROWARD COUNTY:

26%

of women did not receive timely maternity care or care at all in 2022.<sup>1</sup>

30%

of adults did not have an annual checkup.<sup>2</sup>

10%

of babies born were born with low birth weight in 2022.<sup>1</sup>

41%

of residents were worried they would run out of food before they were able to buy more.<sup>2</sup>

### Sources:

<sup>1</sup> - RWJG CMMH 2024 Report

<sup>2</sup> - 2023 BRAPC Community Health Needs Assessment

## HOW WE MEASURE SUCCESS:



Fewer patients presenting at EDs without primary care physicians



More mothers receiving prenatal care in their first trimester of pregnancy



More people connected to food resources or assistance programs



Fewer Broward County residents with uncontrolled hypertension and diabetes



Fewer babies born with low birth weights

Call 844-711-0794

to be connected to primary or maternity care services

## Primary Care



①

YTD

1 Percentage of patients without PCP presenting at EDs

36%

2 Percentage of uninsured patients presenting at EDs

18%

3 Percentage of uncontrolled hypertension in Broward county

44%

4 Percentage of uncontrolled diabetes in Broward county

21%

5 Broward county Primary Care Deserts Map



## Maternity



①

YTD

1 Hypertensive postpartum women presenting at EDs

29%

2 Hypertensive pregnant women presenting at EDs

23%

3 Preterm deliveries

11%

4 Low birth weight

9%

5 Broward County Maternal Care Desert Map



## Food Insecurity



①

YTD

1 Percent Screened for Food insecurity

48%

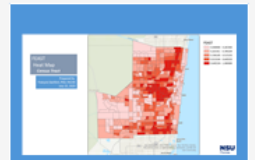
2 Percent Screened Positive for Food Insecurity

3%

3 Meal deficit and missing meals per household



4 NSU Food Insecurity Index





**Broward<sup>®</sup>  
Health**



**Memorial  
Healthcare System**

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*B E T T E R   T O G E T H E R*

[BrowardHealth.org/Better Together](https://BrowardHealth.org/BetterTogether)  
[MHS.net/BetterTogether](https://MHS.net/BetterTogether)





A Celebration of Family and Community Success



Today's R&B and Old School

HOSTED BY  
**RODNEY  
BALTIMORE**

Register before Saturday,  
November 9, 2025  
<http://tiny.cc/FFD2025>



- Prizes
- Games
- Community Resources
- Free food — first come, first served!




Sunday  
November 16, 2025



Time  
1 - 4 p.m.

Rev. Samuel Delevoe Park  
2520 NW 6th Street Fort Lauderdale, FL 33311

 [face@browardschools.com](mailto:face@browardschools.com)











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# **COMMUNITY IMPACT**

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# **Lauderhill proclaims June Peace Month and approves Peace 365 school clubs with up to \$10,000 in commissioner funding**

May 13, 2025 | [Lauderhill City](#), [Broward County](#), [Florida](#)



This article was created by AI summarizing key points discussed. AI makes mistakes, so for full details and context, please refer to the [video of the full meeting](#). Please report any errors so we can fix them. [Report an error »](#)



Lauderhill commissioners on May 12 adopted a proclamation declaring June 2025 as "Peace Month" and approved a related memorandum of understanding to pilot student-led "Peace 365" clubs in city schools. The commission amended the memorandum of understanding to make the Lauderhill Health & Prosperity Partnership (LHPP) and its community partners the lead program entities and to specify that up to \$10,000 in funding will come from Commissioner Melissa Dunn's discretionary account; the commission recorded that no general-fund allocation will be spent on the MOU unless the commission later approves it.

Commissioner Melissa Dunn introduced the Peace Month proclamation and presented a slide deck describing a monthlong schedule of events including a peace rally, youth and adult workshops, a peace quilt created by schoolchildren, a peace garden community service project and a youth leadership workshop series. Dunn said the Peace 365 effort brings community partners together, naming participants in the presentation such as United Way of Broward County's Project Empower, **Children's Services Council of Broward County**, Lauderhill Boys & Girls Club, Moms Demand Action, City of Grace and other local partners.

NAMI Broward County and other speakers described mental-health support and outreach that would complement the peace activities. Madeline Noel of the Lauderhill Peace Ambassadors urged residents and commissioners to sign the Peace 365 pledge and promote daily conflict-resolution habits.

Separately, the commission considered resolution 25R0484, a city–school memorandum of understanding to pilot Save Promise/Peace 365 clubs in Lauderhill schools. During debate commissioners sought clarity about funding sources and oversight. Commissioner Dunn said she would commit up to \$10,000 from her discretionary funds to support start-up activities (materials, light food, outreach and limited transportation) and proposed that LHPP and its partners would be the day-to-day leads executing training and outreach. The commission added an amendment to the MOU and resolution clarifying that any funding beyond that \$10,000 would require subsequent commission approval and that the general fund would not be automatically used.

The commission approved the amended resolution 5-0. Speakers from local nonprofits and community groups urged the commission to support the pilot and said partner organizations can provide training and in-kind resources; the meeting record includes a list of partner organizations that Dunn and presenters named.

The MOU and proclamation text, and the commission’s amendment limiting general-fund exposure and identifying LHPP and partners as leads, are in the meeting backup.

The vote to approve the amended MOU and proclamation was unanimous (5-0).

September 19, 2025

Ms. Cindy Arenberg Seltzer, President/CEO  
Children's Services Council of Broward County  
6600 W. Commercial Boulevard  
Lauderhill, FL 33319-2105

Dear Ms. Arenberg Seltzer,

On behalf of Nova Southeastern University, it is my pleasure to thank you for generously supporting the upcoming "A Day for Children" event at the Alvin Sherman Library, Research, and Information Technology Center. Thanks in large part to philanthropists like you, this cherished annual event has helped nearly 100,000 South Florida residents over the past 20 years gain the medical knowledge they need to make thoughtful, informed health decisions for their children and families.

Your commitment to supporting the Alvin Sherman Library, Research, and Information Technology Center in enhancing health literacy in our community is commendable. At NSU, we believe education is the foundation of healthy living, and your donation has allowed us to expand our reach to even more families in need. Together, we can continue to improve the lives of those who depend on our resources.

Thank you again for your gift, and for your confidence in Nova Southeastern University.

Sincerely,



Terry J. Mularkey, MAS, CFRE  
Vice President for Advancement and Community Relations

TM/sj

Rcvd-CSC-Browd OCT 2 4 35 PM '25





401 SW Second Street  
Fort Lauderdale, FL 33312  
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Children's Services Council  
Cindy Arenberg Seltzer  
6600 W Commercial Blvd  
Lauderhill, FL 33319

EST 1 WSC 9 100PM-1030-PM-1030

Dear Cindy:

Thank you for your grant installment of \$43,988.29 in support of the Museum of Discovery and Science's (MODS) EcoExplorers Internship program in May. Your contribution plays a pivotal role in fulfilling MODS' mission of connecting people to inspiring science and contributing to the success of our educational programs, interactive exhibits and community outreach initiatives.

We believe that every individual who supports us is a true partner in our journey of discovery, and your donation exemplifies that belief. Together, we are empowering young minds and making an impact that extends far beyond the museum's walls.

In recognition of your generosity, your name will be displayed on our Circle of Giving Donor Wall. Your acknowledgment will serve as a testament to your commitment to encouraging curiosity, promoting education and fostering a love for science among Museum guests.

If you have any questions, suggestions or would like to learn more about our programs, please do not hesitate to contact us. You can reach us at [development@mods.org](mailto:development@mods.org). We appreciate any opportunity to connect with our supporters and share the impact of their contributions.

Once again, thank you for your support and the difference you are making in the lives of countless children and adults. We are truly honored to have you as part of our MODS family.

With heartfelt gratitude,

Joe Cox  
President & CEO

*Thank you,  
so very much!*

Meredith Ray Feder, CFRE  
Deputy Director

*Thanks!*

Your gift is tax-deductible as a charitable donation to the fullest extent allowed by law. The Museum of Discovery and Science is a 501(c)(3) organization; Tax ID 59-1709542. A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling 1-800-435-7352, toll-free within the state. Registration does not imply endorsement, approval or recommendation by the state.



Sharing the vision through leadership investing



# Broward Children's Center Currently Enrolling Students for the 2025-2026 School Year

By [Community Newspapers](#) October 14, 2025



With the 2025-2026 school year underway, [Broward Children's Center](#) (BCC) – a nonprofit organization dedicated to serving infants, children and young adults who are developmentally disabled and medically fragile and their families – is currently open for limited enrollment for students for its BCC Academy, a nonprofit private school. BCC Academy has been continuously serving the Broward County community since 1971.

Broward Children's Center's nurturing and inclusive program offers a comprehensive academic curriculum paired with an array of specialized services to support students of all abilities. BCC Academy's intimate campuses are designed for each child to receive the personal attention needed to achieve their goals.















BCC Academy provides educational, therapeutic and behavioral services for children with special needs, pre-kindergarten through eighth grade, at its north campus in Pompano Beach (25 SE 20<sup>th</sup> Ave., Pompano Beach, Florida 33060) and south campus in Dania Beach (3891 Stirling Road, Dania Beach, Florida 33312). The nonprofit private school is specifically designed to meet the unique developmental and educational needs of children with moderate to severe disabilities, through research-based instructional strategies and a thematic-based curriculum.

Various assessments and observations are used to set educational goals for each child. Parental input is encouraged throughout this process to optimize a student's educational experience. The classrooms are designed for each child to receive the personal attention needed to achieve their goals.

Broward Children's Center is committed to creating an equitable learning environment where every child thrives. BCC Academy provides tailored support for students with disabilities, including Individualized Education Programs (IEPs); Speech and Language Therapy; Occupational Therapy; Physical Therapy; Behavior Support Services; Academic Intervention and Resource Specialists; Inclusive Classrooms with Differentiated Instruction; Small Group and One-on-One Support; and Family and Caregiver Resources.

BCC Academy's ancillary Social Services provides ongoing support to the infants, children, young adults and families, including Parenting Enrichment, Youth Enrichment, Education, Case Management, Information and Referrals and Community Outreach.

Broward Children's Center's Family Strengthening Program and Sibling Program are built on an evidence-based national model known as the Nurturing Program for Parents



and their Children with Special Needs and Health Challenges (NPP Special Needs). The program provides families and caregivers with individualized, ongoing support and skills needed for parenting a child with special needs.

In an effort to support working families, BCC Academy provides coverage when Broward County Public Schools is typically closed, including some holidays and teacher planning days. Services also include Summer Camp, Before and After School Care, and door-to-door transportation. Broward Children's Center also offers Respite to parents and families, providing a temporary break from the day-to-day care of their child with special needs

BCC Academy receives funding through the **Children's Services Council of Broward**. Tuition plans are individualized per student. Broward Children's Center will work with families to help meet the costs associated with attending BCC Academy. Additional funding options are available through the [Family Empowerment Scholarship Program](#). These scholarships provide funding for eligible students to attend an approved public or private school of their choice.

To apply for these scholarships, please visit <https://www.bcckids.org/bccresources/>.

To learn more about enrollment opportunities, please visit <https://www.bcckids.org/> or contact BCC Academy Director of Education Edith Moore at 954-448-9051 or [EdithM@bcckids.org](mailto:EdithM@bcckids.org).

### **About Broward Children's Center:**

Since 1971, Broward Children's Center, a private, 501(c)(3) nonprofit, has been providing medical, educational, therapeutic, recreational, daily living and advocacy services through its network of care to infants, children and young adults who are developmentally disabled and/or medically fragile. Through a continuum of services designed to meet the needs of each child and their families, Broward Children's Center remains focused on delivering the highest quality care necessary to ensure that each individual is given every opportunity to thrive and succeed. Broward Children's Center is located at 200 SE 19th Ave., Pompano Beach, FL 33060. For more information, please visit [www.bcckids.org](http://www.bcckids.org).



October 17, 2025

Maria Juarez Stouffer, LMHC, MPA  
Chief Program Officer  
Children's Services Council of Broward County  
6600 West Commercial Blvd, Lauderhill, Florida 33319

Dear Maria and CSC Team,

On behalf of OIC of South Florida, our CEO, Newton Sanon, and I would like to extend our sincerest appreciation to you and the Children's Services Council of Broward County for your guidance, support, and thoughtful consideration in curating the Leverage Funding Request opportunity on our behalf.

We are truly grateful that our proposal, to support equitable access to STEAM and workforce development pathways for underserved youth, was brought before the Council and approved. Your commitment to advancing transformational programming that supports the long-term success of Broward's young people is inspiring and deeply appreciated.

We also wish to extend our sincerest apologies for our team's absence in person during the Council meeting. Unfortunately, several key leadership and management staff members became unexpectedly ill and could not attend. In addition, our CEO was being honored at the Junior Achievement (JA) recognition event, which coincided with the meeting time. As a result, our team could only join virtually and regrettably missed the opportunity to provide live comments or express our appreciation in the moment.

Nonetheless, we remain incredibly grateful for the Council's vote of confidence in our work and vision. We are committed to ensuring excellence in implementation and meaningful impact in the lives of the youth and families we serve.

Thank you again for your partnership, trust, and unwavering support of our mission.

Sincerely,

*Arlene Connolly*

Interim Vice President of Programs

# Conrad & Scherer's 'Book Buddies' Program Inspires Young Minds with Visit to Deerfield Beach Elementary School

October 27, 2025

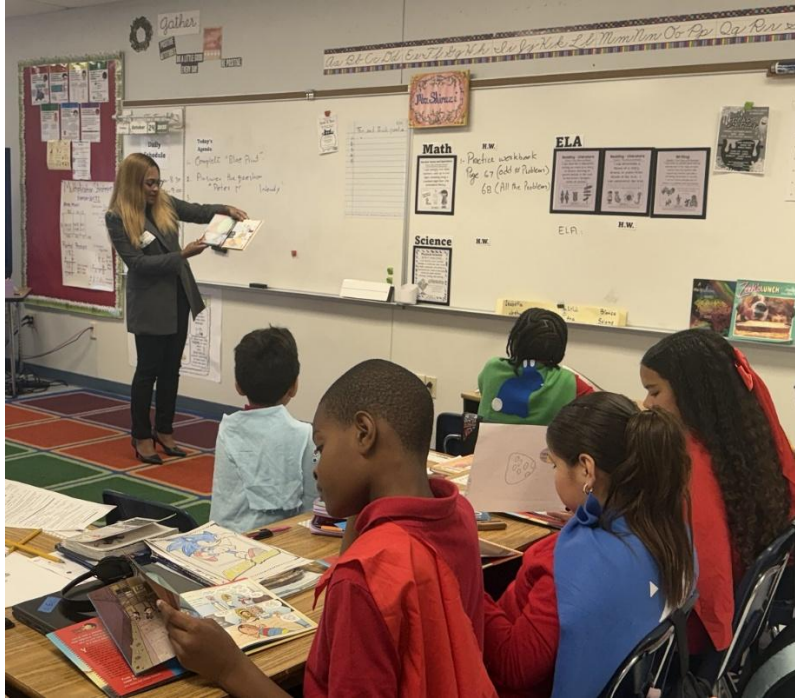


*Attorneys read "I Am Superman" by Brad Meltzer and gifted hundreds of new books to fourth and fifth graders to spark a lifelong love of reading*

Conrad & Scherer's Book Buddies program, with support from the Levine Kellogg law firm, continues to empower young minds, foster a love of lifelong reading and strengthen community connections.

Several attorneys from the firm recently spent time at **Deerfield Beach Elementary School**, where they read to fourth and fifth grade students and donated 215 new copies of, ***I Am Superman*** by New York Times best-selling author **Brad Meltzer**. Each book was autographed by Meltzer, who also greeted students with a [special video message](#) introducing the story, which is part of his popular *Ordinary People Change the World* series.

Conrad & Scherer's *Book Buddies* initiative is part of the firm's ongoing effort to promote literacy and create engaging educational opportunities for local students. The program was launched to encourage imagination and inspire a passion for reading by connecting students with positive role models from the community.



*(Photo credit Conrad & Scherer Trial Lawyers)*

“At Conrad & Scherer, we believe that reading is the foundation for lifelong learning and empowerment,” said [Janine McGuire](#), partner at Conrad & Scherer Trial Lawyers. “We created *Book Buddies* to connect with students, encourage imagination and help foster a love of reading that extends beyond the classroom.”

This Book Buddies event coincided with Broward County Public Schools **Super Reader** celebration for first through third graders, highlighting a county-wide commitment to literacy.

“We are grateful to Conrad & Scherer and all our community partners for their commitment to promoting literacy and fostering a love of reading among our students,” said Broward County Public Schools Superintendent **Dr. Howard Hepburn**. “Initiatives like Book Buddies demonstrate the power of collaboration in creating meaningful learning experiences that inspire our students and strengthen our community.”

With thanks of appreciation and support from Broward County Public Schools, [Children’s Services Council](#), HandsOn South Florida, Nova Southeastern University’s Alvin Sherman Library, City of Deerfield Beach, Braithwaite Center for Active Aging, the Broward Sheriff’s Office and Broward Reads Coalition.

### **About Conrad & Scherer, LLP**

Conrad & Scherer stands as a preeminent litigation law firm with a national and international reach. Our team of attorneys provide clients with a range of services that

cover complex commercial litigation, bank fraud, Ponzi scheme litigation, construction litigation, government relations, land use and more. We have experience handling complex matters and high-stakes trials for global clients. For more information, visit [conradscherer.com](http://conradscherer.com) or call 954.462.5500.



# Davie CRA presentation outlines plan to extend agency to 2039 and direct county funds to townwide affordable housing



This article was created by AI summarizing key points discussed. AI makes mistakes, so for full details and context, please refer to the [video of the full meeting](#). Please report any errors so we can fix them. [Report an error »](#)



Philip Hosey, the town's assistant administrator and Community Redevelopment Agency director, presented an interlocal agreement between the Davie CRA, the Town of Davie and Broward County that would extend the CRA's term through September 2039 and create an annual county contribution for townwide affordable-housing programs beginning in fiscal year 2028.

"This agreement accomplishes two significant goals," Hosey said, explaining that the extension would allow the CRA to operate another 12 years and that county contributions would be used for affordable-housing initiatives townwide. He read from Broward County's 10-year affordable housing master plan, which the presentation said identified a homeowner supply gap of 4,644 units and a rental supply gap of 3,696 units in Davie.

Under the terms described in the presentation, the CRA would stop receiving funding from other taxing entities after fiscal year 2027 (entities named in the presentation included Broward County, hospital districts, **the Children's Services Council** and the

Central Broward Water Control District). Starting fiscal year 2028, the CRA would receive funding from the Town of Davie and an annual county contribution from Broward County running through fiscal year 2035; those county dollars would be spent on affordable-housing programs across the town, not only inside the CRA boundaries.

Hosey outlined eligible uses included in the interlocal agreement: residential rehabilitation with restricted covenants requiring at least 10 years of affordability for owner-occupied housing; first-time homebuyer assistance with at least 15 years of restricted affordability; infrastructure spending (drainage, water, wastewater, paving, lighting, solid waste, bridges, roadways and canals) in support of affordable-housing projects, subject to a cap (presentation referenced roughly a 15% limit on such infrastructure spending); and gap financing for projects that would not otherwise reach required returns, with extended affordability periods (the presentation said some residential units would be required to remain affordable for at least 30 years).

Hosey said the county contribution will be budgeted and distributed annually and that, under Florida law cited in the presentation (Florida Statute 129), the county cannot commit multi-year allocations; he also said the county administration had committed to making the annual contributions and that much of the money would come from expiring CRAs countywide. If Broward County misses a year, the presentation said the contribution would be due on or before Dec. 1 of the following fiscal year.

The presentation described continued reporting and oversight requirements: the CRA would maintain its existing annual report and audit obligations, and the Town of Davie would prepare an additional annual report showing how county funding was spent on affordable housing (Hosey said that additional report would come from the town, not the CRA). Hosey also outlined next steps if the interlocal agreement is approved: the town would have about 180 days to amend its redevelopment plan (last amended in 2012), submit the modification to the local planning agency for review and recommendation, return to the CRA board for final adoption, and then the town council would adopt resolutions formally adopting the modified redevelopment plan and extending the CRA through Sept. 30, 2039.

During questions, a board member asked whether the county's contribution could be used to reimburse projects or loans the CRA may undertake before the county payments begin; Hosey said reimbursement of expenses incurred prior to the county contribution start date was not anticipated and that expenditures would generally need to occur when the county contributions begin in fiscal year 2028. Another board member asked whether infrastructure items listed as eligible (roadway improvements, canals, paving, lighting, solid waste) remained allowable under the interlocal; Hosey confirmed those items were included as eligible expenses but reiterated a cap restricted how much of the county contribution could be spent on such infrastructure.

After the presentation and discussion, the CRA board approved the consent agenda by voice vote; the board recorded the approval as unanimous.

Next steps identified in the presentation: if the CRA board and town council approve the proposed interlocal agreement, Town of Davie staff expect to place the agreement on the Broward County Commission agenda in February 2025 and then follow the redevelopment-plan amendment, public-notice and hearing requirements spelled out in local and state law.

Less-critical details: Hosey thanked the town and county staff who worked on the interlocal agreement (he named staff and county officials during his remarks) and noted that the interlocal allows the parties to add additional programs or incentives in the future with county approval.

# District outlines mental health supports and new SSIS roles; board asks for staffing details and metrics

Broward, School Districts, Florida



This article was created by AI summarizing key points discussed. AI makes mistakes, so for full details and context, please refer to the [video of the full meeting](#). Please report any errors so we can fix them. [Report an error »](#)



Broward County Public Schools staff on Monday gave a multi-department presentation on mental health and wellness resources, describing prevention and intervention work across school counselors, family therapists, social workers, psychologists and a new class of Student Support Instructional Specialists (SSIS).

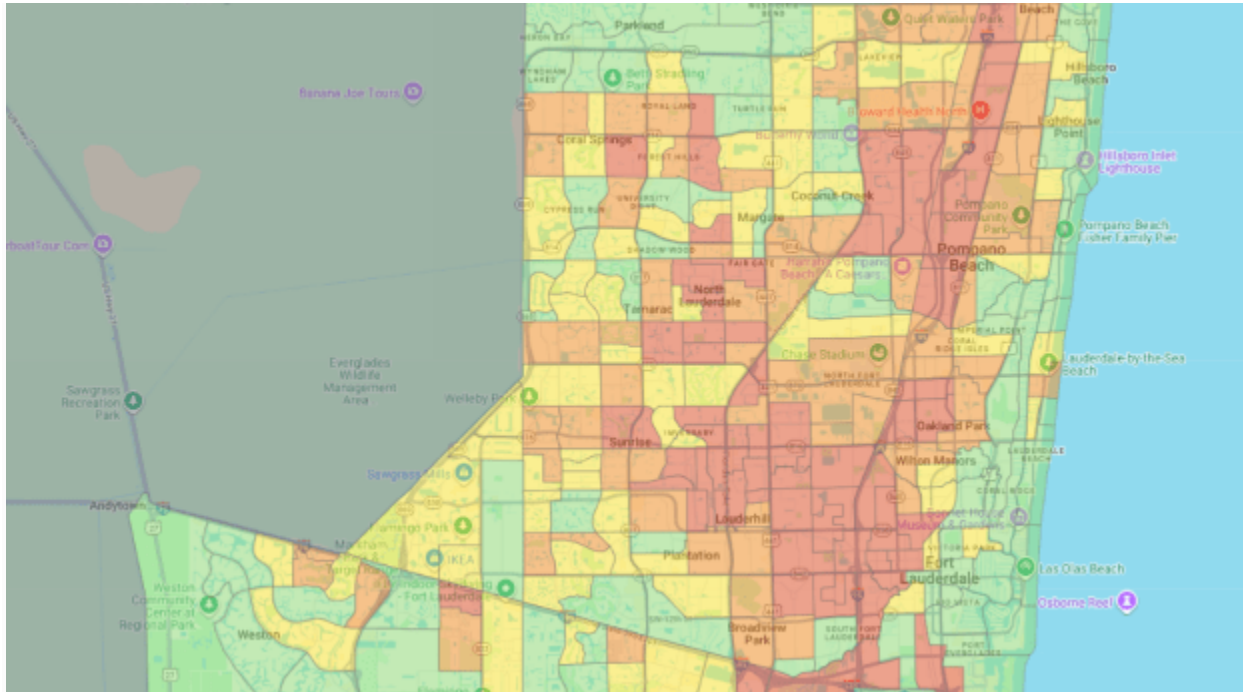
Verneka Winter, director of mental health services, and district colleagues described a fourfold approach: prevention (whole-school resilience programs, Mindfulness/Inner Explorer, youth mental health first aid), personnel (counselors, social workers, family therapists, psychologists, SSIS), intervention (site-level counseling, referrals to community partners) and community partnerships (Broward Behavioral Health Coalition, Children's Services Council and others). Speakers stressed schools' layered/tiered model that ranges from schoolwide resiliency lessons to a mobile crisis and MHART (Mental Health Assistance Allocation Resource Team) responses.

The presentation included first-person student examples of programs such as Inner Explorer, resiliency lessons, 5,000 Role Models, Mentoring Tomorrow's Leaders and school-based wellness centers. Staff said Terrace Metrics behavioral-health screening has expanded from a four-school pilot to 36 schools and that SSIS positions (40 SSIS covering 56 schools this year) have already generated more than 2,000 referrals to mental-health professionals.

Board members praised the prevention work and the number of programs in place but pressed for operational clarity: several asked for a breakdown by school and position of how many family therapists, social workers, psychologists and school counselors are on campus and how many schools each professional serves. Staff replied that school psychologists typically cover up to two schools depending on caseload; social workers vary by full- or part-time assignments; school counselors are typically one per elementary school with different ratios at middle and high school levels. Board members requested a districtwide staffing table with caseloads, a clearer point-person for students returning after involuntary hospitalization or Baker Act exams, and outcome metrics to evaluate program impact.

Staff described emerging reforms: a Baker Act transport pilot with community partners to reduce trauma associated with police transport, and plans to expand awareness of supports via outreach and Canvas messages and to produce more student-facing materials. No policy vote occurred; staff committed to returning with staffing breakdowns, program capacity and outcome measures and details on Terrace Metrics rollout and MHART activity.

# A food emergency simmers in Florida | Steve Bousquet



This map shows in red where most of the eligible SNAP recipients live in Broward County.



By [STEVE BOUSQUET](#) | South Florida Sun Sentinel

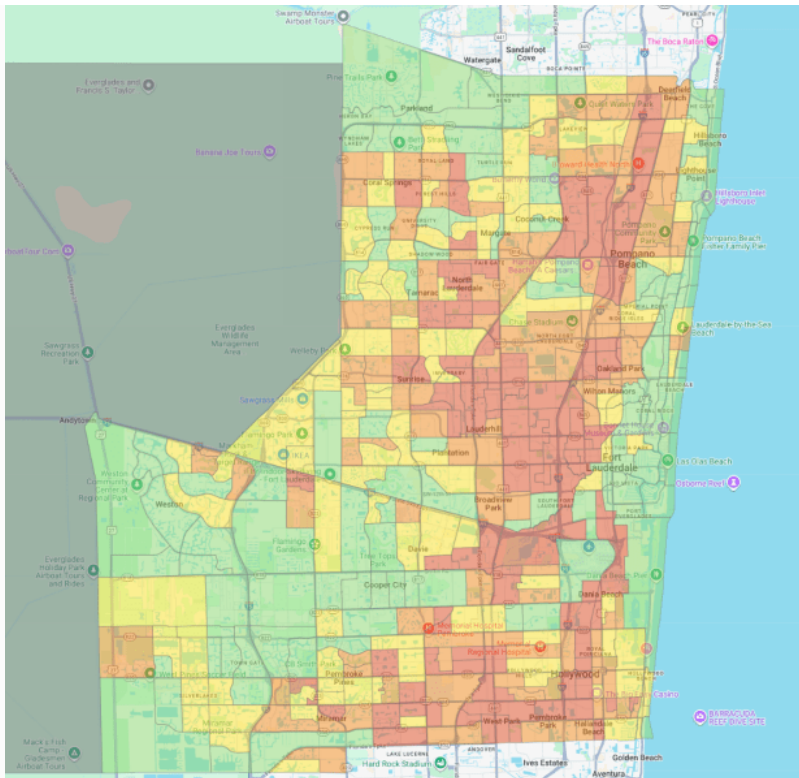
PUBLISHED: November 1, 2025, at 11:10 AM EDT

A lot of people in South Florida are worried about where their next meal will come from, and it's a lot more people than you think.

By one recent estimate, [252,859 people in Broward alone](#) are eligible for SNAP, or the [Supplemental Nutrition Assistance Program](#) — what used to be called food stamps. That's nearly 13% of the county population — more than one of every eight people in Broward. Many are young children. (The numbers are much higher in Miami-Dade and lower in Palm Beach County.)

These government-generated statistics are numerical snapshots that constantly change. Many more people make barely too much money to qualify for SNAP benefits, and they are struggling mightily, too.

By scrolling through census data and state vital statistics and choosing an earlier time, it's easy to see that the number of eligible SNAP recipients in Broward is growing. (Yes, per capita income in the region is increasing, but so is the cost of living, at a faster rate.)



This map shows in red where most of the eligible SNAP recipients live in Broward County.

A “heat map” provided by Broward County Commissioner Nan Rich’s staff illustrates what many already know.

The need for fresh, wholesome food is generally highest across central Broward on either side of Interstate 95, in a corridor that is generally bordered by Dixie Highway on the east and Florida’s Turnpike on the west.

Large pockets of red are visible in Fort Lauderdale, Pompano Beach, Deerfield Beach, Lauderdale Lakes and Lauderdale Lakes. The red all but disappears in Plantation, Weston and Pembroke Pines.

The Broward census tract [with the single highest percentage](#) of eligible food stamp recipients (31.4%, according to the data), straddles I-95 in Deerfield Beach, south of the county line.

Desperately needed SNAP benefits were set to lapse Saturday, putting millions of Americans at great risk, because of the federal government shutdown.

But federal judges in Massachusetts and Rhode Island stepped in and ordered the Trump administration to use federal contingency funds to keep benefits flowing. Even then, the AP reported Saturday, it will take a week, maybe longer, to reload SNAP cards for consumers.



[U.S. District Judge John McConnell Jr.](#) intervened at a crucial time. [Churches, nonprofits and three Rhode Island cities sued](#) the Trump administration to maintain SNAP funds for people in need.

If this isn't a crisis, then what are "contingency funds" for, anyway?

In Broward, Nan Rich was on a conference call Friday with an array of local organizations working in collaboration to keep people fed. She said they included the United Way, [Children's Services Council](#), both public hospital districts, food pantries and others.

When people join hands and work together, amazing things can happen.

But it's unthinkable that the most bountiful nation on earth [could ever get to this point](#) — and over a partisan fight over keeping the government open. The second-longest shutdown in U.S. history is already causing massive havoc for federal workers and jeopardizing air safety as the busy holiday season draws near.

The federal government has never looked so hopeless or irrelevant.

All 43 of Florida's Democratic state legislators urged Gov. Ron DeSantis to declare an emergency and intervene. Of course he didn't, despite the fact that [the budget he signed in June](#) has \$15.7 billion in cash set aside for emergencies.

"Nearly three million Floridians, including more than 1.5 million children, are at risk of losing

access to food assistance," the [lawmakers wrote to DeSantis](#). "For families already struggling under record food and housing costs, the loss of this critical support would be catastrophic. Local food banks and pantries have already reported overwhelming demand and depleted supplies."

Hunger is a dire emergency, said the legislators, including Senate Democratic Leader Lori Berman of Boynton Beach and House Democratic Leader Fentrice Driskell of Tampa. Of the 43 who signed the letter, 11 represent Broward, six are from Palm Beach and nine are from the Orlando area.

"Florida has the fiscal strength to respond," they wrote. "What's needed now is the moral will to act. No parent should have to choose between paying rent and feeding their kids.

No child

should go hungry because politicians in Washington can't agree."

Now, Trump's lawyers want the court to "clarify" its orders. The president who unilaterally ordered the destruction of part of the White House posted online that [he's not sure he "has the authority"](#) to provide food for Americans who might otherwise starve.

**Steve Bousquet is Opinion Editor of the Sun Sentinel and a columnist in Tallahassee and Fort Lauderdale. Contact him at [sbousquet@sunsentinel.com](mailto:sbousquet@sunsentinel.com).**



# South Florida residents, organizations helping SNAP recipients as funds in jeopardy due to shutdown

By

Joan Murray

November 3, 2025 / 6:59 PM EST / CBS Miami

Lindsay Poveromo-Joly and her kids are keeping the table full on their Coral Springs front porch.

"There's no reason in a country full of billionaires any child should go hungry," she said.

When Joly heard SNAP benefits could be in jeopardy, she set up a makeshift food pantry for struggling families. Anyone who needs food can stop by and take what's available from her front porch.

She turned to social media for donations and has been inundated with responses.

Food orders from supermarkets and food clubs are being delivered.

## How organizations and cities are helping SNAP recipients

The need for struggling families is growing in South Florida. Some federal workers have no money for food because of the shutdown. Other families relying on SNAP food stamps can't buy what they need.

"Right now, there are thousands in Broward who don't know where their next meal is coming from," said Broward County Commissioner Nan Rich.

Rich spent the weekend working with agencies like **The Children's Services Council**, the Health Foundation of South Florida and United Way to secure hundreds of thousands of dollars to fill food banks.

Feeding South Florida's CEO, Paco Velez, said the need is exploding. In October, Broward added over 100,000 SNAP recipients.

"It's the families who are working who are low-income getting hit," he said.

In Miami-Dade, Hialeah's mayor said the city would not cut off water service for SNAP recipients who can't pay their bill, would allow a payment plan and suspend late fees.

## MONTHLY COUNCIL MEETING ATTENDANCE

### October 2025–September 2026 (FY 25/26)

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