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President /CEO

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John Milledge
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DATE: September 11, 2026

TO: Council Members

FROM: Cindy Arenberg Seltzer

SUBJECT: Info for the September 17th Council meeting & Final TRIM Hearing

Enclosed are the information packets for the CSC monthly meeting and Final TRIM Hearing on Thursday, September 17, at 3:30 P.M. and 5:01 P.M., respectively, at the CSC Office. As a cost-saving measure, the packet tabs are 23-31 and I-L. If you normally receive a hard packet via courier, you will receive it this afternoon.

I sincerely hope you can arrive at the earlier start time of 3:30, as the meeting will start with a Roundtable presentation on the three Impact Studies conducted this year. As you will see from the Executive Summaries included in the packet, these studies yielded some powerful information. The Roundtable will give you an opportunity to ask questions of the researchers who will all be appearing remotely to save travel expenses. At the end of the Roundtable, the Council will consider approving funding for additional Return on Investment (ROI) analysis.

All other action items have been placed on the consent agenda to expedite the conclusion of the monthly meeting before the Final TRIM Hearing, which starts promptly at 5:01 P.M., as advertised. **Please keep in mind that this is the final vote on the budget and millage rate. IT IS IMPERATIVE THAT THERE IS A QUORUM FOR THESE FINAL VOTES.**

If you have any questions about the information in this packet, please feel free to reach out to me.

I look forward to seeing you on the 17th at 3:30pm!

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

Thursday, September 17, 2026
3:30 p.m.

MEETING AGENDA

- | | |
|--|---|
| I. Call to Order | Jeffrey S. Wood, <i>Chair</i> |
| II. Roll Call | Amy Jacques, <i>Special Assistant</i> |
| III. Moment to Arrive | Jeffrey S. Wood, <i>Chair</i> |
| IV. Council Members' Roundtable | Cindy Arenberg Seltzer, <i>President/CEO</i> |
| Impact Study Reports | (Tab 23) Sue Gallagher, <i>CIO</i> |
| a. Qualitative Study | |
| b. Quantitative Study | |
| c. Return on Investment (ROI) | |
| i. Approve FY 26-27 Funding for
Additional Return on Investment
Analysis | Kasey Hammock, PhD, <i>Partner for Better</i>
Alexander Kroll, PhD, <i>FIU</i>
Obed Pasha, PhD, <i>UNC-Chapel Hill</i>
Kimberly Nelson, PhD, <i>UNC-Chapel Hill</i>
Amy Wade, PhD, <i>UNC-Chapel Hill</i> |
| V. President's Report | Cindy Arenberg Seltzer, <i>President/CEO</i> |
| a. Good of the Order | |
| b. Gubernatorial Appointees Process | |
| VI. Consent Agenda | Jeffrey S. Wood, <i>Chair</i> |
| a. Approve August 2026 Council Minutes
and September 3, 2026, TRIM Minutes | (Tab 24) |
| b. Approve FY 26-27 Contract Renewals | (Tab 25) |
| c. Approve FY 26-27 Contract for the
BBHC Evaluation of the Youth Baker Act
Transportation Pilot | (Tab 26) |
| d. Approve Letter of Agreement (LOA)
with the Agency for Health Care
Administration (AHCA) on Behalf of
Henderson Behavioral Health | (Tab 27) |
| e. Accept Funds and Related Expenditures
from ELC for the Purchase of Copies of
the 2027 Read for the Record Book | (Tab 28) |
| f. Approve FY 26-27 Public Awareness
Media & Collateral Plan | (Tab 29) |
| g. Approve Renewal of Becker Poliakoff | (Tab 30) |

For Governmental Affairs Consulting Services

- h. Approve CSC Privacy Policy for all CSC-Related Website & Digital Platforms (Tab 31)
- i. Approve Interim Financial Statements And Budget Amendments for the Period ending August 31, 2026 (Tab I)
- j. Accept the Managed Fund Monthly Statements (Tab J)
- k. Approve CSC Monthly & Annual Purchases (Tab K)

VII. Public Affairs & Organizational Development Report
FYI – 2026-27 Family Resource Guide

David H. Kenton, COO

VIII. Public Comment

Jeffrey S. Wood, *Chair*

- IX. For Your Information (Tab L)**
- a. Agency Capacity Building Minutes
 - b. CSC Community Impact
 - c. 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 at least one week in advance so that proper arrangements can be made.

TAB 23

For Council Meeting September 17, 2026

System Goal	1.2 Research and Evaluate Systems of Care.
Objective:	923 Collaborate with community partnerships to promote child and family research initiatives.
Issue:	Research was conducted to inform the impact of CSC's 25 years of leadership, advocacy, and research in Broward.
Action:	Approve funding for additional ROI analysis.
Budget Impact:	\$5,000 of \$85,000 Available in Goal 923 for FY 26-27.

Background: In September 2025, the Council approved awards for three impact research studies and consultants to conduct statistical analysis of programs; return on investment research; and qualitative analysis of CSC's leadership, advocacy, and resources. Findings for the study will be used for public education and the 25th Anniversary Summit in January 2027. CSC staff provided extensive support and datasets to the consultants from October 2025 through March 2026 to enable the researchers to conduct and complete their studies.

Current Status: Below are highlighted findings from the three Impact Studies

Qualitative Research on 25 Years of CSC Leadership, Advocacy, and Resources by Drs. Kimberly Nelson Kluth and Amy Wade from the University of North Carolina at Chapel Hill. The research involved 40 interviews of elected officials, Chief Executive Officers of Large and Small CSC Funded Agencies, Community Connectors, System Leaders, and Other Funders/Community Partners from November 2025 through February 2026. Key findings include:

1. CSC built and strengthened Broward's continuum of care.
2. CSC's prevention strategy creates long-term value.
3. CSC efforts create positive outcomes for children and families.
4. CSC strengthens the entire nonprofit sector.
5. Collaboration and accountability are CSC Hallmarks.
6. CSC's accountability and governance approach is characterized by trust, responsiveness, adaptability, transparency, and stewardship of public funds.

Statistical Analysis of Family Strengthening and New DAY Programs by Drs.

Alexander Kroll, Florida International University, and Obed Pasha, University of North Carolina at Chapel Hill. Ten years of Family Strengthening and New DAY program data was analyzed using over 25 statistical models. The analysis yielded the findings below:

1. New DAY programming has had a positive and significant effect on successful program completion, reducing recidivism, and measures of emotional regulation and self-efficacy.
2. Families participating in Family Strengthening programs improved in all five domains of family functioning, as measured by the North Carolina Family Assessment Scale (NCFAS).

Return on Investment (ROI) by Dr. Kasey Hammock at Partner for Better. Eleven years of CSC program, outcome, and fiscal data were fed into the return-on-investment method to produce the ROI for 17 of the CSC-funded service areas. The chart below highlights key program areas and the total ROI for the last 11 years. (Please refer to the enclosed Executive Summary for further methodological explanation.)

Funding Category Categories used by CSC for their funding	Benefit-Cost Ratio The economic value generated for every dollar spent. The benefit divided by cost.	Participants Total number of CSC participants in the funding category over the time period.	Total Benefit Total benefit generated in the funding category over the time period, based on the literature.
Child Welfare Supports	\$1.48	6,987	\$28,101,204
Children's Health Insurance	\$104.18	57,215	\$529,272,769
Delinquency Diversion	\$1.68	13,381	\$67,134,931
Economic Self-Sufficiency	\$21.11	48,131	\$95,824,323
Elementary School Initiatives (OST)	\$3.47	85,832	\$523,066,134
Family Supports	\$2.16	34,748	\$308,552,293
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Literacy & Early Education	\$3.04	15,633	\$292,764,156
Maternal & Child Health	\$4.87	16,414	\$166,132,670
Middle School Initiatives	\$2.71	42,817	\$230,098,742
OST: Special Needs & Respite	\$3.39	16,812	\$420,950,553

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Public & Community Awareness & Advocacy	\$162.67	51,177	\$758,426,771
School Health	\$55.29	599,949	\$1,044,788,906
Simplified Point of Entry	\$1.69	1,300,884	\$31,212,194
Special Needs (STEP)	\$1.79	11,556	\$106,709,445
Water Safety	\$1.54	221,096	\$14,576,824
Total (Weight-Adjusted)	\$6.18	2,561,954	\$5,516,887,278

After learning the ROI process and gaining a deeper understanding of CSC's financial and outcome data over time, an ROI analysis of the highly complex initial 14 years of CSC data is now possible. This additional ROI analysis will be completed in FY 26-27 and will follow similar methodologies to ascertain benefit-cost ratios for program funding categories, as illustrated above, where applicable. Staff recommends approving funding to conduct an ROI analysis of the initial 14 years of CSC to expand our understanding of the impact of continual funding from CSC's inception on Broward's children and families.

Recommended Action: Approve funding for additional ROI analysis.

Children's Services Council of Broward County

Qualitative Evaluation of 25 Years of Service

September,9 2026

Report authors:

Kimberly Nelson and Amy Wade

Purpose

As the Children's Services Council approached its 25th anniversary, leadership commissioned a series of studies to assess CSC's impact on children, families, and communities throughout Broward County and to inform future strategic planning. One component of this effort was an independent qualitative evaluation examining stakeholder perceptions of CSC's impact, governance approach, and future opportunities.

The study included 40 semi-structured interviews with elected officials, government partners, nonprofit leaders, community connectors, and other system stakeholders conducted between November 2025 and January 2026.

Across stakeholder groups, findings were remarkably consistent. Participants overwhelmingly described CSC as a trusted and influential organization that has helped shape Broward County's system of supports for children and families over the past 25 years.

Evidence of Impact after 25 Years: What Stakeholders Told Us

Across stakeholder groups, participants view CSC as a transformational force in Broward County's system of care for children and families. While respondents acknowledge that community outcomes are influenced by many organizations and factors, they repeatedly identify CSC as a primary driver behind the development of a stronger, more coordinated, and prevention-focused system over the past 25 years. Several areas of impact emerge consistently across interviews.

Strengthening Broward County's Continuum of Care

Stakeholders acknowledge CSC as the backbone organization of Broward County's child- and family-serving system. Participants emphasize CSC's role in developing and sustaining a continuum of supports spanning early childhood, youth development, literacy, behavioral health, family strengthening, after-school programming, and prevention services. Several long-tenured stakeholders reflect on the fragmented landscape that existed before CSC's creation and credit the organization with helping build a more coordinated and connected system of care.

"Before CSC, organizations operated independently and lacked the scale, coordination, or infrastructure needed to deliver consistent impact. The field was a cottage industry." **Large Nonprofit Partner**

Advancing Prevention and Early Intervention

A defining theme is CSC's commitment to prevention. Stakeholders repeatedly describe CSC as investing upstream in children and families before challenges escalate into more costly and intensive interventions. Participants highlight family strengthening services, literacy initiatives, behavioral health supports, youth development programs, maternal and infant services, and after-school programming as examples of often unseen investments designed to improve outcomes while reducing future involvement in child welfare, juvenile justice, and other crisis-response systems. Several interviewees

specifically note CSC's intentional focus on serving families before they enter the dependency system.

"Without CSC, families would show up more on the deeper end of the pool."

Government System Partner

Improving Outcomes for Children and Families

Across interviews, stakeholders attribute a range of positive community outcomes to CSC's leadership and investments. Participants frequently reference improvements in literacy, expanded childcare access, foster care prevention, behavioral health supports, youth development opportunities, family stability, and broader quality-of-life improvements for children and families. Several respondents point to reductions in foster care involvement as a particularly meaningful indicator of long-term system impact, while elected officials highlighted CSC's contributions to early literacy, childcare access, family preservation, and trauma-informed approaches to care.

"There's no way you can measure the true impact of changing a family or a child's life. They've changed the trajectory for thousands upon thousands of families and children." **Elected Official**

Building Capacity Across the Nonprofit Sector

Stakeholders consistently emphasize that CSC's impact extends beyond funding programs. Many nonprofit leaders describe CSC as a catalyst for organizational growth, professionalization, accountability, and long-term sustainability. Small nonprofit representatives credit CSC with helping establish the infrastructure necessary for organizational success, while larger organizations describe substantial growth in staffing, budgets, systems, and service capacity resulting from long-term CSC investments. Participants repeatedly note that CSC has helped strengthen not only individual organizations, but also the overall nonprofit ecosystem serving Broward County's children and families.

"CSC really not just gave us dollars but set the foundation of who we needed to be as an organization." **Small Nonprofit Partner**

Creating a Culture of Collaboration and Accountability

Participants repeatedly identify CSC's convening power as one of its most important contributions to Broward County. Across sectors, stakeholders describe CSC as a

trusted organization capable of bringing together government agencies, nonprofits, schools, healthcare systems, philanthropic leaders, and community partners around shared priorities. Importantly, respondents emphasize that CSC does more than convene meetings; it helps move discussions toward action through data-informed decision-making, collaborative leadership, strategic planning, and accountability. Multiple interview groups describe CSC's commitment to research, evaluation, and performance measurement as among the strongest in the state.

"They don't just fund... they have a number of staff that sit on these community work groups... taking back the message, figuring out how to make services better." **Nonprofit System Partner**

Key Findings

The findings presented below reflect the dominant themes and conclusions that emerged from stakeholder interviews. The consistency of perspectives across participant groups suggests broad agreement regarding CSC's role, contributions, and future opportunities within Broward County's system of supports for children and families.

CSC is the backbone of Broward County's child- and family-serving system.

Respondents view CSC as more than a funding entity, highlighting its role as a convener, connector, and strategic leader that aligns organizations, resources, and systems around shared outcomes for children and families. Across stakeholder groups, participants consistently describe CSC as foundational to Broward County's continuum of care and credit the organization with helping create a more coordinated and connected system of supports.

CSC's convening and collaborative leadership are defining organizational strengths.

Across interviews, stakeholders describe CSC as a trusted organization capable of bringing partners together, fostering cross-sector collaboration, identifying community needs, and helping move collective discussions toward action. Participants consistently note that CSC's influence extends beyond funding by creating opportunities for government agencies, nonprofit organizations, schools, healthcare providers, and community leaders to work toward shared goals for children and families.

CSC is a leading force in prevention and early intervention efforts across Broward County.

CSC's investments in family strengthening, youth development, literacy, behavioral health, after-school programming, early childhood supports, and other prevention-focused services are widely viewed as central to its long-term impact. Stakeholders repeatedly emphasize CSC's commitment to investing upstream, helping to address challenges before they escalate into more intensive and costly interventions.

CSC's investments contribute to broad community benefits.

Respondents associate CSC's work with improvements in literacy, childcare access, family stability, behavioral health, youth development, and foster care prevention. Many participants emphasize that CSC's influence extends beyond individual programs by strengthening the broader system of care available to children and families throughout Broward County.

CSC is committed to data-driven decision-making and accountability.

Stakeholders frequently cite CSC's use of research, evaluation, and performance data to guide investments, monitor outcomes, and support continuous improvement. Across stakeholder groups, respondents view CSC's commitment to data and accountability as an important factor in building trust, demonstrating stewardship of public resources, and informing strategic decision-making.

CSC's governance approach is characterized by trust, transparency, and responsiveness.

Across stakeholder groups, participants describe CSC as collaborative, accessible, adaptable, and committed to responsible stewardship of public resources. Stakeholders consistently praise the organization's responsiveness to emerging needs, transparent communication practices, and ability to build strong relationships with community partners.

CSC plays an important role in strengthening organizational capacity and helping build a more coordinated system of care over time.

Many nonprofit representatives attribute growth in infrastructure, accountability systems, service delivery capacity, and organizational sustainability to CSC's long-term investments and support. Participants consistently emphasize that CSC's impact extends beyond funding individual programs to strengthening the overall capacity of organizations serving children and families across Broward County.

Key Considerations for the Next Five Years

While participants express overwhelming confidence in CSC's leadership, impact, and stewardship of public resources, interviews also identify several opportunities to build upon CSC's strong foundation over the next five years. These opportunities should not be interpreted as organizational shortcomings. Rather, stakeholders viewed them as natural areas for continued growth, refinement, and leadership within Broward County's evolving system of care.

Enhance public visibility

Participants note that many residents, families, and taxpayers benefit from CSC-supported services without fully understanding CSC's role in making those services possible. Stakeholders recommend strengthening public awareness efforts, storytelling, and communication regarding CSC's impact and return on investment.

Address ongoing tensions between accountability and operational flexibility

While stakeholders generally support CSC's emphasis on accountability and performance measurement, providers note opportunities to streamline administrative

requirements and reduce burden while maintaining strong oversight and stewardship of resources.

Strengthen coordination across the provider network

While CSC is widely recognized as an effective convener, some stakeholders suggest additional opportunities to increase collaboration, referrals, information sharing, and alignment among funded partners.

Continue investments in innovation, workforce development, and long-term organizational sustainability

Respondents highlight the importance of maintaining CSC's adaptability while continuing to explore emerging community needs and future leadership development.

Bottom Line

Findings indicate that CSC is widely regarded as one of Broward County's most trusted and influential organizations serving children and families. Stakeholders consistently describe CSC as a backbone organization that strengthens systems, aligns partners, advances prevention-focused strategies, and serves as a responsible steward of public resources. Importantly, participants did not identify a need for significant organizational redirection. Instead, they point to opportunities to build on CSC's strong foundation through increased public visibility, stronger system coordination, continued investment in workforce and leadership capacity, and ongoing adaptation to emerging community needs.

This evaluation provides CSC with a valuable external perspective on its impact, leadership, governance approach, and future opportunities. Because the study was intentionally designed to gather stakeholder perspectives rather than assess internal operations, the findings are best viewed as a foundation for organizational learning and future planning rather than a roadmap for specific operational changes. As CSC enters its next chapter, the themes emerging from this evaluation provide a strong starting point for future strategic conversations. An adaptive strategic planning process could help CSC align external stakeholder perspectives with internal assessments of organizational capacity, workforce needs, fiscal realities, and long-term priorities. Ultimately, the central message emerging from the interviews is that CSC's future challenge is not whether it creates value, but how effectively it continues to evolve, communicate, and amplify the value it already creates for children, families, and communities across Broward County.

Addendum: About the Authors

Kim Nelson, Ph.D. Kimberly Nelson is the Albert and Gladys Coates Distinguished Professor at the UNC School of Government, Director of the Division of Public Leadership and Governance, and a Fellow of the National Academy of Public Administration. A nationally recognized expert on local government leadership, management, governance, and ethics, her scholarship includes numerous books and peer-reviewed publications on local government management, corruption, organizational effectiveness, and public leadership. Nelson serves as Co-Editor-in-Chief of *State and Local Government Review* and lead faculty for the School's Public Executive Leadership Academy. Her research, teaching, and advisory work support local government leaders across North Carolina and the nation.

Amy Wade, Ph.D. Amy Wade is an Assistant Teaching Professor at the UNC School of Government and Director of the Faculty Network for the Master of Public Administration program. Her work focuses on organizational capacity building, grant strategy, collaborative governance, and applied research. She works with local governments, nonprofits, and community partners to strengthen organizational effectiveness and secure resources to address complex public challenges. Her current projects include leading implementation of the School of Government's strategic plan and supporting local governments in exploring the use of artificial intelligence for grant development and management. In 2025, she was named the Albert and Gladys Hall Coates Term Professor for Teaching Excellence.

Impact of New Day and Family Strengthening Programs on Youth and Family Outcomes

Alexander Kroll, Ph.D.

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Obed Pasha, Ph.D.

Associate Professor of Public Management
School of Government
University of North Carolina at Chapel Hill
pasha@unc.edu

September 8, 2026

Executive Summary

This study examines the impact of the *New Day* and *Family Strengthening* programs on central outcomes such as recidivism, family functioning, and youth behavior. The analysis is based on samples ranging between ~4,000 and ~12,000 individuals from 2015 to 2026.

To estimate robust and unbiased effects, we control for (i.e., statistically hold constant) pre-program scores, annual shocks, and up to 13 socio-demographic and environmental factors. Think of the effects we report here as follows: Imagine two youth who are the same age, gender, and race; who live in similar households; whose parents have similar incomes; and who have similar pre-program scores. By accounting for these similarities, differences in their outcomes can more confidently be attributed to the programs.

We find evidence that both programs are effective in achieving their intended results:

New Day:

- For *New Day*, effects on successful case closure and no law violations during the program are positive and significant. *New Day* helps decrease recidivism (no law violation within 12 months of the program) for youth with past felony.
- For all juveniles, the predicted probability of successful case closure stands at 73% at 10 hours of service, while for 50 hours we see an increase of that probability to over 92% and to 99% for 100 hours.
- For youth with felony, 50 hours of service, which is close to that group's average number of service hours, is associated with a probability of 88% that no law violations will occur within 12 months.
- *New Day* significantly improves youths' reactivity and mastery scores. Regarding relatedness and the resources, it is significant for all youth but not the youth with felony sub-sample. Effects on vulnerability are generally not significant.

Family Strengthening:

- All effects of *Family Strengthening* on the five outcome dimensions of child wellbeing, environment, family interactions, family safety, and parental capabilities are positive and statistically significant.
- Increasing service exposure from 10 to 100 hours for youth with at-risk referrals is associated with approximately doubling the probability of achieving the highest outcome on family interactions.
- For at-risk referrals, the probability of achieving positive scores in all five dimensions at 100 service hours is approximately 45% higher than the predicted probability at 10 hours.

Return on Investment Study

Children's Services Council of Broward County

An 11-Year Analysis of the Children's Services Tax | Fiscal Years 2014-2025

Prepared by Partner for Better | 2026

Executive Summary

Partner for Better conducted an 11-year return on investment (ROI) analysis, covering fiscal years 2014 through 2025, to measure the economic value generated by Children's Services Council of Broward County's 17 funding categories relative to program cost.

Key findings indicate a substantial economic impact: for every dollar invested, the community received \$6.18 in total benefits, representing over \$5.5 billion in economic value. These benefits are realized through improved educational outcomes, better health, and reduced societal costs related to crime and public assistance. While the ROI varies across specific program categories, the overall portfolio demonstrates a consistent and rigorous evidence base for the effectiveness of the Children's Services Tax.

No funding category produced a return below \$1.48 for every dollar spent. Two categories, Children's Health Insurance and Public & Community Awareness & Advocacy, produced notably higher ratios than the rest of the portfolio; this is driven by the specific methodology and proxy measures used for those categories rather than by outsized real-world performance, and is discussed further below.

Purpose and Background

The Children's Services Council of Broward County (CSC) is a special district of local government established to plan, coordinate, and fund a comprehensive continuum of services for children and families in Broward County, Florida. Funded through a dedicated children's services tax, CSC has invested in the well-being of Broward's youth for decades, supporting programs that prevent child abuse, promote healthy development, strengthen families, improve educational outcomes, and prepare youth for successful adulthood.

This report presents an 11-year ROI analysis of CSC Broward's funded programs, covering fiscal years 2014 through 2025. The purpose of this report is threefold: to demonstrate the economic value of the Children's Services Tax to Broward County residents, taxpayers, and policymakers; to provide CSC leadership and the broader community with a rigorous, evidence-based assessment of their investment; and to establish a replicable framework that CSC staff can use to conduct ROI analyses independently in future years.

All ROI calculations in this report are scientific estimates based on peer-reviewed research and organizational data. They are not intended to be used as exact figures, and results are most accurate at the program category level. It is not statistically appropriate to sum or average ROI figures across categories to arrive at a single overall figure; a weight-adjusted total is calculated and presented separately for this purpose.

Methodology

This analysis uses the Washington State Institute for Public Policy (WSIPP) cost-benefit model as its foundation, a nationally recognized, nonpartisan framework that estimates a program's effect on outcomes such as crime, education, child maltreatment, and health, then assigns dollar values to those outcome changes. For each CSC funding category, Partner for Better matched program data to comparable WSIPP programs, averaging estimates

where more than one match existed. Where no WSIPP match existed, peer-reviewed literature was used instead, with a lower confidence level noted for those categories.

WSIPP figures, originally calculated for Washington State, were adjusted using 2024 Bureau of Economic Analysis Regional Price Parities for the Miami-Fort Lauderdale-West Palm Beach metropolitan area, and all spending and benefit figures were converted to 2025 dollars using the Consumer Price Index for All Urban Consumers (CPI-U) Annual Average.

Benefits, cost, and the benefit-cost ratio for each category were calculated as follows:

- $\text{Benefits} = (\$ \text{ benefit per participant} \times \text{inflation adjustment} \times \text{cost-of-living adjustment}) \times \text{number of participants}$
- $\text{Cost} = \text{total spending} \times \text{inflation adjustment}$
- $\text{Benefit-Cost Ratio} = \text{Benefits} \div \text{Cost}$

Return on investment (ROI) analysis estimates the economic value generated by a program relative to its cost, answering the central question: for every dollar invested, how much value is returned to participants, taxpayers, and society over time? In this framework, a benefit-cost ratio of 1.0 serves as the "break-even" point; a ratio greater than 1.0 indicates that the program generates more economic value than it costs to deliver, representing a net-positive return on investment. Conversely, a ratio less than 1.0 indicates that the measured economic benefits, specifically those defined by our research models, do not fully offset the program's costs.

It is important to note that a lower ratio does not necessarily equate to a lack of program value. Many children's services programs generate qualitative outcomes, such as emotional well-being, strengthened family bonds, or community stability, that fall outside the scope of traditional economic monetization. These estimates also assume programs are delivered with high fidelity to the evidence-based models used in the research matching; where local implementation differs from those models, actual results may vary from these projections.

Results by Funding Category

Results vary across the portfolio, reflecting differences in program design, the breadth of the research base, and the methodological assumptions applied to each category. Programs such as Public & Community Awareness & Advocacy and Children's Health Insurance yielded very high benefit-cost ratios; these results are driven largely by specific methodology assumptions, such as applying a narrow set of benefit proxies to very large populations, rather than by outsized real-world operational performance. Most other categories produced more moderate returns, and no category produced a return below \$1, which would indicate a negative economic return.

Funding Category	Benefit-Cost Ratio	Participants	Total Benefit
Categories used by CSC for their funding	The economic value generated for every dollar spent. The benefit divided by cost.	Total number of CSC participants in the funding category over the time period.	Total benefit generated in the funding category over the time period, based on the literature.

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Water Safety	\$1.54	221,096	\$14,576,824
Total (Weight-Adjusted)	\$6.18	2,561,954	\$5,516,887,278

The literature used in the methodology identifies benefits are in savings associated with the following categories:

- Child abuse and neglect
- Costs of higher education
- Criminal justice system
- Food assistance
- Health care
- K-12 grade repetition
- K-12 special education
- Labor market earnings
- Mortality
- Property loss
- Public assistance

Considerations

Results in this report are most reliable at the funding-category level, since each category's estimate is built from averaged WSIPP or literature-based figures, so individual program results within a category may vary from the reported ratio. Several categories, including Public & Community Awareness & Advocacy and Simplified Point of Entry, rely on proxy measures, such as books distributed, volunteer counts, or a proportional share of a shared hotline's participants, rather than direct participant counts, which can produce fractional participant figures and

lower confidence than categories with direct counts. Where no WSIPP match existed, peer-reviewed literature was substituted, and these categories carry a lower confidence level than those built entirely on WSIPP's standardized framework. This analysis also estimates potential returns based on research literature but does not evaluate the fidelity of local program implementation to the evidence-based models on which the estimates are based. Finally, four programs across three fiscal years were excluded from the analysis due to missing data.

Conclusion

This 11-year return on investment analysis demonstrates that CSC Broward's Children's Services Tax has generated substantial, measurable economic value for Broward County. Across fiscal years 2014 through 2025, every dollar invested returned \$6.18 in community benefits, representing more than \$5.5 billion in total economic value, realized across improved educational outcomes, reduced involvement in the criminal justice and child welfare systems, better health outcomes, and increased lifetime earnings for the children and families served.

No funding category produced a negative return, and every category returned at least \$1.48 for every dollar spent. At the same time, results varied meaningfully by category, and readers should interpret results at the category level rather than treating the weight-adjusted total as a substitute for category-specific findings. It is also important to reiterate that this analysis measures only the economic value that current research allows us to monetize; many CSC programs generate real benefits, such as emotional well-being, family stability, and community connectedness, that fall outside what cost-benefit models can capture in dollar terms.

This report also establishes a methodology and framework that CSC staff can apply independently going forward. Because the Children's Services Tax and the programs it funds are intended to operate over a much longer horizon than the 11 years captured here, future analysis should extend this same methodology to the full 25-year scope of the tax, allowing CSC to evaluate return on investment across the tax's complete lifespan rather than a partial window. Applying this framework to the additional years of programmatic and spending data, as they become available, will provide a more complete picture of the tax's cumulative impact and allow CSC to track how returns evolve as programs mature, participation grows, and the evidence base supporting each funding category continues to develop.

Taken together, the findings in this report make clear that the Children's Services Tax is a sound and productive use of public investment in Broward County's children and families, while also identifying the categories and data gaps that merit continued attention as this analysis is refined and extended in future years.

TAB 24

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

August 20, 2026

9:30 A.M.

Minutes

Council Members in Physical Attendance:

School Superintendent Howard Hepburn, School Board Member Debra Hixon, Governor Appointee Julia Musella, DCF Child Protection Director Robert Shea, Health Department Director Dr. Paula Thaqi, Governor Appointee Jeffrey S. Wood (*Chair*)

Council Members in Virtual Attendance:

Governor Appointee Alyssa Foganholi

Council Members Absent:

Judge Lauren M. Alperstein, Broward County Commissioner Nan Rich, Governor Appointee Christine Thompson

Counsel Present:

Garry Johnson, Esq.

Staff in Attendance:

Cindy Arenberg Seltzer (President/CEO), David Kenton, Maria Juarez, Sue Gallagher, Marlando Christie, Marissa Greif-Hackett, Kathleen Campbell, Alicia Williams, Carl Dasse, Dion Smith, Lisa Bayne, Kenneth King, Michelle Hamilton, Angie Buchter, Tracy Graham, Nelson Giraldo, Johnsingh Jeyasingh, Jimmy Jean, Felina Rosales-Furer, Pooja Yajnik, Shira Fowlkes, TaiQuay Bogle, Julie Toscano, Kyle Jones, Deidre-Ann Burrell, Julie-Ann Waweru, Madeline Jones, Erin Byrne, S. Lorenzo Benaine, Horace Summers, Marissa Aquino, Carlos Campos, Diego Alvarez, Jessica Rincon, Lynn Kalmes, Maya Berryhill-Porter, Radoika Pilarte, Kandyss Torrence, Gaby Carbonell, Jonathan Corado, Yolanda Meadows, Florence Ukpai, Travis Johnson, Nicolette Picardi, Rhonda Morrison, Cecil Arbiza-Rivera, Natalie Gomes, Brooke Sherman, Arturo Parham, Cristina Castellanos, Melissa Soza, Andria Dewson, Amber Gross, Latora Steel, Astrid Cantos, Liza Khan, Zoe Lewis, Jennifer Fletcher, Ivy Pierre, Camila Mathieson, Maryanne Rodriguez, Betty Dominguez, Diane Choi, Clarice Horton, Jennifer Wennberg, Trisha Hines, Alexia Bridges, Maxine Goldson, Fern Phillip, Roxanne Smith, Alexandra Lemoine, Tabitha Bush, Demetria Rawls, Janine DeLeon, Karen Franceschini, Ashley Cole, Youseline Jean Baptiste, Kimberlee Reid, Ileana Blanco, Cynthia Reynoso, Kimberly Adams Goulbourne, Trisha Dowell

Guests in Attendance:

See Attachment 1

Agenda:

I. Call to Order

Chair Jeffrey S. Wood called the meeting to order at 9:32 A.M.

II. Roll Call

The roll was called, and a 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) June 2026 Council Minutes

ACTION: Dr. Thaqi made a motion to approve the Council meeting minutes from June 18, 2026, as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.

c) TRIM Hearings/September Meeting

Chair Wood reminded Members of the importance of attending the upcoming TRIM Hearings, at 5:01 P.M., on September 3 and 17. He also pointed out the early afternoon start time of 3:30 P.M. for the monthly meeting on September 17, prior to the final TRIM Hearing.

d) Recognize/Honor Small Business Development Center (SBDC)

Chair Wood paid tribute to Rafael Cruz and George Gadson of the Small Business Development Center, presenting them with an award in recognition of their decade of leadership, service, and unwavering commitment to strengthening Broward County's child-serving nonprofits. He noted that their leadership has supported more than 80 Capacity Building Grant awardees, benefited more than 60 organizations, and invested over \$1 million in nonprofit capacity building over 10 years.

Mr. Cruz thanked the Council, Ms. Sandra Bernard-Bastien who first invited them to partner with CSC, and now Ms. Kimberly Adams Goulbourne and Ms. Roxanne Smith for their work and for continuing to make them feel part of the CSC family. Mr. Gadson highlighted the successful partnership and thanked the Council for its vision of a capacity-building program.

Ms. Arenberg Seltzer and Chair Wood presented Mr. Gadson and Mr. Cruz with awards recognizing their work in capacity building with CSC Broward.

e) Tribute to Silvia Quintana

Ms. Arenberg Seltzer paid tribute to Ms. Silvia Quintana, former CEO of the Broward Behavioral Health Coalition, upon her retirement. Ms. Quintana served as the first CEO for BBHC, migrating from Miami to fill the role. Ms. Arenberg Seltzer noted that Ms. Quintana's leadership, friendship, and sense of collaboration have been integral in building BBHC from the ground up.

Ms. Juarez, CSC's Chief Programs Officer, highlighted her work with Ms. Quintana to complement services instead of duplicating them. She stated that Ms. Quintana will be missed.

Ms. Hixon thanked Ms. Quintana for all that she has done to help the community.

Ms. Quintana thanked everyone for their kind words. She expressed gratefulness for the collaboration over the 14 years, noting that CSC Broward is a wonderful partner to have as a match for external grants. She emphasized how Federal grants enabled BBHC to serve communities it would not have been able to with just the Department of Children & Families (DCF) dollars, which are narrowly allocated.

IV. President's Report

a) Good of the Order

Ms. Arenberg Seltzer highlighted her recent presentations to the Arc Broward and 2-1-1 Boards on the work of the CSC, as well as recent Future First: Focus on Broward's Children episodes on kids' mental health, Special Needs programs and resources, and keeping children safe.

Ms. Arenberg Seltzer highlighted Dr. David Kenton's (CSC's Chief Operating Officer) interview with youth from the Youth Media Training Program at the L.A. Lee YMCA, in which he shared a bit about his inspiring background and why he enjoys working for CSC. She explained that this program, through the efforts of CSC Broward and local community partners, was established to provide young people with hands-on experience in media production. What began as a podcast initiative has evolved into a comprehensive program that introduces participants to various aspects of the media industry and the many ways they can contribute. Members viewed a portion of the final interview product.

Ms. Arenberg Seltzer highlighted the recent Transition to Independent Living (TIL) graduation, where 135 graduates were celebrated, 10 graduating from

middle school, 72 from high school, 23 earning their GED, 19 earning their Certificates, three earning their Associate's Degree, and eight earning their Bachelor's Degree.

Ms. Arenberg Seltzer congratulated Ms. Madeline Jones (CSC's Assistant Director of Program Services) and Ms. Ashley Cole (CSC's Assistant Director of Research & Evaluation) on their graduation from the 2026 Learning to Lead leadership program, of which CSC is a sponsor.

Ms. Arenberg Seltzer also congratulated Ms. Kathleen Campbell (CSC's Director of Finance) on her successful tenure on the Board of the Florida Government Finance Officers Association, where she served four years, one as Vice President, two as President, and one as Immediate Past President.

Ms. Arenberg Seltzer highlighted CSC Broward's Bright Spot presentations at the recent Florida Alliance of Children's Councils and Trusts (FACCT) Retreat. Several CSCs were invited to submit proposals for presentations, and CSC Broward was selected for five presentations.

CSC recently hosted Candidate Connections, along with the United Way, Jewish Federation, and the Non-Profit Executive Alliance of Broward County, where nonprofit leaders are connected with candidates running for local and state elected offices, creating a forum for candidates to learn about critical issues affecting children, families, and the nonprofit sector, while allowing community organizations to share information about their services, priorities, and the needs of Broward residents.

Ms. Arenberg Seltzer highlighted the recent Back-to-School Extravaganza events throughout the County, where families received backpacks, school supplies, uniforms, shoes, books, health-related resources, and were connected to community services.

Members viewed a Forever Family video clip highlighting the CSC-funded City of Oakland Park Summer Camp.

CSC and The M Network have once again won a Telly Award for the Broward Read for the Record promo video, this year a Silver Telly. Members viewed the award-winning 30-second spot.

CSC participated in the Decade of Dignity Packing Extravaganza, where they celebrated 10 years of the Beauty Initiative. CSC Broward has been a longtime supporter of the Beauty Initiative.

Ms. Arenberg Seltzer encouraged everyone to tune in to WPLG this Sunday morning for Voices with Jawan Strader, where she will discuss the proposed property tax amendment.

b) Legislative Update

Ms. Arenberg Seltzer provided an update on the property tax amendment that will be on the November ballot, noting that the legal challenge to the amendment's original wording was successful and that the revised ballot language was submitted and met the Court's criteria.

V. Executive Committee Meeting Report

Budget/Millage Rate Update

Ms. Arenberg Seltzer explained that while the CRA exemption was approved by the Governor, there is still some ambiguity on whether it applies to FY 2026-2027. To be on the safe side, the Executive Committee determined that the Millage Rate should be left flat. That will be reflected in the upcoming TRIM notices sent to taxpayers.

VI. Program Planning Committee (PPC) Report

a) 2026 Promise Neighborhood (PN) Memorandum of Understanding (MOU)

Ms. Gallagher presented on the Promise Neighborhood MOU with FAU as detailed in the issue paper. She took a moment to thank Dr. Carl Dasse (CSC's Director of Community Research & Partnering), who spent the summer meeting with providers, and Ms. Arenberg Seltzer, who negotiated with FAU.

ACTION: Dr. Thaqi made a motion to ratify the PPC vote to approve the 2026 PN MOU with Florida Atlantic University (FAU), as presented and pending final legal approval. The motion was seconded by Ms. Musella and passed with no opposing votes.

b) Expansion of School Health Services

Ms. Juarez provided an update on the expansion of school health services, noting that a Council Member had requested that charter schools be explored as part of any expansion. She explained that it was determined that the charter schools would have to begin presenting data within a timeline that was not achievable for this school year.

ACTION: Ms. Musella made a motion to approve the expansion of School Health services to seven additional high-need schools, as presented. The motion was seconded by Mr. Shea and passed with no opposing votes and

an abstention from Dr. Thaqi, who submitted the attached voting conflict form.

VII. Chief Program Officer Report

Deferred Contract Renewals

Ms. Juarez briefly highlighted the deferred contract renewals, as presented in the information packet.

ACTION: Ms. Hixon made a motion to approve the renewal recommendations for FY 26-27, as presented, minus the renewals for Junior Achievement of South Florida and the Florida Department of Health in Broward County. The motion was seconded by Ms. Musella and passed with no opposing votes.

ACTION: Ms. Hixon made a motion to approve the Junior Achievement of South Florida FY 26-27 Contract renewal, as presented. The motion was seconded by Ms. Musella and passed with no opposing votes and an abstention from Dr. Hepburn, who submitted the attached voting conflict form.

ACTION: Ms. Hixon made a motion to approve the Florida Department of Health in Broward County FY 26-27 Contract renewal, as presented. The motion was seconded by Mr. Shea and passed with no opposing votes and an abstention from Dr. Thaqi, who submitted the attached voting conflict form.

VIII. Chief Innovation Officer Report

FY 26/27 Asset Based Community Development (ABCD) Administrative Support Organization (ASO) Request for Proposals (RFP)

ACTION: Ms. Hixon made a motion to approve the source experts for the FY 26-27 ABCD ASO RFP and compensation for the ABCD Community Connectors who serve as source experts, as presented. The motion was seconded by Mr. Shea and passed with no opposing votes.

IX. Public Affairs and Organizational Development Report

Dr. Kenton Briefly highlighted the Public Affairs and Organizational Development items, as presented in the information packet.

a) Capacity Building Grants for Non-Profit Organizations Awards

ACTION: Ms. Hixon made a motion to approve the Capacity Building Grants for Non-Profit Organizations awards and funding for the Small Business Development Center (SBDC) to provide coaching, consulting, technical

assistance, and strategic thinking training, as presented. The motion was seconded by Ms. Musella and passed with no opposing votes.

b) 2027 Impact Summit

ACTION: Dr. Thaqi made a motion to approve the Charles F. Dodge City Center (Dodge Center) as the new venue for the 2027 Impact Summit, now to be held on January 29, 2027, approve CSC contracting with SMG for rental of the Dodge Center for the Summit – paying according to the provided schedule, and approve amending the Agency Ally Consulting Agreement to reflect a budget reduction resulting from removing venue costs from the scope of work, all as presented. The motion was seconded by Ms. Musella and passed with no opposing votes.

X. Chief Operating Officer (COO) Report

Dr. Kenton briefly highlighted the items under the COO Report, as presented in the information packet.

a) Budget Amendments and Interim Financial Statements

ACTION: Dr. Thaqi made a motion to approve the Budget Amendments and Interim Financial Statements for the period ending July 31, 2026, as presented. The motion was seconded by Mr. Shea and passed with no opposing votes.

b) Managed Fund Monthly Statements

ACTION: Ms. Hixon made a motion to accept the monthly statements for the Managed Fund from PFM and US Bank for July 31, 2026, as presented. The motion was seconded by Mr. Shea and passed with no opposing votes.

c) CSC Purchases

Dr. Kenton drew Members' attention to the agenda addendum and purchase items related to air-conditioning units for the CSC server room.

ACTION: Dr. Thaqi made a motion to approve the CSC Monthly Purchases for August 2026, the CSC Annual Purchases for FY 26-27, and the funding for Thermal Concepts and the City of Lauderhill to replace the two server-room air conditioning units, obtain the required permits, and complete the installation as part of the HVAC replacement project currently underway, all as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.

XI. Broward Reads Coalition Meeting Report

Ms. Arenberg Seltzer highlighted the recent Broward Reads Coalition meeting and referred Members to the minutes in the information packet. Ms. Arenberg Seltzer congratulated Dr. Hepburn on having the highest third-grade reading levels and once again being an A-rated school district.

XII. Public Comment

There were none.

XIII. Council Members' Roundtable

CSC staff updated the Council on numerous communications activities and presented the analytics around the recent media buys. Mr. Ken King (CSC's Director of Public Affairs & Organizational Development – Communications & Public Affairs) noted that the digital channels are showing signs of traction and brand recall, with the YouTube channel achieving a 98.5% video completion rate. In addition to print ads and billboards, CSC ads are also showing in six Broward movie theaters, local restaurants, and gas stations.

Mr. King shared a concerted effort to tailor the CSC Instagram page to attract a younger audience, such as including shorter videos, and pointed out increases in website traffic, weekly email blast subscribers (and a decrease in unsubscribers), and speaking requests.

Ms. Cynthia Reynoso (CSC's Assistant Director of Communications & Community Outreach) highlighted community engagement and public relations activities, which establish CSC Broward employees as experts. Mr. King shared that there have been an estimated 57 articles referencing CSC as a source. Ms. Arenberg Seltzer encouraged the Council members to watch CSC's recent podcasts.

XIV. Adjournment

The meeting adjourned at 11:02 A.M. with a motion from Ms. Musella and a second from Dr. Thaqi.

Nan Rich, Secretary

MEETING ATTENDEES

Name	Organization
Tamim Aseer	SNAC (Student Project Coordinator)
Ashley Eubanks Johnson	The Beauty Initiative
Alison Rodriguez	YMCA of South Florida
Monica King	Broward Healthy Start Coalition
James Sahnger	Florida Department of Health in Broward County (DOH-Broward)
Kerri-Ann Brown	BPHI
Traci Schweitzer	Department of Children and Families
Denissa F.	Pembroke Pines Police Department
Sidney Turner	South Florida Wellness Network
Daniela Deas	Survivors HOPE
Renee Podolsky	Florida Department of Health in Broward County
Andy Fernandez	Firewall Centers
Jalen Belle-Walker	USI Insurance Greater Fort Lauderdale Chamber
Silvia Quintana	Retired Broward Behavioral Health Coalition
Felipe Pinzon	Hispanic Unity of Florida
Grace Ramos	The M Network
Elizabeth Dorante	Hispanic Unity of Florida
Mikayla Plummer	USI Insurance Services
Angela German	Thrive and Success
Shajuana Taylor	Mental Health of America

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <i>Inagi, Paula</i>		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <i>CSC of Broward County</i>	
MAILING ADDRESS <i>980 SW 24th St</i>		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY <i>Ft Lauderdale FL</i>	COUNTY <i>33315</i>	☐ CITY ☒ COUNTY ☐ OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED <i>8-20-26</i>		NAME OF POLITICAL SUBDIVISION: <i>Broward County</i>	
		MY POSITION IS: ☐ ELECTIVE ☒ APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies equally to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing the reverse side and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office MUST ABSTAIN from voting on a measure which inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you otherwise may participate in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on other side)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Paula Thagi, hereby disclose that on 8-20-20 ²⁰²⁰ ~~2021~~:

(a) A measure came or will come before my agency which (check one)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____;
- ☐ inured to the special gain or loss of my relative, _____;
- ☒ inured to the special gain or loss of Florida Dept of Health in Broward County, I serve as the Director, by whom I am retained; or
- ☐ inured to the special gain or loss of _____, which is the parent organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

Funding for school health nurses to DOH - Broward and I serve as the Director of DOH - Broward.

8-20-20
Date Filed

Paula Thagi
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Hepburn - Howard		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Children's Services Council of Broward County	
MAILING ADDRESS 600 SE 3rd Ave., 10th Floor		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY Fort Lauderdale	COUNTY Broward	☐ CITY ☐ COUNTY ☒ OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED August 20, 2026		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS:	
		☐ ELECTIVE ☒ APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Howard Hepburn, hereby disclose that on August 20, 20 26 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____ ;
- ☐ inured to the special gain or loss of my relative, _____ ;
- ☒ inured to the special gain or loss of Junior Achievement of South Florida, by whom I am retained; or
- ☐ inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I abstained from the Junior Achievement of South Florida FY 26-27 Contract renewal for the Career Bound Program, contained within Agenda Item VII. Chief Program Officer Report, Approve FY 26-27 Deferred Contract Renewals, as I serve on the Board of Junior Achievement of South Florida.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

August 20, 2026

Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Thaqi- Paula		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Children's Services Council of Broward County	
MAILING ADDRESS 780 SW 24th St.		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY Fort Lauderdale	COUNTY Broward	☐ CITY ☐ COUNTY ☒ OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED August 20, 2026		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS:	
		☐ ELECTIVE ☒ APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Paula Thaqi, hereby disclose that on August 20, 20 26 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, _____ ;
- ☐ inured to the special gain or loss of my relative, _____ ;
- ☒ inured to the special gain or loss of Florida Department of Health in Broward County, by whom I am retained; or
- ☐ inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

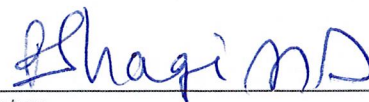
(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I abstained from the Florida Department of Health FY 26-27 Contract renewal for the Infant/Toddler Drowning Prevention Initiative, contained within Agenda Item VII. Chief Program Officer Report, Approve FY 26-27 Deferred Contract Renewals, as I am the Director of the Florida Department of Health in Broward County.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

August 20, 2026

Date Filed



Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

Truth In Millage (T.R.I.M.) First Public Hearing

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

September 3, 2026

5:01 P.M.

Minutes

Members in Attendance:

Judge Lauren Alperstein, Governor Appointee Alyssa Foganholi, School Board Member Debra Hixon, DCF Community Development Administrator Robert Shea, Governor Appointee Christine Thompson, Governor Appointee Jeffrey S. Wood (*Chair*)

Council Members Absent:

School Superintendent Howard Hepburn, Governor Appointee Julia Musella, Broward County Commissioner Nan Rich, Health Department Director Paula Thaqi

Counsel Present:

Garry Johnson, Esq.

Staff in Attendance:

Cindy Arenberg Seltzer (President/CEO), David Kenton, Maria Juarez, Dion Smith, Alicia Williams, Lisa Bayne, Kathleen Campbell, Kenneth King, Kimberly Adams Goulbourne, Marissa Greif-Hackett, Amy Jacques, Marissa Aquino, Angie Buchter, Yolanda Meadows, Felina Rosales-Furer, Julie-Ann Waweru, Tracy Graham, Betty Dominguez, Shaquoia Wilson, Jimmy Jean, Johnsingh Jeyasingh, Jessica Rincon, Karen Franceschini, Jennifer Wennberg, Kim Reid, Nelson Giraldo, Akil Edwards, Jill Denis-Lay, Julie Toscano, Alexandra Lemoine, Camila Mathieson, Keyonia Lawson, Latora Steel, Radoika Pilarte, Michelle Hagues-Fullwood, Melissa Soza, Cecil Arbiza-Rivera, Jonathan Corado, Trisha Hines, Trisha Dowell, Carlos Campos, Erin Byrne, Kandyss Torrence, Alexia Bridges, Leslie Saca, Valencia McConnico-Bell, S. Lorenzo Benaine, TaiQuay Bogle, Ashley Cole, Jeffery Glover, Janine DeLeon, Horace Summers, Pooja Yajnik, Jheanelle Henry, Ivy Pierre, Priscilla Brown, Maya Berryhill-Porter, Demetria Rawls, Fern Phillip, Jennifer Fletcher, Alexia Bridges, Andria Dewson, Mina Razavi, Tabitha Bush, Clarice Horton, Nicolette Picardi, Florence Ukpai, Amber Gross, Zoe Lewis, Astrid Cantos, Rhonda Morrison, Brooke Sherman, Cynthia Reynoso, Shira Fowlkes

Guests in Attendance:

Daniel Franzblau, Harrison Grandwilliams (*Broward County Commission*), Ruby Scarlett

Agenda:

I. Millage Hearing

CSC Chair Jeffrey S. Wood called to order at 5:01 P.M. the first public hearing on the proposed millage rate and tentative budget for Fiscal Year 2026-2027.

The roll was called and a quorum was established.

Mr. Wood opened the public hearing for the adoption of the tentative millage rate for FY 2026-2027. He read the tentative millage rate of 0.4500. The said millage rate is a 4.09% increase over the Rolled-back Rate.

Attorney Garry Johnson read Resolution 2026-01 by title only.

Mr. Wood opened the floor for comments from the public regarding the tentative millage rate. Hearing none, he closed the public comment period and opened the floor for comments from Council members. There were none.

ACTION: Ms. Hixon made a motion to adopt the Resolution adopting the tentative millage rate of 0.4500 for Fiscal Year 2026-2027. The motion was seconded by Mr. Shea. A roll call vote was conducted, and the motion passed unanimously.

Council Member	Vote
Lauren Alperstein	Prohibited from voting on the millage rate, per statute
Alyssa Foganholi	Yes
Howard Hepburn	Absent
Debra Hixon	Yes
Julia Musella	Absent
Nan Rich	Absent
Robert Shea	Yes
Paula Thaqi	Absent
Christine Thompson	Yes
Jeffrey S. Wood	Yes

II. Budget Hearing

Mr. Wood opened the public hearing for the adoption of the tentative budget for Fiscal Year 2026-2027.

Attorney Garry Johnson read Resolution 2026-02, by title only, adopting the tentative budget for Fiscal Year 2026-2027.

Mr. Wood opened the floor for comments from the public regarding the tentative budget. Hearing none, he closed the public comment period and opened the floor for comments from Council Members. There were none.

ACTION: Ms. Hixon made a motion to adopt the Resolution adopting the tentative budget for Fiscal Year 2026-2027. The motion was seconded by Judge Alperstein. A roll call vote was conducted and the motion passed unanimously.

Council Member	Vote
Lauren Alperstein	Yes
Alyssa Foganholi	Yes
Howard Hepburn	Absent
Debra Hixon	Yes
Julia Musella	Absent
Nan Rich	Absent
Robert Shea	Yes
Paula Thaqi	Absent
Christine Thompson	Yes
Jeffrey S. Wood	Yes

III. Adjournment

The meeting adjourned at 5:06 P.M., with a motion from Ms. Hixon and a second from Judge Alperstein.

Nan Rich, Secretary

TAB 25

For Council Meeting September 17, 2026

Service Goal	Multiple Goals
Issue:	Renewal of Deferred Contracts
Action:	Approve Renewal Recommendations for FY26/27, As Presented.
Budget Impact:	\$202,800 of \$202,800 Available in Goal 111 for FY 26-27 \$880,560 of \$1,068,360 Available in Goal 033 for FY 26-27 \$187,800 Added to Unallocated for FY 26/27 \$5,032,555 of \$5,032,555 Available in Goal 034 for FY 26-27 <u>\$75,234</u> of \$5,156,738 Available in Unallocated for FY 26-27 \$5,107,789 Total for FY 26-27 \$139,870 of \$139,870 Available in Goal 102 for FY 26-27

Background: During the May 21st Budget Retreat, funding was set aside within each of the goals listed but the vote on contract renewals for the following programs were deferred pending additional performance information.

Current Status: The programs listed below met expectations, and staff are now recommending renewal. Where applicable, the renewal amount includes an increase to allow for the 4% COLA as approved by the Council in May.

Bullying Prevention/Stop Violence, LEAP, and Youth Employment – Reduce risk factors associated with delinquency, teen pregnancy, substance abuse, school dropout, and other risky behaviors. (Services Goal 3.1)

<u>Speak Life Performing Arts Company, Inc.</u>	<u>\$202,800</u>
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Speak Life Performing Arts Company is in its first year of a leverage contract to provide bullying prevention. The program provides in-school services at 20 BCPS middle and high schools for high-risk youth in need of support.

Their contract renewal was deferred in May to allow the program to address ongoing challenges with parent engagement and student portal access and to receive program survey results and analysis from FAU. The FAU report demonstrated that the program is increasing youth's level of empathy, understanding of bullying, and willingness to

intervene. The provider continues to explore strategies to expand both parent engagement and student portal access and usage. Program review reflected quality service delivery.

Based on the program's performance, staff recommend contract renewal for FY 26/27 to serve 18 schools, including a second performance at 2 of the larger high schools to reach more of the student population, for a total of 20 event days. This request includes a 4% COLA. Renewal is contingent on confirmation of leverage.

Community Based Connections, Inc.

\$880,560

Community Based Connections is in its second of four-years providing services through the Positive Youth Development RFP, serving 150 youth at three year-round alternative high school/charter school sites for high-risk youth in need of support.

The contract renewal was deferred in May to allow the program to address ongoing challenges related to student engagement, consistent attendance, and utilization.

The follow-up revealed that the program's youth engagement challenges and inconsistent attendance align with the school-day engagement and daily attendance challenges. This youth population at times struggles with motivation, reliable transportation, and inconsistent familial support. The program provides much-needed support services to the participating youth. Program review reflected quality service delivery. Youth surveys reflected high satisfaction with the program.

Based on two years of enrollment, daily attendance, and utilization data, staff recommend reducing the number of success coaches to better align with daily attendance, increasing the success coach-to-youth ratio from 1:25 to 1:30, and reducing the number of youth to be served to 120 youth year-round. This request includes a 4% COLA.

CareerSource Broward

\$4,558,365

CSC is in its 22nd year of funding CareerSource Broward for the Summer Youth Employment Program (SYEP), which provides economically disadvantaged youth between the ages of 16 and 18 with the opportunity to participate in employability skills training and work experience during the summer break. SYEP provides eight weeks of subsidized work experience with structured, work-based learning activities and ongoing individualized job coaching and case management to help foster job skills and retention.

In total, 912 youth were provided with summer employment experiences, with 850 (93%) of these youth successfully completing the program. Programmatic

performance exceeded expectations, and both employer and youth surveys consistently reflected high satisfaction with the program.

Based on the program's performance, staff recommend renewal for FY 26/27 to serve 913 youth. This request includes a 4% COLA, and a minimum wage increase for youth salaries.

OIC of South Florida

\$549,424

OIC of South Florida is in its first year of a 9-month leverage contract to provide career exploration and job skills training in the field of STEAM and summer youth employment opportunities to participants in the OIC STEAM Pathways (SYEP) program. This program had a January 1st start date.

The provider was contracted to serve 100 youth in the school-year employability skills training component and 80 youth in the summer employment component but reported that 120 enrolled youth participated in the school-year employability skills training component, and 92 youth successfully completed the summer component. The provider over-enrolled in the school-year component, expecting student attrition that didn't occur, but was able to serve the additional youth due to underutilization caused by contracting delays that delayed program start. Program review reflected quality service delivery, and youth surveys reflected high satisfaction with the program.

Based on the program's performance, staff recommends contract renewal for FY 26/27 to serve 100 youth year-round. This amount annualizes the contract and includes an increased commitment of CSC funds to offset the loss of leveraged dollars from FY25/26, a 4% COLA, and a minimum-wage increase for youth salaries, as well as the cost to offer summer employment to 20 additional youth. This request meets our leverage policy guidelines. Renewal is contingent on confirmation of leverage.

STEP - Strengthen the continuum of support services for children with special physical, developmental and behavioral health needs. (Service Goal 10)

Goodwill Industries of South Florida, Inc.

\$139,870

Goodwill Industries of South Florida, Inc. is in the second of four-years providing services through the 2024 Positive Youth Development Supportive Transitional Employment Program RFP. The program provides out-of-school-time services for eight youth with special needs at a community site during the school year and community-based supported employment opportunities during the summer.

Since implementation, the provider has experienced ongoing challenges with enrollment and utilization, as well as significant programmatic staff turnover. As a result, the program was deferred to allow time for the provider to develop and implement strategies

to address these issues. Despite these challenges, program monitoring reflected quality service delivery, and participant surveys indicated high levels of youth satisfaction.

CSC staff continue to provide technical assistance to support staff onboarding efforts and strengthen recruitment and enrollment strategies. Goodwill has partnered with Broward County Public Schools (BCPS) Transition staff and expanded outreach to additional community-based referral sources. Because services are delivered from a community-based location rather than a school-based setting, transportation remains a significant barrier to enrollment, attendance, and retention.

Staff have also worked with the provider to address the operational impacts to Goodwill Industries of low utilization. Goodwill has reported that its existing workforce development programs and supplemental internal funding have helped sustain program operations while enrollment-building efforts continue.

The provider remains committed to the program and has expressed interest in continuing services. Based on current enrollment levels, ongoing improvement efforts, and sustained program quality, staff recommend renewing the contract for FY 2025/26 to continue serving eight youth year-round. The renewal request includes a 4% cost-of-living adjustment (COLA) to support staff salaries.

Recommended Action: Approve Renewal Recommendations for FY26-27, as Presented.

TAB 26

For Council Meeting September 17, 2026

System Goal	1.2 Research and Evaluate Systems of Care
Objective:	923 Collaborate with community partnerships to promote child and family research initiatives.
Issue:	Youth Baker Act Transportation Pilot evaluation was paused until partner agreements for expansion were completed. Evaluation plan needs to be updated.
Action:	Approve new BBHC Evaluation Consulting Agreement for FY 26-27.
Budget Impact:	\$20,000 of \$20,000 available in Goal 923 for FY 26-27 to be added from Budget Carryforward funds from FY 25-26.

Background: The Broward County Commission approved \$150k in December 2024 to serve approximately 200 youth in the Broward Youth Baker Act Transportation Pilot using the County funded ambulance providers. Broward Behavioral Health Coalition (BBHC) funded Henderson Behavioral Health's Mobile Crisis Response Team (MRT), and Broward County Public Schools were collaborators in the pilot.

In January 2025, the Council approved \$25,000 to fund the BBHC to conduct an evaluation of the Pilot. The purpose of the initial evaluation was to provide evidence to expand and fund the use of ambulance transport for youth experiencing the need for a Baker Act in order to reduce the trauma identified through the Community Participatory Research Project. In February 2025, the Council approved amending agreement to eliminate the due date of the evaluation plan due to implementation delays and extended the funding through September 30, 2026.

Current Status: An initial evaluation plan was completed by BBHC in September 2025. In October 2025, the evaluation was paused due to delays with partner agreements that prevented the implementation of the ambulance service for youth. From April to August 2026, CSC staff met with Broward County's Children's Services Administration staff and BBHC staff to assess restarting the evaluation.

The Broward Youth Baker Act Transportation Pilot Workgroup, with Broward County Community Partnership staff, Broward Sheriff's officers, and Broward County Public School staff, eventually expanded the number of schools from 9 to 67, including schools

with BSO and City School Resource Officers. There have been 24 successful transports since January 2026.

The Pilot Workgroup has identified strategies to improve school utilization of ambulance transport, increase the number of participating schools, and increase the number of city law enforcement agencies supporting the initiative.

Based on the progress of the pilot implementation, partners agreed that a revised evaluation is necessary to demonstrate the value of sustaining and expanding the opportunity for youth experiencing a mental health crisis to be transported to a Baker Act facility via ambulance rather than law enforcement. BBHC has submitted an updated evaluation plan to inform process improvement and impact. The updated plan has been approved by Broward County Community Partnership staff who lead the Youth Baker Act Transportation workgroup.

Staff recommends a new BBHC Consulting Agreement for FY 26–27, utilizing the remaining \$20,000 to implement the revised evaluation.

Recommended Action: Approve new BBHC Evaluation Consulting Agreement for FY 26-27.

TAB 27

For Council Meeting September 17, 2026

System Goal	3 Provide leadership and resources to attract and maximize additional resources at the local, state and federal level.
Objective:	941 Identify and pursue leveraged funds opportunities as they become available to maximize available funding and services for children and families.
Issue:	Opportunity to Leverage State Low Income Pool (LIP) Funding to allow expansion of services.
Action:	Approve LOA with the Agency for Health Care Administration (AHCA) on behalf of Henderson Behavioral Health.
Budget Impact:	No Impact.

Background: In State Fiscal Year 18-19, the State of Florida expanded access to the Federal Low-Income Pool (LIP) funds to include coverage for health care costs, including mental health services, for which compensation is not available from other payers. Under the current LIP program, the State does not provide any general revenue as matching funds and requires all matching funds to come from local governmental entities. The Council has been the leverage entity for the Henderson Behavioral Center's LIP Agreement with the Florida Agency for Health Care Administration (AHCA) since FY19-20. In FY 24-25, the County joined as the second leverage entity. For the FY 25-26 CSC paid AHCA \$630,834 of CSC's contracts with Henderson, and the County paid \$1,344,891, totaling \$1,975,725 to AHCA, which in turn paid Henderson, along with the Federal LIP matching funds of \$2,642,614, for a total of \$4,618,339. Total served with LIP dollars Children: 1,010; adults: 2,350; total: 3,360 clients served.

Current Status: For FY 26-27, Henderson has requested that we continue this partnership to include the three contracts CSC has with Henderson. As with previous agreements, there will be no additional costs to CSC. Henderson will continue to provide services as outlined in its ongoing contracts, but CSC will pay AHCA \$960,860 for Henderson's services rendered under all three of its contracts from October 2026 through March 2027. The State is still determining how much funding they will have available for LIP and the required match rate for this year, but based on prior years, it will likely be a 43% match. The State requires this agreement to be signed by October 1.

Recommended Action: Approve LOA with the Agency for Health Care Administration (AHCA) on behalf of Henderson Behavioral Health.

Low Income Pool Letter of Agreement

THIS LETTER OF AGREEMENT (“LOA”) is made and entered into in duplicate on the _____ day of _____ 2026, by and between **Children's Services Council of Broward County** (the “IGT Provider”) on behalf of **Henderson Behavioral Health**, and the State of Florida, **Agency for Health Care Administration** (the “Agency”), for good and valuable consideration, the receipt and sufficiency of which is acknowledged.

DEFINITIONS

“Low Income Pool (LIP)” means providing government support for safety-net providers for the costs of uncompensated charity care for low-income individuals who are uninsured. Uncompensated care includes charity care for the uninsured but does not include uncompensated care for insured individuals, “bad debt,” or Medicaid and CHIP shortfall.

“Charity care” or “uncompensated charity care” means that portion of hospital charges reported to the Agency for which there is no compensation, other than restricted or unrestricted revenues provided to a hospital by local governments or tax districts, regardless of the method of payment. Uncompensated care includes charity care for the uninsured but does not include uncompensated care for insured individuals, bad debt, or Medicaid and Children’s Health Insurance Program (CHIP) shortfall. The state and providers that are participating in the Low Income Pool (LIP) will provide assurance that LIP claims include only costs associated with uncompensated care that is furnished through a charity care program and that adheres to the principles of the Healthcare Financial Management Association (HFMA) operated by the provider.

“Intergovernmental Transfers (IGTs)” means transfers of funds from a non-Medicaid governmental entity (e.g., counties, hospital taxing districts, providers operated by state or local government) to the Medicaid agency. IGTs must be compliant with 42 CFR Part 433 Subpart B.

“Medicaid” means the medical assistance program authorized by Title XIX of the Social Security Act, 42 U.S.C. §§ 1396 et seq., and regulations thereunder, as administered in Florida by the Agency.

A. GENERAL PROVISIONS

1. Per House Bill 5001, the General Appropriations Act of State Fiscal Year 2026-2027, passed by the 2026 Florida Legislature, the IGT Provider and the Agency agree that the IGT Provider will remit IGT funds to the Agency in an amount not to exceed the total of **\$960,860.00**.
 - a. The IGT Provider and the Agency have agreed that these IGT funds will only be used to increase the provision of health services for the

charity care of the IGT Provider and the State of Florida at large.

2. The IGT Provider must return the signed LOA to the Agency no later than October 1, 2026.
3. The IGT Provider will pay IGT funds to the Agency in an amount not to exceed the total of **\$960,860.00**. The IGT Provider will transfer payments to the Agency in the following manner:
 - a. Per Florida Statute 409.908, annual payments for the months of July 2026 through June 2027 are due to the Agency no later than October 31, 2026, unless an alternative plan is specifically approved by the agency.
 - b. The Agency will bill the IGT Provider when payment is due.
4. The IGT Provider and the Agency agree that the Agency will maintain necessary records and supporting documentation applicable to health services covered by this LOA in accordance with public records laws and established retention schedules.
 - a. AUDITS AND RECORDS
 - i. The IGT Provider agrees to maintain books, records, and documents (including electronic storage media) pertinent to performance under this LOA in accordance with generally accepted accounting procedures and practices, which sufficiently and properly reflect all revenues and expenditures of funds provided.
 - ii. The IGT Provider agrees to assure that these records shall be subject at all reasonable times to inspection, review, or audit by state personnel and other personnel duly authorized by the Agency, as well as by federal personnel.
 - iii. The IGT Provider agrees to comply with public record laws as outlined in section 119.0701, Florida Statutes.
 - b. RETENTION OF RECORDS
 - i. The IGT Provider agrees to retain all financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to performance under this LOA for a period of six (6) years after termination of this LOA, or if an audit has been initiated and audit findings have not been resolved at the end of six (6) years, the records shall be retained until resolution of the audit findings.
 - ii. Persons duly authorized by the Agency and federal auditors shall have full access to and the right to examine any of said records and documents.
 - iii. The rights of access in this section must not be limited to the required retention period but shall last as long as the records are retained.

c. MONITORING

- i. The IGT Provider agrees to permit persons duly authorized by the Agency to inspect any records, papers, and documents of the IGT Provider which are relevant to this LOA.

d. ASSIGNMENT AND SUBCONTRACTS

- i. The IGT Provider agrees to neither assign the responsibility of this LOA to another party nor subcontract for any of the work contemplated under this LOA without prior written approval of the Agency. No such approval by the Agency of any assignment or subcontract shall be deemed in any event or in any manner to provide for the incurrence of any obligation of the Agency in addition to the total dollar amount agreed upon in this LOA. All such assignments or subcontracts shall be subject to the conditions of this LOA and to any conditions of approval that the Agency shall deem necessary.

5. This LOA may only be amended upon written agreement signed by both parties. The IGT Provider and the Agency agree that any modifications to this LOA shall be in the same form, namely the exchange of signed copies of a revised LOA.
6. The IGT Provider confirms that there are no pre-arranged agreements (contractual or otherwise) between the respective counties, taxing districts, and/or the providers to re-direct any portion of these aforementioned supplemental payments in order to satisfy non-Medicaid, non-uninsured, and non-underinsured activities.
7. The IGT Provider agrees the following provision shall be included in any agreements between the IGT Provider and local providers where IGT funding is provided pursuant to this LOA. Funding provided in this agreement shall be prioritized so that designated IGT funding shall first be used to fund the Medicaid program and used secondarily for other purposes.
8. This LOA covers the period of July 1, 2026, through June 30, 2027, and shall be terminated September 30, 2027, which includes the states certified forward period.
9. This LOA may be executed in multiple counterparts, each of which shall constitute an original, and each of which shall be fully binding on any party signing at least one counterpart.
10. The IGT Provider agrees to indemnify and hold harmless the Agency against any and all liability related to a finding by CMS or the federal government that the IGT transfer, or source of funds transferred, did not comply with the Medicaid state plan, Title XIX of the Social Security Act, or any state or federal regulations or policies implementing Title XIX of the Social Security Act, including but not limited to Section 1903(w) of the Social Security Act; 42 C.F.R. Part 433, subpart B; and Centers for Medicare & Medicaid Services' ("CMS") State Medicaid Director Letter #14-004 (May 9, 2014). This indemnification would extend to any completed, actual, pending, or threatened action, suit, claim, or proceeding brought by CMS or the federal government based upon a demand or disallowance of any amount, including amounts relating to supplemental payments. The

IGT Provider shall timely reimburse the Agency's reasonable legal fees and costs with respect to any proceeding related to whether the IGT transfer, or source of funds transferred, violated the Medicaid state plan, Title XIX of the Social Security Act, or any state or federal regulations or policies implementing Title XIX of the Social Security Act. The IGT Provider will also be liable and financially responsible in the event that a demand or disallowance of any amount is found to be due and owing on this basis.

LIP Local Intergovernmental Transfers	
Program / Amount	State Fiscal Year 2026-2027
Estimated IGTs	\$960,860.00
Total Funding Not to Exceed	\$960,860.00

WITNESSETH:

IN WITNESS WHEREOF, the parties have caused this 4-page Letter of Agreement to be executed by their undersigned officials as duly authorized.

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

**STATE OF FLORIDA, AGENCY FOR
HEALTH CARE ADMINISTRATION**

SIGNED
BY: _____

NAME: _____

TITLE:

DATE: _____

SIGNED
BY: _____

NAME: Stephanie Scanlon

TITLE: ADS for Medicaid Finance and Analytics

DATE: _____

TAB 28

For Council Meeting September 17, 2026

Service Goal	5: Improve the educational success of young children.
Objective:	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.
Issue:	The annual Broward Read for the Record campaign supports the Broward Reads Grade Level Reading initiative by providing a free copy of the selected Read for the Record book to children throughout Broward County and engaging community volunteers in a countywide literacy effort. Approval is requested to accept and expend funds from the Early Learning Coalition (ELC) Broward for its portion of the book purchase.
Action:	Accept Funds and Related Expenditures from the Early Learning Coalition of Broward County (ELC) for the purchase of 3,500 copies of <i>Brave Like a Lion!</i>
Budget Impact:	\$15,750 New Revenue and Related Expenditures in Goal 053 for FY 25/26.

Background: Jumpstart's Read for the Record event is the world's largest shared reading experience and celebrates and supports children's early language and social-emotional development. The event inspires adults to read with children, spurs policymakers and organizations to act towards transformative changes in early education, and puts books into the hands of millions of children. In 2026, over 1,400 Broward volunteers read "*See Marcus Grow*" by Marcus Bridgewater, a vibrant story that introduces young readers to gardening and shares the lessons Marcus learns from his grandmother in her garden.

Locally, this event is a signature staple of the Broward Reads Campaign for Grade Level Reading. Volunteers recruited for this one-day event are frequently successfully converted to become year-round literacy volunteers through the many other options supported by the Campaign.

Current Status: The annual *Read for the Record* event will take place on February 25, 2027. The selected title for this year's event is *Brave Like a Lion! How a Puppeteer Found Her Voice*, by Megan Piphus, a story about courage, confidence, and finding your voice.

CSC plans to purchase 32,600 copies of the selected title for distribution throughout Broward County. This total includes 3,500 English-language copies for the Early Learning Coalition of Broward County (ELC).

ELC Funding & Cost Breakdown

Consistent with the process approved last year, CSC will manage the consolidated book order and payment. ELC will provide \$15,750 to CSC for its 3,500 copies, based on the unit cost of \$4.50 per book. Upon receipt of ELC's funds, CSC will pay Jumpstart the full invoice of \$146,700.

Distribution Plan

As in prior years, books will be distributed to four- and five-year-olds throughout Broward County, with additional distribution coordinated with:

- **Broward County Public Schools Early Childhood Education Department:** 3,200 copies for VPK and Head Start.
- **Broward County Public Schools ESOL Department:** 1,500 Spanish-language copies.

Recommended Action: Accept Funds and Related Expenditures from the Early Learning Coalition of Broward County (ELC) for the purchase of 3,500 copies of *Brave Like a Lion!*

For Council Meeting September 17, 2026

System Goal	2 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families
Objective:	932 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.
Issue:	Media opportunities and branded collateral materials are needed to ensure consistent CSC visibility and recognition across all audiences.
Action:	Approve Public Awareness Media and Collateral Plan FY 26-27.
Budget Impact:	\$1,058,200 Of \$1,500,000 Available in Goal 932 for FY 26-27.

Background: Over the years, CSC staff has made every effort to educate the community about resources available through CSC funding and the work and worth of the organization by using the full spectrum of media and organizing and/or participating in hundreds of community events each year. This work is done with the understanding that we live in a community where people come from many backgrounds and experiences, and access and use information in varied formats.

Current Status: For FY 26-27, CSC staff and its communications consultant will continue to evaluate communication investments based on audience needs, campaign objectives, community reach, vendor performance, and available analytics. This includes maintaining a diverse mix of outreach materials tailored to specific audiences, such as CSC-branded educational and informational items, Internet Safety Activity Books, Look Before You Lock Stickers, and other collateral designed to raise awareness of CSC-funded resources and provide useful information to children and families.

- CSC will also continue a diversified media strategy that balances broad market reach with targeted community engagement. Based on performance data and analytics from The M Network covering media activity from May through August 2026, staff recommends that The M Network manage approximately \$500,000 in media buys during the fiscal year. This approach will allow CSC to use data to guide placement decisions, coordinate messaging across platforms, and maximize the reach and effectiveness of its larger public awareness campaigns. At the same time, CSC recognizes the value of longstanding relationships with

niche media outlets and legacy media vendors that have established credibility and connections within specific Broward communities and audiences. CSC therefore intends to continue working directly with selected niche and legacy vendors when their platforms, audiences, community presence, or specialized capabilities provide strategic value.

- Staff is therefore recommending approval of a combined group of public awareness media and collateral vendors, along with the associated budget allocations, for FY 2026-2027. The total for CSC Public Awareness media buys and collateral for **FY 2026-2027 is \$1,223,200**. As in prior years, staff will continue to assess performance and outreach needs throughout the fiscal year and may periodically return to the Council with additional vendor recommendations or adjustments as opportunities and needs arise.

AREA	PARTNER	COST	SCOPE OF WORK
Collateral	Amazon	\$5,000	Outreach Items
Collateral- Supports CSC branding through general promotional merchandise	Corporate Graffiti	\$35,000	CSC Branded Materials
Collateral- Supports CSC branding with specialized items particular to awareness campaigns	KWA Branding	\$10,000	CSC Branded Materials (New Vendor)
Collateral SUBTOTAL		\$50,000	
Digital Displays (Movie Theaters)	NCM	\$70,000	PSA and Digital Marketing in Area Movie Theaters
Digital Displays	Blue Outdoor	\$30,000	PSA and Digital Marketing in Area Shopping Malls (New Vendor)
Digital Displays	MediaWorks Advertising Solutions	\$30,000	Digital Displays in gas stations, supermarkets, and restaurant displays
Digital SUBTOTAL		\$130,000	
Photography	QTS Photography	\$1,200	Staff and Council Photography(New Vendor)
Photography SUBTOTAL		\$1,200	
Podcast	Born On Purpose Project	\$15,000	Podcast Studio Time and Experiential learning for students to learn how to research topics, conduct interviews, produce podcasts, and share stories about the impact of CSC-funded programs
Podcast	Helen M. Hinton Foundation	\$10,000	Experiential for students to learn how to research topics, conduct interviews, produce podcasts, and share stories about the impact of CSC-funded programs

AREA	PARTNER	COST	SCOPE OF WORK
Podcast	I AM Somebody Foundation	\$10,000	Experiential learning for students to learn how to research topics, conduct interviews, produce podcasts, and share stories about the impact of CSC-funded programs
Podcast Learning SUBTOTAL		\$35,000	
Magazine	MIA Media Group (d/b/a Legacy Magazine)	\$10,000	Print; Weekly; Central Broward
Magazine	Westside Gazette	\$5,000	Print; Weekly; Central Broward
Magazine SUBTOTAL		\$15,000	
Newspaper/Digital	Sun Sentinel	\$70,000	PSA Newspaper and Digital
Printing	Minuteman Printing	\$5,000	CSC Banners and Designed Materials
Printing	Post Net Printing	\$5,000	CSC Publications and Flyers
Printing	Print Basics	\$5,000	CSC Printed materials and Internet Safety Books
Print SUBTOTAL		\$85,000	
Radio	Friends of WLRN-FM	\$20,000	Public Radio Impressions and PSAs; on-air sessions
Radio/Event	Global Solution Agency / Koze Fanm / Sak Pose	\$20,000	Radio Impressions and PSA's; Interviews; Live events Creole
Radio/Events	Cox Media Group	\$70,000	Urban Radio Impressions and PSAs; Web Ads; Event Planning
Radio/Events	iHeart Radio	\$20,000	Urban Radio Impressions and PSA's; Web Ads; Live Events
Radio SUBTOTAL		\$130,000	
Social Media	Facebook/Twitter/Digital	\$5,000	Social Media Boosting and Ads
Social Media	YouTube	\$5,000	Social Media Boosting and Ads (New Vendor)
Social Media Boosting SUBTOTAL		\$10,000	
Television	Univision Receivables	\$35,000	PSA, Content Interviews, CSC Branding, Event Coverage (Spanish)
Television/Events	Neighbors 4 Neighbors	\$50,000	PSA, Videos of CSC events and Outreach Collection
Television/Podcast	Paramount Broadcasting Communication, LLC	\$15,000	TV Future First Rebroadcast; Creole
Television SUBTOTAL		\$100,000	
Translation	Langworld	\$2,000	Translation Services
Translation SUBTOTAL		\$2,000	

AREA	PARTNER	COST	SCOPE OF WORK
Media Platforms	M Network	\$500,000	Media Buys-Broadcast TV, Streaming TV, Digital, Print, Billboards, etc.
Media Buys SUBTOTAL		\$500,000	
		\$1,058,200	

Recommended Action: Approve Public Awareness Media and Collateral Plan FY 26/27.

TAB 30

For Council Meeting September 17, 2026

System Goal	2 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families.
Objective:	933 Advocate for all children through community and legislative outreach at the local, state, and national level to improve youth and family outcomes.
Issue:	Governmental Affairs Consulting Needed through FY 26-27.
Action:	Approve Renewal of Becker Poliakoff for CSC Governmental Affairs Consulting Services.
Budget Impact:	\$58,021 Of \$58,021 Available in Goal 933 for FY 26-27. <u>\$7,979</u> of \$4,976,917 Available in Unallocated for FY 26-27. \$66,000 Total for FY 26-27

Background: There has been a vacancy in the Government Affairs position since November 2025, necessitating interim support to ensure that CSC's advocacy and legislative efforts remain uninterrupted. Until a new Government Affairs professional is onboarded, retaining a highly qualified consultant enables CSC to continue protecting its statutory mission, maintaining strong relationships with state and local elected officials, and advancing policy priorities that benefit families and providers throughout the community. This consultant's engagement will preserve continuity, expertise, and responsiveness to state and local government matters without disruption.

As the result of a procurement conducted after the departure of CSC's Government Affairs Manager, Becker & Poliakoff, P.A. has provided Government Affairs and Legislative Relations consulting services to CSC since December 2025. The lead consultants include Nic Hessing, Ellyn Bogdanoff, Bernie Friedman, Cody Rogers, and Lance Lazano. The firm has developed significant institutional knowledge of CSC's mission, funding model, legislative priorities, and key stakeholder relationships. The cost of services is \$5,500 per month, exclusive of travel expenses associated with Tallahassee committee meetings or legislative sessions.

Current Status: Due to uncertainty about the future of property taxes in the general election and pending the scheduled legislative session, staff recommends renewing the agreement with Becker & Poliakoff for next fiscal year. This agreement will allow CSC to continue leveraging this expertise during a critical period of policy

monitoring and government engagement. A one-year agreement provides operational stability while staff and Council assess long-term public affairs needs. Agreed-upon deliverables include monitoring and consultation on legislative and policy matters affecting CSC, the development of communication strategies, and government-relationship-building activities.

This agreement may be terminated by either party with thirty (30) days' written notice.

Recommended Action: Approve Renewal of Becker Poliakoff for CSC Governmental Affairs Consulting Services.

For Council Meeting September 17, 2026

Issue:	Privacy Policy for Children's Services Council of Broward County (CSC) Websites and Digital Platforms.
Action:	Approve Adoption of Privacy Policy Applicable to all CSC-related Websites and Digital Platforms.
Budget Impact:	N/A

Background: The Children's Services Council of Broward County (CSC) maintains public-facing websites and digital platforms that support access to provider agency information, program resources, events, online forms, recruiting, and other information for families, providers, community partners, and the general public. As a local government organization, CSC must balance transparency obligations under Florida's public records laws with responsible privacy practices for individuals who interact with CSC online. Under Chapter 119, Florida Statutes, state and local agency records are generally open for inspection and copying unless exempt or confidential by law.

Current Status: CSC does not currently have a formal privacy policy posted for its websites and related digital platforms. Establishing a policy will provide clear public notice regarding the types of information CSC may collect, how that information may be used, when information may be shared, how records are retained, and how Florida public records requirements may apply to communications with CSC. The proposed policy also clarifies that CSC does not sell or rent personal information; uses safeguards to protect personal information; may use cookies or similar technologies to improve website performance; is not responsible for the privacy practices of external websites; and applies heightened confidentiality practices when handling information related to children and youth programs.

The proposed Privacy Policy will be posted to all CSC-related websites and platforms and will include a Florida Public Records Notice advising that communications with CSC, including emails and form submissions, will be public records and subject to disclosure upon request unless exempt by law. The policy will identify CSC's privacy practices and contact information. Posting a consistent policy across CSC-related digital platforms will improve transparency, strengthen public understanding, support compliance with applicable federal and Florida law, and establish a consistent agency-wide approach to online privacy communications.

Recommended Action: Approve Adoption of Privacy Policy Applicable to all CSC-related Websites and Digital Platforms.

Privacy Policy

Public Records Notice (Florida Law)

Under Florida law, including Chapter 119, Florida Statutes:

- Communications with CSC Broward, including emails and form submissions, may be public records.
- Such records may be subject to disclosure upon request unless exempt by law.
- Email addresses provided to CSC Broward may be released in response to a public records request.

If you do not want your email address released, you should contact CSC Broward in writing to records@cscbroward.org.

1. Purpose and Scope

The Children's Services Council of Broward County ("CSC Broward," "CSC," "we," or "our") is committed to protecting the privacy of individuals who interact with our website and services.

This Privacy Policy explains how CSC Broward collects, uses, maintains, and shares information obtained through its website and related digital services, consistent with applicable federal and Florida law.

2. Information We Collect

A. Information Collected Automatically

When you visit the CSC Broward website, we may automatically collect non-personal information, including:

- Internet protocol (IP) address
- Domain name
- Browser type and operating system
- Date, time, and pages visited
- Referring website
- Location

This information does not identify you personally and is used only to improve website functionality and performance.

B. Information You Voluntarily Provide

CSC Broward collects personal information only when you choose to provide it, such as:

- Completing an online form
- Sending an email
- Registering for events or services
- Submitting applications

Examples may include your name, email address, phone number, or other relevant details.

3. How Information Is Used

CSC Broward uses collected information to:

- Respond to inquiries or requests
- Deliver services and program support
- Improve website functionality and user experience
- Conduct research, evaluation, and care coordination related to CSC-funded programs
- Maintain records required by law

CSC may also use aggregated or de-identified data for research and system improvement purposes.

4. Data Sharing and Disclosure

CSC Broward does not sell or rent personal information.

Information may be shared:

- With other government agencies when relevant to a request or program
- With contracted providers or partners for program delivery or research
- When required by federal or state law

- With your consent

CSC limits access to personally identifiable information to authorized personnel and uses aggregate or de-identified data whenever possible.

5. Data Security and Protection

CSC Broward employs administrative, technical, and physical safeguards to protect personal information from unauthorized access, disclosure, alteration, or destruction.

These safeguards include:

- Restricted access to sensitive data
- Use of de-identified data for analysis
- Secure data transfer mechanisms
- Required privacy and security training for staff and contractors

No system is completely secure; however, CSC Broward takes reasonable steps to protect all information.

6. Data Retention

CSC Broward retains information in accordance with:

- Florida public records retention schedules
- Applicable laws and grant requirements
- Organizational records management policies

Information is retained only as long as necessary to fulfill its intended purpose or legal obligations.

7. Cookies and Tracking Technologies

CSC Broward may use cookies or similar technologies to:

- Enhance user experience
- Analyze website performance
- Improve services

Users may adjust browser settings to disable cookies, though some features may be affected.

8. External Links

CSC Broward's website may contain links to external websites.

CSC Broward is not responsible for the privacy practices or content of those sites. Users should review the privacy policies of external sites before providing personal information.

9. Children's Privacy

CSC Broward is committed to protecting the privacy of children. When collecting information related to youth programs:

- Data is handled with heightened confidentiality
- Personal information is used only for authorized program, evaluation, or legal purposes
- Parental or guardian consent is obtained when required

CSC primarily uses de-identified data for reporting and research.

10. Your Privacy Choices

You may:

- Choose not to provide personal information
- Contact CSC Broward by phone or mail instead of online
- Request clarification regarding how your information is used

Certain services may be unavailable without required information.

11. Changes to This Policy

CSC Broward reserves the right to update this Privacy Policy as needed to reflect:

- Changes in laws or regulations
- Updates in technology
- Modifications to CSC services

Updates will be posted on this page with the effective date.

12. Contact Information

For questions regarding this Privacy Policy, please contact:

Children's Services Council of Broward County

6600 West Commercial Boulevard

Lauderhill, Florida 33319

Phone: (954) 377-1000

Website: www.cscbroward.org

Email: records@cscbroward.org

TAB I

For Council Meeting September 17, 2026

Issue: Budget Amendments and Interim Financial Statements for the period ending August 31, 2026.

Action: Approve Budget Amendments and Interim Financial Statements for the period ending August 31, 2026.

Budget Impact: None.

Background: The Budget Amendments and Interim Financial Statements are attached for review and approval. Programmatic billing is a month behind, and the administrative costs are presented through the end of August 2026.

Current Status: Financial Highlights for the period include:

Collected 100.65% of Property Tax Revenue: As of August 31, 2026, CSC collected \$137.69 million in property tax revenue, net of prior-year credits and refunds, representing approximately 100.65% of the \$136.8 million annual tax revenue budget. Year-to-date, the Tax Collector has retained \$2,755,247 in commissions. It is possible that some portion of this fee will be returned as a rebate pursuant to statute.

Interest Earned on Investments: As of August 31, 2026, year-to-date interest earnings on investments totaled \$3,930,588. Although this amount is \$1,092,277 lower than the same period last year, it exceeds budgeted interest revenue by \$3,180,588. The year-over-year decrease is primarily due to laddered investments maturing earlier in fiscal year 24-25 and, to a lesser extent, lower interest rates compared with the prior year. We anticipate additional interest earnings in the final month of the fiscal year. Gain or loss on the Managed Funds held with US Bank is unrealized and, therefore, is not included in the amount above. See the managed fund issue paper for more details.

76% Utilization of General Fund Program Services: Program services utilization on the General Fund is 73% of the annual budget, with \$103 million of the \$140 million allocated for provider contracts expended through the July 2026 service period. The general fund program budget also includes \$4.96 million of general unallocated budget and \$1.05 million of unallocated budget within the various goals, for a total of \$6 million, which, when removed, puts **utilization on the general fund at an effective rate of**

76%. This rate indicates that utilization is trending at 4% higher than in the prior year. Staff is optimistic that usage will increase in the remaining two service months of the fiscal year, as several of our large grants are primarily drawn down over the summer (such as Summer Youth Employment). The majority of contracts for the new M.O.S.T. RFP were also recently executed, and we anticipate that billing for the August to September period will ramp up as a result. To enhance program implementation and improve utilization, staff are actively providing technical assistance to these providers.

The Promise Neighborhood grant is presented in the financials as a 15-month allocation to reflect the full amount committed under the federal grant, which ends in December 2026. Overall program services utilization for this grant is 38%. The budget also includes \$817,455 in unallocated funds; excluding those funds increases effective utilization to 49%.

The Program Goals report, beginning on page 10, which shows the budgeted and actual amounts for each program by service goal area, indicates that most programs are on track for utilization. Programs marked with a red indicator show a variance of over 20% between the Percent of Budget and the Ideal and are accompanied by comments explaining the unique circumstances affecting each program. Additionally, several programs are marked with yellow indicators, indicating a 10-20% variance, often due to pending invoices that have not yet been processed. The charts on pages 8 and 9 of the financial statements provide a visual breakdown of the program budget by goal area, as well as year-to-date utilization for each goal area relative to the ideal expenditure for that goal.

Recommended Action: Approve Budget Amendments and Interim Financial Statements for the period ending August 31, 2026

BUDGET AMENDMENTS and INTERIM FINANCIAL STATEMENTS

Submitted to Council Meeting September 17, 2026

**FOR
THE PERIOD
ENDED
AUGUST 31,
2026**



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Council of Broward County
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Budget Amendments for Period Ended August 31, 2026

Description	Beginning Budget Annualized	Total Amendments	Ending Budget Annualized	Comments
GENERAL FUND				
Budget Amendments reflected in the financial statements.				
Service Goals:				
Maximizing Out-of-School Time (MOST), Goal 072	\$ 21,805,395	\$ 10,000	\$ 21,815,395	Additional funding for Back to School - CA 8.20.26
Unallocated:				
Unallocated General	4,979,481	(10,000)	4,969,481	Net reallocation to goal 072 as noted above - CA 8.20.26

Balance Sheet August 31, 2026

	General Fund	Special Revenue Fund	Total Funds	Prior Year General Fund
ASSETS				
Cash	\$ 5,115,540	\$ 405,365	\$ 5,520,905	\$ 4,837,639
Investments (Note #3)	84,988,069	-	84,988,069	82,426,513
Investments - Managed Funds (Note #3)	28,914,013	-	28,914,013	28,124,844
Accounts and Interest Receivable	940,514	-	940,514	12,878
Due From Other Governments	105,903	224,059	329,962	42,515
Due From Other Funds	568,083	-	568,083	331,495
Prepaid Items	293,877	-	293,877	250,790
Total Assets	<u>\$ 120,925,999</u>	<u>\$ 629,424</u>	<u>\$ 121,555,423</u>	<u>\$ 116,026,674</u>
LIABILITIES and FUND BALANCE				
Liabilities				
Accounts Payable and Accrued Liabilities	8,916,347	40,868	8,957,215	5,571,554
Salaries and Fringe Benefits Payable	417,224	20,473	437,697	530,925
Unearned Revenue	100,000	-	100,000	115,910
Due to Other Funds	0	568,083	568,083	0
Total Liabilities	<u>9,433,571</u>	<u>629,424</u>	<u>10,062,995</u>	<u>6,218,389</u>
Fund Balance (Note #4)				
Nonspendable	293,877	-	293,877	250,790
Committed for Building Fund	10,000,000	-	10,000,000	10,000,000
Assigned for Contracts & Encumbrances	46,546,642	-	46,546,642	38,555,509
Assigned for Administration	2,150,739	-	2,150,739	1,829,082
Unassigned - Minimum Fund Balance	27,688,525	-	27,688,525	26,038,293
Unassigned Fund Balance	24,812,645	-	24,812,645	33,134,611
Total Fund Balance	<u>111,492,428</u>	<u>-</u>	<u>111,492,428</u>	<u>109,808,285</u>
Total Liabilities and Fund Balance	<u>\$ 120,925,999</u>	<u>\$ 629,424</u>	<u>\$ 121,555,423</u>	<u>\$ 116,026,674</u>

**Statement of Revenues, Expenditures and Changes in Fund Balance
for October 1, 2026 through August 31, 2026**

	<u>General Fund</u>	<u>Special Revenue Fund</u>	<u>Total Funds</u>	<u>Prior Year General Fund</u>
Revenues				
Tax Revenue	\$ 137,695,950	\$-	\$ 137,695,950	\$ 127,220,979
Federal & State Grant Funding				
Title IVE Legal Supports	178,726	-	178,726	\$ 299,180
Title IVE Adoption	58,820	-	58,820	\$ 102,117
Promise Neighborhood	-	1,999,510	1,999,510	\$ 103,987
Interest Earnings (Note #3)	3,930,588	-	3,930,588	\$ 5,022,866
Investment-Gain/(Loss) (Note #3)	690,368	-	690,368	\$ 1,042,332
Local Foundation Grants	1,680,000	-	1,680,000	\$ 830,000
Local Collaborative Events & Resources	88,795	-	88,795	119,613
Training Revenue	7,011	-	7,011	5,600
Total Revenues	<u>\$ 144,330,258</u>	<u>\$ 1,999,510</u>	<u>\$ 146,329,768</u>	<u>\$ 134,746,674</u>
Expenditures				
Total Program Services and Support	112,427,376	1,999,510	114,426,886	104,688,225
Total General Administration	4,648,776	-	4,648,776	4,456,243
Total Non-Operating	5,519,072	-	5,519,072	4,489,053
Total Capital Outlay	343,506	-	343,506	169,588
Total Lease & Subscription Software Expenditures	156,185	-	156,185	99,983
Total Expenditures	<u>\$ 123,094,915</u>	<u>\$ 1,999,510</u>	<u>\$ 125,094,425</u>	<u>\$ 113,903,092</u>
Excess (Deficiency) of Revenues Over Expenditures	\$ 21,235,343	\$ -	\$ 21,235,343	\$ 20,843,582
Beginning Fund Balance	90,257,085	-	90,257,085	88,964,703
Ending Fund Balance	<u>\$ 111,492,428</u>	<u>\$ -</u>	<u>\$ 111,492,428</u>	<u>\$ 109,808,285</u>

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

Budget to Actual (Budgetary Basis)
Annualized - Fiscal Year Ending September 30, 2026

	General Fund				Special Revenue Fund			
	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget
Revenues								
Tax Revenue	\$ 136,802,498	\$ 137,695,950	\$ (893,452)	100.65%	\$ -	\$ -	\$ -	-%
Federal & State Grant Funding								
Title IVE Legal Supports	425,000	178,726	246,274	42.05%	-	-	-	-%
Title IVE Adoption	105,000	58,820	46,180	56.02%	-	-	-	-%
Promise Neighborhood	-	-	-	-%	3,390,000	1,999,510	1,390,490	58.98%
Interest Earnings (Note #3)	750,000	3,930,588	(3,180,588)	524.08%	-	-	-	-%
Investment-Gain/(Loss) (Note #3)	-	690,368	(690,368)	-%	-	-	-	-%
Local Foundation Grants	924,021	1,680,000	(755,979)	181.81%	-	-	-	-%
Local Collaborative Events & Resources	65,000	88,795	(23,795)	136.61%	-	-	-	-%
Training Revenue	10,000	7,011	2,989	70.11%	-	-	-	-%
Fund Balance	24,050,000	-	24,050,000	-%	-	-	-	-%
Budgeted Carryforward	1,406,288	-	1,406,288	-%	1,910,445	-	1,910,445	-%
Total Revenues	\$ 164,537,807	\$ 144,330,258	\$ 20,207,549	87.72%	\$ 5,300,445	\$ 1,999,510	\$ 3,300,935	37.72%
Expenditures								
Program Services and Support:								
Program Services	140,767,023	103,262,115	37,504,908	73.36%	3,658,750	1,382,184	2,276,566	37.78%
Program Monitoring & Evaluation	74,823	57,843	16,980	77.31%	-	-	-	-%
Program Outcome Tools	48,297	41,889	6,408	86.73%	-	-	-	-%
Total Program Services	140,890,143	103,361,847	37,528,296	73.36%	3,658,750	1,382,184	2,276,566	37.78%
Employee Salaries	7,414,652	6,433,562	981,090	86.77%	881,341	450,440	430,901	51.11%
Employee Benefits	3,147,787	2,334,818	812,969	74.17%	490,971	150,555	340,416	30.66%
Consultants	15,000	12,168	2,832	81.12%	5,500	-	5,500	-%
Material and Supplies	13,100	1,165	11,935	8.89%	12,033	5,233	6,800	43.49%
Printing and Advertising	18,200	9,691	8,509	53.25%	739	-	739	-%
Software Maintenance	224,973	173,517	51,456	77.13%	32,063	698	31,365	2.18%
Telecommunications	27,180	15,431	11,749	56.77%	22,707	886	21,821	3.90%
Staff Travel	137,500	31,994	105,506	23.27%	22,087	546	21,541	2.47%
Training & Professional Development	122,522	35,842	86,680	29.25%	-	-	-	-%
Other Expenditures	45,000	17,341	27,659	38.54%	13,597	8,968	4,629	65.96%
Total Program Support	11,165,914	9,065,529	2,100,385	81.19%	1,481,038	617,326	863,712	41.68%
Total Program Services and Support	152,056,057	112,427,376	39,628,681	73.94%	5,139,788	1,999,510	3,140,278	38.90%

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

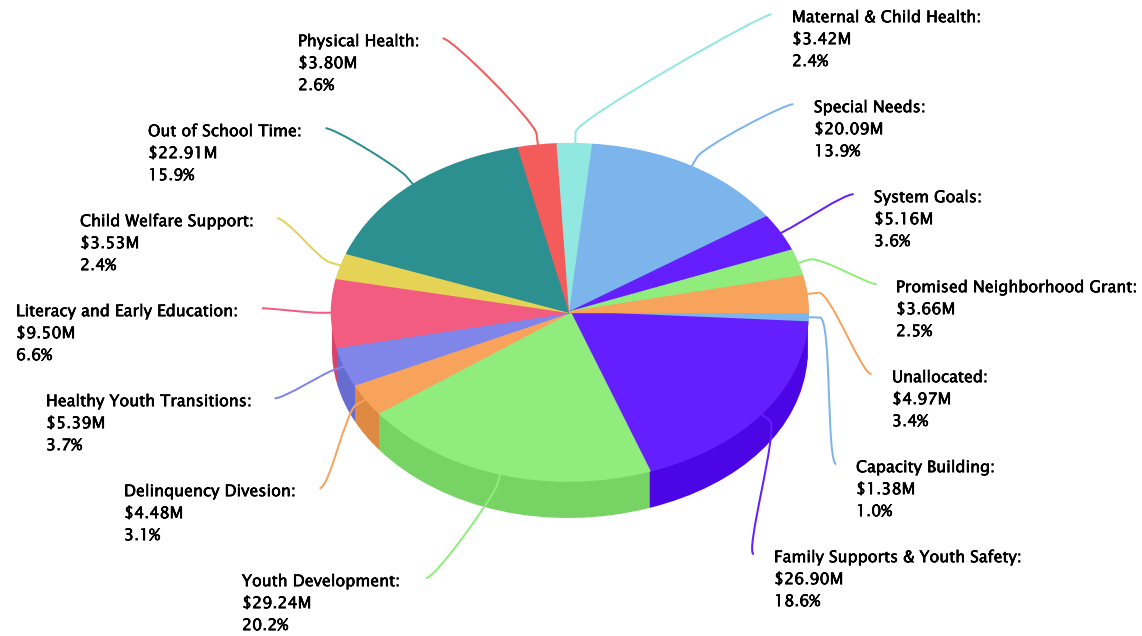
Budget to Actual (Budgetary Basis) - continued
Annualized - Fiscal Year Ending September 30, 2026

	General Fund				Special Revenue Fund			
	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget
General Administration								
Employee Salaries	2,995,879	2,686,983	308,896	89.69%	-	-	-	-%
Employee Benefits	1,283,793	1,060,614	223,179	82.62%	-	-	-	-%
Legal Fees	45,000	23,718	21,282	52.71%	-	-	-	-%
Auditors	40,000	39,000	1,000	97.50%	-	-	-	-%
Other Consultants	108,680	39,547	69,133	36.39%	-	-	-	-%
Insurance	140,000	105,971	34,029	75.69%	-	-	-	-%
Materials & Small Equipment	174,611	112,299	62,312	64.31%	-	-	-	-%
Printing and Advertising	19,600	11,838	7,762	60.40%	-	-	-	-%
Facilities Management & Bldg Operations	597,130	247,662	349,468	41.48%	-	-	-	-%
Software Maintenance	264,940	133,965	130,975	50.56%	-	-	-	-%
Telecommunications	46,030	30,983	15,047	67.31%	-	-	-	-%
Staff Travel	68,830	16,035	52,795	23.30%	-	-	-	-%
Training & Professional Development	47,115	20,017	27,098	42.49%	-	-	-	-%
Other Expenditures	202,650	120,144	82,506	59.29%	160,657	-	160,657	-%
Total General Administration	6,034,258	4,648,776	1,385,482	77.04%	160,657	-	160,657	-%
Non-Operating								
Property Appraiser's Fees	784,182	783,730	452	99.94%	-	-	-	-%
Tax Collector's Fees	2,766,050	2,755,247	10,803	99.61%	-	-	-	-%
Community Redevelopment Agency Fees	1,981,425	1,980,095	1,330	99.93%	-	-	-	-%
Total Non-Operating	5,531,657	5,519,072	12,585	99.77%	-	-	-	-%
Total General Administration & Non-Operating	11,565,915	10,167,848	1,398,067	87.91%	160,657	-	160,657	-%
Capital Outlay								
Computer Hardware & Software	62,567	27,567	35,000	44.06%	-	-	-	-%
Remodeling/Renovations	674,467	315,939	358,528	46.84%	-	-	-	-%
Total Capital Outlay	737,034	343,506	393,528	46.61%	-	-	-	-%
Lease & Subscription Software Expenditures (Note #5)								
Lease Principal	27,100	17,790	9,310	65.65%	-	-	-	-%
Lease Interest	900	161	739	17.89%	-	-	-	-%
Subscription Software Principal	147,859	135,538	12,321	91.67%	-	-	-	-%
Subscription Software Interest	2,942	2,696	246	91.64%	-	-	-	-%
Total Lease & Software Subscription Expenditures	178,801	156,185	22,616	87.35%	-	-	-	-%
Total Expenditures	\$ 164,537,807	\$ 123,094,915	\$ 41,442,892	74.81%	\$ 5,300,445	\$ 1,999,510	\$ 3,300,935	37.72%
Excess (Deficiency) of Revenues Over Expenditures		\$ 21,235,343						
Beginning Fund Balance		90,257,085						
Ending Fund Balance		\$ 111,492,428						

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

Program Budget by Goal Area

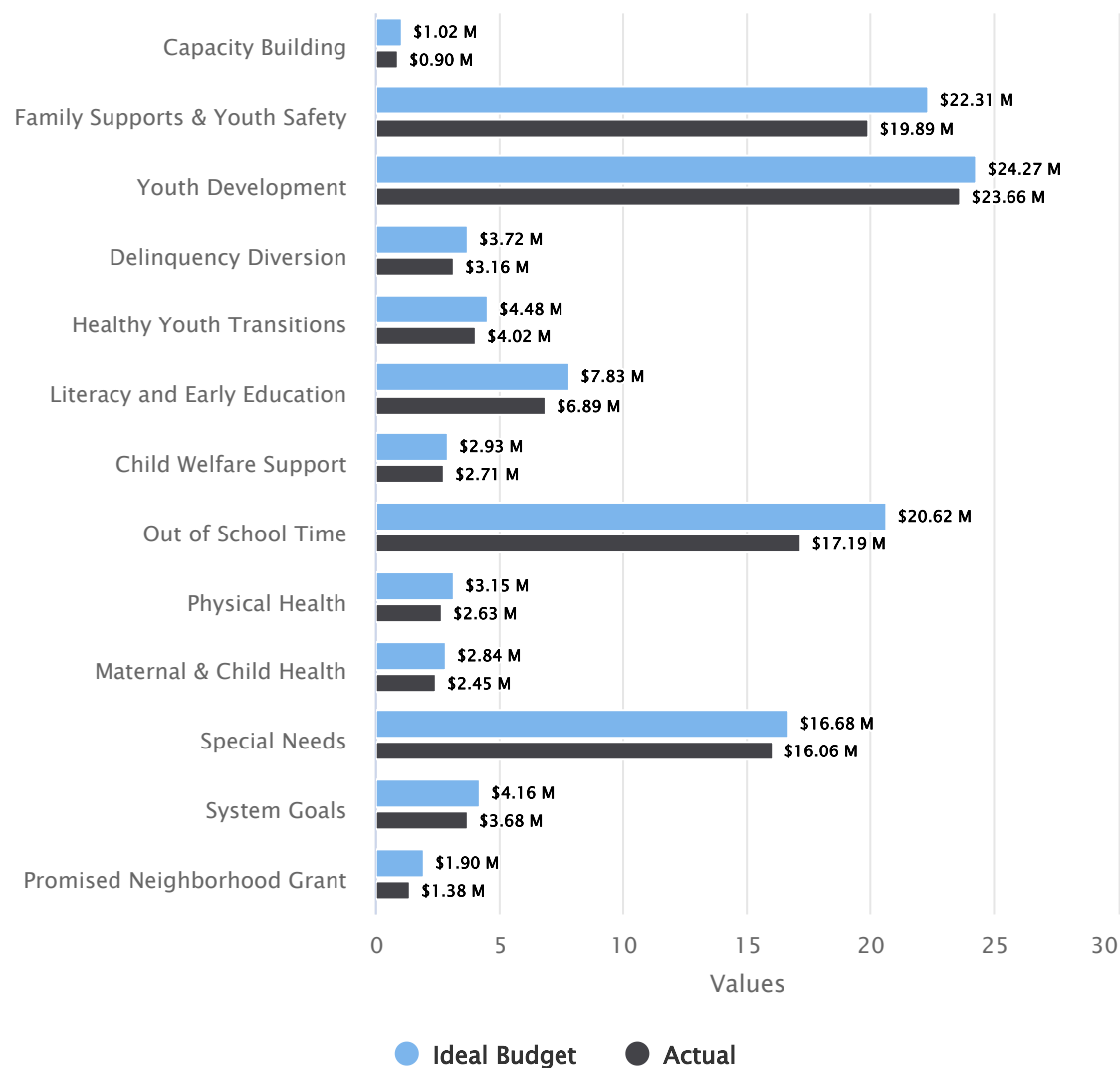
FY 2025–2026



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

Program Services Ideal Budget to Actual Expenditures at 08.31.2026

(Reflects services through July 31, 2026)



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

**Program Expenditures
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026**

		Fiscal Year 2025 - 2026						Reimb. Type (Note #6)	Comments		
Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul					
Capacity Building & Training											
Training/Technical Assistance											
	Training	171,993	102,928	69,065	59.84%						
	Unified Community Partners (Community Mental Health Workers)	30,500	14,400	16,100	47.21%						
	Unallocated - Training/Technical Assistance	11,007	-	11,007	0.00%				Funding added for training cadre CA 2.19.26		
	Total Training/Technical Assistance	213,500	117,328	96,172	54.95%						
Organization & Capacity Building											
	Program Performance Consultants	70,875	54,919	15,956	77.49%						
	Leadership Initiatives	37,351	12,400	24,951	33.20%						
	Consulting and Capacity Building Grants	401,000	270,401	130,599	67.43%						
	Organizational Development Training	60,000	27,793	32,207	46.32%						
	Christine Johns-Harris Consulting (Project Based Learning)	58,800	32,138	26,663	54.66%						
	River Phoenix Center for Peacebuilding (Restorative Justice)	25,000	10,977	14,023	43.91%						
	Total Organization & Capacity Building	653,026	408,627	244,399	62.57%						
Fiscal Support											
	A Little Help Never Hurt/UL FS PN	2,625	2,625	-	100.00%	100.00%	●	CR			
	A Little Help Never Hurt/UL FS Com Collaboration	1,866	1,866	-	100.00%	100.00%	●	CR			
	Center for Hearing/FS KID	10,521	8,768	1,754	83.33%	83.00%	●	CR			
	Center for Hearing/FS KID	14,479	14,479	-	100.00%	90.00%	●	CR			
	Crockett Foundation/FS OIC	25,000	20,833	4,167	83.33%	83.00%	●	CR			
	FLITE-FS KID CWSYOP	3,311	2,483	828	75.00%	75.00%	●	CR			
	FLITE-FS KID TIL Support	21,689	14,459	7,230	66.67%	83.00%	●	CR	Pending Jun & Jul invoices.		
	G.I.F.T / FS CBC	3,980	1,990	1,990	50.00%	50.00%	●	UOS			

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Thrive and Success Community Outreach/FS MHA	23,796	17,847	5,949	75.00%	83.00%	●	UOS	
	Unallocated-Fiscal Support	50,131	-	50,131	0.00%				
	Total Fiscal Support	157,398	85,350	72,048	54.23%				
Volunteers									
	Volunteer Broward DbA HandsOn South Florida	351,205	290,833	60,372	82.81%	75.00%	●	CR	
	Total Volunteers	351,205	290,833	60,372	82.81%				
Total Capacity Building & Training		1,375,129	902,138	472,991	65.60%				
Family Supports									
Family Strengthening									
	Advocacy Network Disabilities	385,630	325,669	59,961	84.45%	83.00%	●	UOS	
	Ann Storck Center	364,654	172,695	191,959	47.36%	83.00%	●	UOS	Recently increased group services; trending upward. FMLA impacting utilization
	ARC Inc.	873,839	637,109	236,730	72.91%	83.00%	●	UOS	New hires & low util early in FY. Upward trend since Mar.
	Boys & Girls Club	354,506	251,585	102,921	70.97%	83.00%	●	UOS	Pending July invoice.
	Boys Town So Florida	496,104	353,068	143,036	71.17%	83.00%	●	UOS	Trending to continue as vacancy has been filled.
	Broward Children's Center	338,624	167,504	171,120	49.47%	83.00%	●	UOS	New staff vacancy in July.
	Children's Harbor Inc.	517,728	373,576	144,152	72.16%	83.00%	●	UOS	Trending upward. Increased referrals.
	Community Based Connections	457,503	285,947	171,556	62.50%	83.00%	●	UOS	Pending July invoice.
	Family Central - NPP	654,134	573,913	80,221	87.74%	83.00%	●	UOS	
	Family Central - PAT	528,430	403,530	124,900	76.36%	83.00%	●	UOS	
	Gulf Coast CC	1,266,689	1,090,537	176,152	86.09%	83.00%	●	UOS	
	Henderson Beh Hlth-MST	939,923	818,946	120,977	87.13%	83.00%	●	UOS	
	Henderson Beh Hlth-PACT	588,868	460,128	128,740	78.14%	83.00%	●	UOS	
	Hispanic Unity of Florida	950,807	710,398	240,409	74.72%	83.00%	●	UOS	
	Jack and Jill	32,069	10,791	21,278	33.65%	44.44%	●	UOS	Upward trend anticipated.
	JAFco-MST	783,209	727,836	55,373	92.93%	83.00%	●	UOS	
	KIDS in Distress HOMEBUILDER	645,399	379,824	265,575	58.85%	83.00%	●	CR	Pending July invoice
	KIDS in Distress-KID First	1,577,281	734,398	842,883	46.56%	83.00%	●	UOS	Pending July invoice. Rightsizing next FY.
	Memorial Healthcare-Family Tie	1,224,681	1,011,600	213,081	82.60%	83.00%	●	UOS	
	Memorial Healthcare-Teen Reach	591,992	528,360	63,632	89.25%	83.00%	●	UOS	
	Mount Bethel Human Services	347,438	147,701	199,737	42.51%	83.00%	●	UOS	Rightsizing next FY. Full utilization not attainable

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Pace Center for Girls	339,708	237,892	101,816	70.03%	83.00%	●	UOS	New vacancy in July will impact utilization.
	Smith Mental Health Associates	1,083,399	984,941	98,458	90.91%	83.00%	●	UOS	
	Total Family Strengthening	15,342,615	11,387,947	3,954,668	74.22%				
Kinship									
	Harmony Development Center	238,784	200,688	38,096	84.05%	75.00%	●	UOS	
	KIDS in Distress-KISS	771,068	520,905	250,163	67.56%	75.00%	●	UOS	Pending Jul invoice.
	Total Kinship	1,009,852	721,593	288,259	71.46%				
Trauma									
	Broward Behavioral Health Coalition	1,154,369	876,134	278,235	75.90%	83.00%	●	UOS	payor of last resort
	Community Based Connections /HEAL	538,132	274,603	263,529	51.03%	83.00%	●	CR	Pending Jun-July invoices. Staff vacancy.
	Deerfield Beach Community Care	349,804	182,936	166,868	52.30%	83.00%	●	CR	Pending July invoice; staff vacancy.
	Harmony Development Center	474,488	333,468	141,020	70.28%	83.00%	●	CR	TA being provided.
	JAFCCO-Community Wellness Center	765,000	696,385	68,615	91.03%	83.00%	●	CR	
	Junior Achievement of South FL- Trauma	100,000	79,999	20,001	80.00%	83.00%	●	CR	
	Memorial Healthcare System / HEAL	860,270	651,777	208,493	75.76%	83.00%	●	CR	
	Mental Health America of SE FL / HEAL	534,361	369,203	165,158	69.09%	83.00%	●	CR	Pending Jul invoice.
	Mujeres Latinas Impulsando	506,002	317,387	188,615	62.72%	83.00%	●	CR	TA being provided on use of FF and VA with new staff;
	Smith Mental Health Associates / HEAL	530,460	402,119	128,341	75.81%	83.00%	●	CR	
	Thrive and Success Comm/FS MHA	339,943	178,790	161,153	52.59%	83.00%	●	CR	Pending July invoice.
	YMCA of South Florida / HEAL	516,408	381,771	134,637	73.93%	83.00%	●	CR	
	Trauma Responsive Community Training	50,000	30,971	19,029	61.94%				Provider bills for services quarterly
	Total Trauma	6,719,237	4,775,542	1,943,695	71.07%				
Supervised Visitation									
	Children's Home Society of Florida	451,069	321,134	129,935	71.19%	83.00%	●	CR	Staff vacancy.
	Total Supervised Visitation	451,069	321,134	129,935	71.19%				
Hunger									
	Community Enhancement Collaboration	218,600	153,358	65,242	70.15%	83.00%	●	CR	Utilization will increase as CSC funds are used last.

Program Expenditures By Goals **Budget to Actual (Budgetary Basis)** **For the Eleven Months Ended August 31, 2026**

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	FLIPANY, Inc.	345,101	279,329	65,772	80.94%	83.00%	●	CR	
	Harvest Drive	109,003	108,762	241	99.78%	90.00%	●	CR	
	Hispanic Unity of Florida, Inc.	105,000	75,403	29,598	71.81%	83.00%	●	CR	Amendment processed in August to reallocate funds.
	Health Foundation of So Fl	250,000	250,000	-	100.00%	100.00%	●	CR	One time community collaborative.
	LifeNet4Families	451,542	384,083	67,459	85.06%	83.00%	●	CR	
	SFL Hunger Coal-Break Spot	220,959	200,453	20,506	90.72%	83.00%	●	CR	
	SFL Hunger Coal-Markets Pantry	450,000	336,692	113,308	74.82%	83.00%	●	CR	
	Total Hunger	2,150,205	1,788,080	362,125	83.16%				
Financial Stability									
	Hispanic Unity-EITC	422,820	366,138	56,682	86.59%	83.00%	●	CR	
	Legal Aid Service-Eviction Prevention	500,000	282,866	217,134	56.57%	83.00%	●	CR	Pending July invoice.Opened up referral sources to increase utilization.
	Soles4Souls	25,000	25,000	-	100.00%	100.00%	●	CR	
	Unallocated-Financial Stability	17,250	-	17,250	0.00%				
	Total Financial Stability	965,070	674,004	291,066	69.84%				
Total Family Supports		26,638,048	19,668,301	6,969,747	73.84%				
Youth Development									
Youth FORCE									
	Boys and Girls Club of Broward County, Inc.	527,466	295,485	231,981	56.02%	83.00%	●	UOS	Low average daily attendance.
	City of West Park	147,255	138,706	8,549	94.19%	83.00%	●	UOS	Higher than expected utilization.
	CCDH, Inc. d/b/a The Advocacy Network on Disabilities	137,665	95,558	42,107	69.41%	83.00%	●	UOS	Pending July invoice.
	Community Access Ctr, Inc	304,278	267,079	37,199	87.77%	83.00%	●	UOS	
	Community Based Connections, Inc.	598,333	472,061	126,272	78.90%	83.00%	●	UOS	Pending Jun invoice.
	Community Reconstruction, Inc.	386,997	339,289	47,708	87.67%	83.00%	●	UOS	
	Crockett Foundation	1,583,946	1,249,164	334,782	78.86%	83.00%	●	UOS	
	Firewall Centers, Inc	3,169,524	2,663,125	506,399	84.02%	83.00%	●	UOS	
	Harmony Development Center, Inc.	1,112,833	1,016,086	96,747	91.31%	83.00%	●	UOS	
	HANDY	577,245	494,942	82,303	85.74%	83.00%	●	UOS	
	Hanley Ctr Foundation	75,000	60,612	14,388	80.82%	83.00%	●	CR	
	Hispanic Unity of Florida, Inc.	3,124,552	2,728,856	395,696	87.34%	83.00%	●	UOS	
	Memorial Healthcare System	877,837	585,588	292,249	66.71%	83.00%	●	UOS	Low average daily attendance.
	Smith Mental Health Found	723,434	562,375	161,059	77.74%	83.00%	●	UOS	

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Urban League of B.C.	443,097	370,763	72,334	83.68%	83.00%	●	UOS	
	Wyman TOP Training	16,000	-	16,000	0.00%				
	YMCA of South Florida	1,855,430	1,296,346	559,084	69.87%	83.00%	●	UOS	Low enrollment and average daily attendance.
	PYD Initiatives	188,500	-	188,500	0.00%				PYD Initiatives- Gun violence prevention.
	Total Youth FORCE	15,849,392	12,636,037	3,213,355	79.73%				
LEAP High School									
	Community Based Connections, Inc.	1,027,269	515,299	511,970	50.16%	83.00%	●	UOS	Low enrollment and ADA; Contract right-sized in FY27.
	Firewall Centers, Inc	882,184	671,617	210,567	76.13%	83.00%	●	UOS	
	Hispanic Unity of Florida, Inc.	1,586,627	1,256,639	329,988	79.20%	83.00%	●	UOS	
	YMCA of South Florida	3,532,576	3,277,806	254,770	92.79%	83.00%	●	UOS	
	Total LEAP High School	7,028,656	5,721,362	1,307,294	81.40%				
Youth Employment									
	CareerSource Broward	4,293,149	3,719,319	573,830	86.63%	80.00%	●	UOS	
	Junior Achievement Leverage -Career Bound	995,050	873,918	121,132	87.83%	80.00%	●	UOS	
	Museum of Discovery/Science	275,715	263,448	12,267	95.55%	90.00%	●	UOS	
	Museum of Discovery/Science	196,102	174,356	21,746	88.91%	90.00%	●	UOS	
	OIC of South Florida	392,113	140,622	251,491	35.86%	78.00%	●	UOS	Pending July invoice. Robust summer.
	Total Youth Employment	6,152,129	5,171,664	980,465	84.06%				
Youth Safety Initiatives									
	U-Turn Youth Consulting	16,500	7,013	9,487	42.50%				Cohort began in April.
	Total Youth Safety Initiatives.	16,500	7,013	9,487	42.50%				
Youth Leadership Development									
	Brwd Ed Found-B2L	102,000	71,179	30,821	69.78%	83.00%	●	CR	Pending July invoice.
	FL Children's 1st	8,800	7,000	1,800	79.55%	83.00%	●	CR	
	FLITE-FS KIDS CWSYOP	87,238	50,221	37,017	57.57%	83.00%	●	CR	Pending July invoice. Provider working with Program Consultant. Contract sunsets 9/30.
	Total Youth Leadership Development	198,038	128,400	69,638	64.84%				
	Subtotal Youth Development	29,244,715	23,664,476	5,580,239	80.92%				
Juvenile Diversion									
New DAY									
	Broward Sheriff's Office	681,391	475,903	205,488	69.84%	83.00%	●	UOS	Low referrals
	Broward Behavioral Health Coalition	350,000	277,826	72,174	79.38%	83.00%	●	UOS	
	Camelot CC	352,789	204,776	148,013	58.04%	83.00%	●	UOS	Staff vacancy.
	Community Reconstruction	280,988	193,679	87,309	68.93%	83.00%	●	UOS	Low referrals. Program sunsetting 9/30.

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Harmony Development Ctr, Inc	364,320	317,483	46,837	87.14%	83.00%	●	UOS	
	Henderson Behavioral Health	235,651	136,756	98,895	58.03%	83.00%	●	UOS	Low referrals.Staff vacancy. Program sunsetting 9/30.
	Juliana Gerena & Assoc. Program	417,514	344,111	73,403	82.42%	83.00%	●	UOS	
	Memorial Healthcare Sys	795,719	457,071	338,648	57.44%	83.00%	●	UOS	Staff vacancy. Low referrals.
	PACE Center for Girls	185,325	113,837	71,488	61.43%	83.00%	●	UOS	Low referrals.
	Smith Mental Health Assoc	517,372	460,002	57,370	88.91%	83.00%	●	UOS	
	Urban League of BC	294,837	183,149	111,688	62.12%	83.00%	●	UOS	Low referrals.
	Total New DAY	4,475,906	3,164,593	1,311,313	70.70%				
Total Youth Development & Juvenile Diversion Independent Living		33,720,621	26,829,069	6,891,552	79.56%				
	Healthy Youth Transitions (HYT)								
	Camelot CC	502,768	450,236	52,532	89.55%	83.00%	●	UOS	
	FLITE-FS KID	571,534	314,219	257,315	54.98%	83.00%	●	CR	Pending June and July invoices.
	Gulf Coast Jewish Family Service	596,925	365,180	231,745	61.18%	83.00%	●	UOS	Previous staff vacancies impacted utilization; all positions filled, upward trend expected.
	HANDY	1,083,411	1,009,132	74,279	93.14%	83.00%	●	UOS	Youth with complex needs requiring a higher intensity of service provision
	Harmony Development Ctr, Inc	488,628	428,598	60,030	87.71%	83.00%	●	UOS	
	Henderson Beh Hlth -Wilson Grd	300,316	272,977	27,339	90.90%	83.00%	●	UOS	
	HOMES-FS HANDY	191,985	131,016	60,969	68.24%	83.00%	●	CR	Pending July invoice
	Memorial Healthcare Sys	806,838	640,651	166,187	79.40%	83.00%	●	UOS	
	PACE Center for Girls	313,244	232,572	80,672	74.25%	83.00%	●	UOS	
	SunServe/AIDS Foundation	538,072	175,320	362,752	32.58%	83.00%	●	UOS	Staff vacancies are impacting utilization. Rightsized in FY27
	Total Healthy Youth Transitions	5,393,721	4,019,902	1,373,819	74.53%				
Total Independent Living		5,393,721	4,019,902	1,373,819	74.53%				
Literacy and Early Education									
	Subsidized Childcare								
	Early Learning Coalition (ELC)	3,592,850	1,641,188	1,951,662	45.68%	83.00%	●	UOS	CSC funds used last.
	ELC - Vulnerable Population	4,773,314	4,449,517	323,797	93.22%	83.00%	●	UOS	Closing the gap with new referral processes. Full utilization expected.
	Community Foundation- Early Learning Study	10,000	10,000	-	100.00%	100.00%	●	UOS	

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Total Subsidized Childcare	8,376,164	6,100,705	2,275,459	72.83%				
Grade Level Reading									
	Broward Reads for Record	130,950	-	130,950	0.00%				
	Campaign for Grade Level Reading	56,625	34,240	22,385	60.47%				
	Countdown to Kindergarten	72,192	72,191	1	100.00%				
	Volunteer Broward dba HandsOn SFL	128,561	103,878	24,683	80.80%	83.00%		CR	
	Kidvision	150,000	150,000	-	100.00%				
	Reading & Math	525,000	430,227	94,773	81.95%	83.00%		CR	
	Unallocated - Literacy and Early Education	61,183	-	61,183	0.00%				
	Total Grade Level Reading	1,124,511	790,537	333,974	70.30%				
Total Literacy & Early Education		9,500,675	6,891,242	2,609,433	72.53%				
Child Welfare Supports									
Adoptive/Foster Parent Recruit									
	Forever Families/Gialogic	194,457	161,868	32,590	83.24%	83.00%		CR	
	Heart Gallery of Broward	26,307	26,306	1	100.00%	100.00%		CR	Contract ended. Organization closed.
	Total Adoptive/Foster Parent Recruit	220,764	188,174	32,590	85.24%				
Legal Supports									
	Legal Aid of Broward County	3,308,562	2,526,447	782,115	76.36%	83.00%		UOS	
	Total Legal Supports	3,308,562	2,526,447	782,115	76.36%				
Total Child Welfare Support		3,529,326	2,714,621	814,705	76.92%				
Out of School Time									
Leadership/Quality									
	Florida Afterschool Network	10,000	10,000	-	100.00%				
	Total Leadership/Quality	10,000	10,000	-	100.00%				

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul	Reimb. Type (Note #6)	Comments
Maximizing Out-of-School Time (MOST)								
	Advocacy Network on Disabilities	127,280	102,661	24,619	80.66%	90.00%	● CR	
	After School Program	2,446,465	2,242,012	204,453	91.64%	90.00%	● UOS	
	Broward County Parks - LOA	20,000	19,912	88	99.56%	100.00%	● CR	
	City of Hallandale	297,535	286,899	10,636	96.43%	100.00%	● UOS	
	City of Hollywood	875,415	783,642	91,773	89.52%	90.00%	● UOS	
	City of Miramar	177,985	131,181	46,804	73.70%	90.00%	● UOS	Lower than expected SY and Summer enrollment.
	City of Oakland Park	480,670	478,492	2,178	99.55%	90.00%	● UOS	
	Comm After School w/Margate CRA	1,350,880	1,052,965	297,915	77.95%	90.00%	● UOS	Lower than expected summer enrollment.
	Community Based Connections	333,975	248,256	85,719	74.33%	90.00%	● UOS	Lower than expected summer enrollment.
	Firewall	2,104,970	2,087,489	17,481	99.17%	90.00%	● UOS	
	FL International University	971,005	704,350	266,655	72.54%	100.00%	● CR	Pending July invoice. Primarily a summer program.
	FLIPANY	47,195	44,068	3,127	93.37%	90.00%	● CR	
	Hallandale CRA	1,062,038	1,062,038	0	100.00%	100.00%	● CRA	CRA one time payment.
	Hollywood Beach CRA	228,665	228,665	-	100.00%	100.00%	● CRA	CRA one time payment.
	Jack and Jill	222,160	162,990	59,170	73.37%	90.00%	● UOS	Lower than anticipated daily attendance.
	Kids In Distress	203,620	197,994	5,626	97.24%	90.00%	● UOS	
	Soref JCC	647,110	629,992	17,118	97.35%	90.00%	● UOS	
	Sunshine Aftercare Program	1,849,695	1,551,019	298,676	83.85%	90.00%	● UOS	
	United Community Options	153,555	130,846	22,709	85.21%	90.00%	● UOS	
	Volta Music Foundation	327,000	246,380	80,620	75.35%	82.00%	● CR	
	YMCA w/Deerfield Beach CRA	4,134,152	3,625,315	508,837	87.69%	90.00%	● UOS	
	Training	32,400	21,600	10,800	66.67%			PATHS and PBL training.

MOST 2026 RFP

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Advocacy Network on Disabilities	23,219	-	23,219	0.00%			UOS	New RFP. Services begin June. Contract pending execution.
	After School Program	450,622	19,608	431,014	4.35%	25.00%	●	UOS	New RFP. Pending July invoice
	Boys & Girls Club	132,336	-	132,336	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	Camp Wannado After School Prog	290,710	59,475	231,235	20.46%	25.00%	●	UOS	
	City of Hallandale	39,584	-	39,584	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	City of Hollywood	188,736	-	188,736	0.00%			UOS	New RFP. Services begin July. Contract pending execution
	City of Miramar	26,250	-	26,250	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	City of Oakland Park	77,744	-	77,744	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	Comm After School	152,481	-	152,481	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	Community Based Connections	55,008	236	54,772	0.43%	25.00%	●	CR	Pending amendment. Contract recently executed.
	G.I.F.T. / FS Comm Based Conn	56,850	19,964	36,886	35.12%	25.00%	●	CR	Pending amendment. Contract recently executed.
	Firewall	440,667	60,008	380,659	13.62%	25.00%	●	UOS	New RFP slow start up.
	FLIPANY - CATCH	20,761	-	20,761	0.00%			UOS	New RFP. Services begin July. Contract pending execution
	FLIPANY	49,318	15,285	34,033	30.99%	25.00%	●	CR	
	Jack and Jill	50,536	-	50,536	0.00%			UOS	New RFP. Services begin July. Contract pending execution
	Kids In Distress	37,711	-	37,711	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	Soref JCC	118,463	-	118,463	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	Sunshine Aftercare Program	278,998	-	278,998	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	United Cerebral Palsy	24,414	-	24,414	0.00%			UOS	New RFP. Services begin Jun. Contract pending execution
	YMCA w/Deerfield Beach CRA	760,722	-	760,722	0.00%	25.00%	●	UOS	New RFP. Pending July invoice
	Back to School Supplies	446,495	336,175	110,320	75.29%				
	Total Maximizing Out-of-School Time (MOST)	21,815,395	16,549,517	5,265,878	75.86%				
Summer Programs									
	Boys & Girls Club	769,650	359,143	410,507	46.66%	75.00%	●	UOS	July invoice pending
	Lauderdale Lakes, City of	145,975	113,503	32,472	77.76%	75.00%	●	UOS	
	Urban League of BC	69,040	62,942	6,098	91.17%	90.00%	●	UOS	
	West Park, City of	96,445	96,262	183	99.81%	75.00%	●	UOS	Higher than anticipated attendance.
	Total Summer Programs	1,081,110	631,850	449,260	58.44%				
Total Out-of-School Time		22,906,505	17,191,367	5,715,138	75.05%				

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
Physical Health									
School Health									
	Florida Department of Health/w CRA	1,822,624	1,491,467	331,157	81.83%	77.78%	●	CR	
	Miami Lighthouse for the Blind	120,000	119,958	42	99.97%	100.00%	●	CR	
	Total School Health	1,942,624	1,611,425	331,199	82.95%				
Water Safety/Drowning Prevention									
	Florida Department Of Health	414,393	306,959	107,434	74.07%	83.00%	●	CR	
	Broward County-Swim Central	877,813	385,885	491,928	43.96%	60.00%	●	CR	Pending June and July invoices. Primarily summer.
	Total Water Safety/Drowning Prevention	1,292,206	692,844	599,362	53.62%				
Kid Care Insurance Outreach									
	Florida Department Of Health	563,712	329,994	233,718	58.54%	83.00%	●	CR	Staff vacancy. Contract recently amended.
	Total Kid Care Insurance Outreach	563,712	329,994	233,718	58.54%				
Total Physical Health		3,798,542	2,634,263	1,164,279	69.35%				
Maternal & Child Health									
Screening/Assessment/Support									
	BHSC - Healthy Families Broward	1,516,921	1,008,834	508,087	66.51%	83.00%	●	UOS	Vacancies impacting utilization.
	North Broward Hospital District - NFP	165,180	106,087	59,093	64.22%	83.00%	●	CR	Vacancies and low utilization of CR expense accounts impacting utilization.
	Total Screening/Assessment/Support	1,682,101	1,114,920	567,181	66.28%				
Mothers Overcoming Maternal Stress (MOMS)									
	Memorial Healthcare System - MOMS	1,469,007	1,106,123	362,884	75.30%	83.00%	●	UOS	
	Total Mothers w/Maternal Dep	1,469,007	1,106,123	362,884	75.30%				
Fetal Infant Mortality									
	Broward Healthy Start-SAFE SLEEP	269,577	225,932	43,645	83.81%	83.00%	●	CR	
	Total Fetal Infant Mortality	269,577	225,932	43,645	83.81%				
Total Maternal & Child Health		3,420,685	2,446,976	973,709	71.53%				

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
Physical, Developmental, & Behavioral Needs									
MOST/Special Needs									
	After School Programs	331,520	312,922	18,598	94.39%	90.00%	●	UOS	
	Ann Storck Center	582,235	495,612	86,623	85.12%	90.00%	●	UOS	
	ARC Broward	1,880,180	1,855,432	24,748	98.68%	90.00%	●	UOS	
	Broward Children's Center	731,455	619,506	111,949	84.69%	90.00%	●	UOS	
	Center for Hearing & Communication - FS KIDS	320,735	244,276	76,459	76.16%	90.00%	●	UOS	Low enrollment impacting utilization.
	Smith Community MH	960,065	925,705	34,360	96.42%	90.00%	●	UOS	
	United Cerebral Palsy	939,715	865,576	74,139	92.11%	90.00%	●	UOS	
	YMCA of S FL	4,780,880	4,662,590	118,290	97.53%	90.00%	●	UOS	
MOST/Special Needs 2026 RFP									
	After School Programs	121,573	6,463	115,110	5.32%	50.00%	●	UOS	New RFP. Services began in June.
	Ann Storck Center	124,924	-	124,924	0.00%	50.00%	●	UOS	Pending June & July invoices.New RFP. Services began in June.
	ARC Broward	355,141	-	355,141	0.00%			UOS	New RFP. Services begin June. Contract pending execution.
	Broward Children's Center Support	90,505	-	90,505	0.00%			UOS	New RFP. Services begin June. Contract pending execution.
	Center for Hearing & Communication - FS KIDS	35,836	-	35,836	0.00%			UOS	New RFP. Services begin July. Contract pending execution.
	JAFCD Children's Ability Center, Inc.	83,432	-	83,432	0.00%			CR	New RFP. Services begin June. Contract pending execution.
	Smith Community MH	131,909	-	131,909	0.00%	50.00%	●	UOS	Pending June & July invoices.New RFP. Services began in June.
	United Cerebral Palsy	84,105	-	84,105	0.00%			UOS	New RFP. Services begin July. Contract pending execution.
	YMCA of S FL	754,352	-	754,352	0.00%			UOS	New RFP. Services begin July. Contract pending execution.
	Reserved for RFP- MOST SN	352,040	-	352,040	0.00%			UOS	New RFP. Services begin July. Contract pending execution.
	Total MOST/Special Needs	12,660,602	9,988,081	2,672,521	78.89%				

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul	Reimb. Type (Note #6)	Comments
MOST Summer Program/Special Needs								
	Jewish Comm Center of South Broward	219,000	219,000	-	100.00%	100.00%	● UOS	
	Memorial Healthcare System	146,000	143,730	2,270	98.44%	100.00%	● UOS	
	JAFCO Children's Ability Center	415,435	382,728	32,707	92.13%	100.00%	● UOS	
	Pembroke Pines, City of	164,625	145,512	19,113	88.39%	100.00%	● UOS	
	Total MOST Summer Program/Special Needs	945,060	890,969	54,091	94.28%			
	Subtotal MOST Special Needs	13,605,662	10,879,050	2,726,612	79.96%			
STEP								
	Ann Storck Center, Inc.	549,714	384,374	165,340	69.92%	80.77%	● UOS	Low enrollment
	Arc Broward, Inc.	864,117	797,106	67,011	92.25%	80.77%	● UOS	Higher average daily attendance
	Center for Hearing & Communication, Inc.	233,073	230,055	3,018	98.71%	80.77%	● UOS	Higher average daily attendance
	Goodwill Industries of SF, Inc.	134,079	45,380	88,699	33.85%	80.77%	● UOS	Low enrollment
	Smith Mental Health Found	603,726	463,637	140,089	76.80%	80.77%	● UOS	
	United Community Options	1,031,162	567,083	464,079	54.99%	80.77%	● UOS	Pending July invoice. Low enrollment.
	YMCA of South Florida	1,356,247	1,322,260	33,987	97.49%	80.77%	● UOS	Higher average daily attendance
	Total STEP	4,772,118	3,809,894	962,224	79.84%			
Information/Referral Network								
	First Call for Help BH	384,732	295,853	88,879	76.90%	83.00%	● CR	
	First Call for Help SN	1,087,383	894,654	192,729	82.28%	83.00%	● UOS	
	Total Information/Referral Network	1,472,115	1,190,507	281,608	80.87%			
Respite Services-BREAK								
	Memorial Healthcare System	131,919	104,055	27,864	78.88%	83.00%	● UOS	
	Smith Community MH	109,359	78,402	30,957	71.69%	83.00%	● UOS	Low enrollment.
	Total Respite Services-BREAK	241,278	182,457	58,821	75.62%			
Total Physical, Developmental, & Behavioral Needs		20,091,173	16,061,908	4,029,265	79.95%			
Child & Youth Safety								
Eliminate Bullying and Choose								
	United Way - Choose Peace	65,373	52,488	12,885	80.29%	83.00%	● CR	
	Speak Life Performing Art Inc.	195,000	170,524	24,476	87.45%	90.00%	● CR	School year program; no summer services.
	Total Eliminate Bullying and Choose	260,373	223,012	37,361	85.65%			
Total Child & Youth Safety		260,373	223,012	37,361	85.65%			
Grand Total Service Goals		130,634,798	99,582,800	31,051,998	76.23%			

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
System Goals:									
Seamless System of Care									
Single Point of Entry									
	First Call for Help GP	1,176,113	933,812	242,301	79.40%	83.00%		CR	
	Total Single Point of Entry	1,176,113	933,812	242,301	79.40%				
Health Care Navigation Services									
Promote Physical Well-Being									
Research & Evaluate Systems of Care									
Leadership/Resources-Strategic									
	CCB	10,000	10,000	-	100.00%				
	Children Strategic Plan Initiatives	61,000	51,524	9,476	84.47%				
	Youth Summit	60,000	27,000	33,000	45.00%				
	Unallocated-Strategic Plan	39,000	-	39,000	0.00%				
	Total Leadership/Resources-Strategic	170,000	88,524	81,476	52.07%				
Improve Provider Reporting									
	Data Systems	66,000	55,000	11,000	83.33%				
	Software maintenance	21,422	14,560	6,862	67.97%				
	Web hosting Fee	110,380	105,050	5,330	95.17%				
	Unallocated-Improve Provider Reporting	57,307	-	57,307	0.00%				
	Total Improve Provider Reporting	255,109	174,610	80,499	68.45%				
Promote Research Initiatives									
	ALHNNH-ABCD/Lauderhill, Hollywood & Ft Lauderdale	199,532	139,913	59,619	70.12%	83.00%		CR	CB grant released Jun & Jul.
	A Little Help Never Hurt / UL FS - Com Collaboration	32,155	30,323	1,832	94.30%	100.00%		CR	
	Broward Behavioral Health Coalition	20,000	-	20,000	0.00%			UOS	Pilot Ambulance services for Baker Act children - struggling to start.

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
	Consultant	85,000	71,000	14,000	83.53%	83.00%		CR	
	Promote Research Initiatives	10,000	6,289	3,711	62.89%				
	Total Promote Research Initiatives	346,687	247,525	99,162	71.40%				
Integrated Data System									
	IDS -We Are Supported- CPAR Initiative	50,000	-	50,000	0.00%				
	Unallocated - Integrated data system	20,000	-	20,000	0.00%				
	Total Integrated Data System	70,000	-	70,000	0.00%				
Total Research, Evaluate & Seamless Systems of Care		2,017,909	1,444,471	573,438	71.58%				
Public Awareness & Advocacy									
Sponsorships									
	Sponsorship-High Impact	120,000	79,030	40,970	65.86%				
	Sponsorship	154,000	112,100	41,900	72.79%				
	Total Sponsorships	274,000	191,130	82,870	69.76%				
Educate Taxpayers									
	BECON - Future First	36,600	14,506	22,094	39.63%				
	MNetwork	1,338,550	1,083,025	255,525	80.91%				
	Marketing	936,949	661,501	275,448	70.60%				
	Other Purchased Services	3,000	1,929	1,071	64.31%				
	Outreach Materials	207,500	145,102	62,398	69.93%				
	Unallocated - Public Awareness	134,959	-	134,959	0.00%				
	Total Educate Taxpayers	2,657,558	1,906,064	751,494	71.72%				
Advocacy/Outreach									
	FACCT Dues	80,000	80,000	-	100.00%				
	Travel / Dues & Fee	55,989	46,048	9,941	82.25%				
	Total Advocacy/Outreach	135,989	126,048	9,941	92.69%				

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul	Reimb. Type (Note #6)	Comments
Pub Communication w/ Special Population								
	ADA Remediation	5,000	-	5,000	0.00%			
	Other Purchased Services	13,440	11,601	1,839	86.32%			
	Unallocated - Public Comm w/ Spec. Pop	28,848	-	28,848	0.00%			
	Total Pub Communication w/ Spec Pop	47,288	11,601	35,687	24.53%			
Total Public Awareness & Advocacy		3,114,835	2,234,844	879,991	71.75%			
Leveraging Resources								
	Consultant	30,000	-	30,000	0.00%			To be used as needed.
	Total Maximize Leveraged Funds	30,000	-	30,000	0.00%			
Total Leveraging Resources		30,000	-	30,000	0.00%			
Grand Total System Goals		5,162,744	3,679,315	1,483,429	71.27%			
	Unallocated General	4,969,481	-	4,969,481	0.00%			
Total All Goals		140,767,023	103,262,115	37,504,908	73.36%			
Special Revenue Fund Program Services Detail								
Financial Stability								
	OIC of South Florida	140,379	76,924	63,455	54.80%	66.67%	CR	15 months Budget. Lower value added & travel expenditures.
	United Way	138,343	89,682	48,661	64.83%	66.67%	CR	15 months Budget.
	Urban League of BC	572,815	206,750	366,065	36.09%	66.67%	CR	15 months Budget; ongoing staff vacancies.
	Total Financial Stability	851,537	373,356	478,181	43.84%			
Youth FORCE								
	Firewall Centers, Inc	202,597	103,475	99,122	51.07%	66.67%	CR	15 months Budget; staff vacancy filled in June.
	Urban League of BC	154,931	102,024	52,907	65.85%	66.67%	CR	15 months Budget.
	YMCA of South FL	354,221	162,060	192,161	45.75%	66.67%	CR	15 months Budget; staff vacancy.
	Total Youth FORCE	711,749	367,560	344,189	51.64%			
LEAP High School								
	Boys & Girls Club	133,370	63,991	69,379	47.98%	66.67%	CR	15 months Budget; vacancy filled.
	Hispanic Unity of Florida, Inc.	99,377	66,332	33,045	66.75%	66.67%	CR	15 months Budget.
	HANDY	145,992	75,815	70,177	51.93%	66.67%	CR	15 months Budget: Decreased salaries, value-added expenditures.
	PACE Center for Girls	131,723	80,931	50,792	61.44%	66.67%	CR	15 months Budget.
	Total LEAP High School	510,462	287,069	223,393	56.24%			

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Eleven Months Ended August 31, 2026

Fiscal Year 2025 - 2026

Goal & Objective	Agency/ Program Name	Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Jul		Reimb. Type (Note #6)	Comments
Healthy Youth Transitions (HYT)									
	FLITE-FS KIDS	149,570	64,714	84,856	43.27%	66.67%	●	CR	15 months Budget; Underutilization in contractual services.
	Total Healthy Youth Transitions	149,570	64,714	84,856	43.27%				
Maximizing Out-of-School Time (MOST)									
	YMCA of South FL	309,009	110,476	198,533	35.75%	66.67%	●	CR	15 months budget; staff vacancy. Program did not operate in July.
	Total Maximizing Out-of-School Time (MOST)	309,009	110,476	198,533	35.75%				
Promote Research Initiatives									
	A Little Help Never Hurt / UL FS - PN (Jan-Dec 25)	100,732	56,386	44,346	55.98%			CR	Contract ended Dec 2025.
	A Little Help Never Hurt - PN (Jan-Dec 26)	203,117	122,623	80,494	60.37%	58.33%	●	CR	12 months Budget.
	Unallocated-Promote Research Initiatives SR	5,119	-	5,119	0.00%				
	Total Promote Research Initiatives	308,968	179,009	129,959	57.94%				
Total Expenditures Special Revenue Fund PS		2,841,295	1,382,184	1,459,111	48.65%				
	Unallocated Special Revenue Fund	817,455	-	817,455	0.00%				
Grand Total Expenditures Special Revenue Fund PS		3,658,750	1,382,184	2,276,566	37.78%				
Grant Total All Funds		144,425,773	104,644,299	39,781,474	72.46%				

Notes to the Preliminary Financial Statements August 31, 2026

- (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 August 31, 2026, the reported year-to-date gain on said funds is \$690,368

- (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.



Children's Services Council
of Broward County
Our Focus is Our Children.



TAB J

For Council Meeting September 17, 2026

Issue: Monthly Statements for the Managed Fund.

Action: Accept Monthly Statements for the Managed Fund from PFM and US Bank for August 31, 2026

Budget Impact: None

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 August 31, 2026, the balance of the Managed Fund is \$28,914,013 and includes a net gain of \$75,643 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 fund's performance. The amount recorded in the financial statements reflects the Custodian's (US Bank) balance, which differs slightly from the balance reflected in the PFM statements. This is due to timing differences of the various security trades.

Recommended Action: Accept Monthly Statements for the Managed Fund from PFM and US Bank for August 31, 2026.

Managed Account Summary Statement

For the Month Ending **August 31, 2026**

CSC BROWARD COUNTY CORE PORTFOLIO - 000000

Transaction Summary - Managed Account

Opening Market Value	\$28,560,020.93
Maturities/Calls	(119,148.57)
Principal Dispositions	(525,434.78)
Principal Acquisitions	594,159.77
Unsettled Trades	0.00
Change in Current Value	(21,026.60)
Closing Market Value	\$28,488,570.75

Cash Transactions Summary - Managed Account

Maturities/Calls	0.00
Sale Proceeds	532,301.09
Coupon/Interest/Dividend Income	101,650.95
Principal Payments	119,148.57
Security Purchases	(594,185.46)
Net Cash Contribution	(455.10)
Reconciling Transactions	0.00

Earnings Reconciliation (Cash Basis) - Managed Account

Interest/Dividends/Coupons Received	108,517.26
Less Purchased Interest Related to Interest/Coupons	(25.69)
Plus Net Realized Gains/Losses	4,118.87
Total Cash Basis Earnings	\$112,610.44

Cash Balance

Closing Cash Balance **\$181,098.65**

Earnings Reconciliation (Accrual Basis)

	Total
Ending Amortized Value of Securities	28,714,220.34
Ending Accrued Interest	245,159.12
Plus Proceeds from Sales	532,301.09
Plus Proceeds of Maturities/Calls/Principal Payments	119,148.57
Plus Coupons/Dividends Received	101,650.95
Less Cost of New Purchases	(594,185.46)
Less Beginning Amortized Value of Securities	(28,760,813.50)
Less Beginning Accrued Interest	(257,619.65)
Total Accrual Basis Earnings	\$99,861.46

Portfolio Summary and Statistics

For the Month Ending **August 31, 2026**

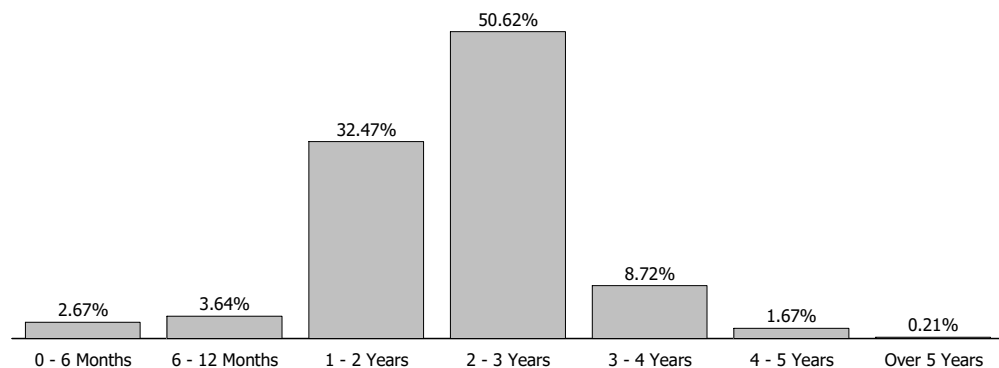
CSC BROWARD COUNTY CORE PORTFOLIO - 000000

Account Summary

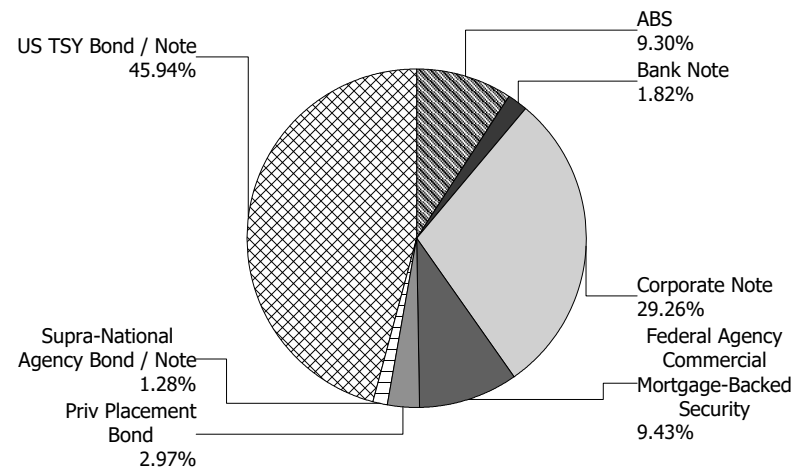
Description	Par Value	Market Value	Percent
U.S. Treasury Bond / Note	13,265,000.00	13,087,407.95	45.94
Supra-National Agency Bond / Note	365,000.00	365,623.06	1.28
Federal Agency Commercial Mortgage-Backed Security	2,736,647.84	2,686,391.08	9.43
Corporate Note	9,235,000.00	9,181,687.33	32.23
Bank Note	520,000.00	517,543.15	1.82
Asset-Backed Security	2,654,419.88	2,649,918.18	9.30
Managed Account Sub-Total	28,776,067.73	28,488,570.75	100.00%
Accrued Interest		245,159.12	
Total Portfolio	28,776,067.73	28,733,729.87	

Unsettled Trades **0.00** **0.00**

Maturity Distribution



Sector Allocation



Characteristics

Yield to Maturity at Cost	4.11%
Yield to Maturity at Market	4.47%
Weighted Average Days to Maturity	796

Managed Account Issuer Summary

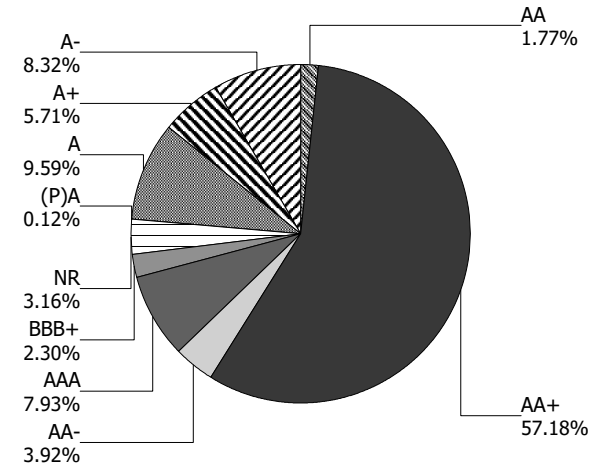
For the Month Ending **August 31, 2026**

CSC BROWARD COUNTY CORE PORTFOLIO - 000000

Issuer Summary

Issuer	Market Value of Holdings	Percent
Abbott Laboratories	234,589.68	0.82
AbbVie Inc	272,783.44	0.96
Accenture PLC	64,911.15	0.23
Adobe Inc	120,350.28	0.42
Advanced Micro Devices Inc	273,757.46	0.96
African Development Bank	365,623.06	1.28
Air Products and Chemicals Inc	199,200.40	0.70
Ally Auto Receivables Trust	32,448.18	0.11
Alphabet Inc	223,552.53	0.78
Amazon.com Inc	242,812.43	0.85
American Express Co	618,927.49	2.18
Analog Devices Inc	164,062.14	0.58
Apple Inc	293,027.34	1.03
Bank of America Corp	445,709.08	1.57
Bank of Montreal	30,136.65	0.11
Bank of Nova Scotia	98,436.90	0.35
Bayerische Motoren Werke AG	199,559.00	0.70
BMW Vehicle Lease Trust	114,564.84	0.40
BP PLC	150,883.35	0.53
Canadian Imperial Bank of Commerce	204,951.51	0.72
Capital One Financial Corp	172,146.76	0.60
Caterpillar Inc	138,591.88	0.49
Chevron Corp	160,083.36	0.56
Cintas Corp	79,513.76	0.28
Citigroup Inc	204,964.74	0.72
CNH Equipment Trust	232,610.42	0.82
Confederation Nationale du Credit Mutue	198,436.20	0.70
Cooperatieve Rabobank UA	247,016.75	0.87
Cummins Inc	14,939.48	0.05
Deere & Co	266,936.01	0.94
Eli Lilly & Co	79,706.57	0.28
Federal Home Loan Mortgage Corp	2,390,944.81	8.40

Credit Quality (S&P Ratings)



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CSC BROWARD COUNTY - CORE PORTFOLIO
ACCOUNT 000000

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Period from August 1, 2026 to August 31, 2026

MARKET AND COST RECONCILIATION

	08/31/2026 MARKET	08/31/2026 FEDERAL TAX COST
Beginning Market And Cost	28,838,370.14	29,002,266.86
Investment Activity		
Interest	108,491.57	108,491.57
Realized Gain/Loss	4,118.88	4,118.88
Change In Unrealized Gain/Loss	- 23,665.28	.00
Net Accrued Income (Current-Prior)	- 12,847.18	- 12,847.18
Total Investment Activity	76,097.99	99,763.27
Plan Expenses		
Trust Fees	- 455.10	- 455.10
Total Plan Expenses	- 455.10	- 455.10
Net Change In Market And Cost	75,642.89	99,308.17
Ending Market And Cost	28,914,013.03	29,101,575.03

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CSC BROWARD COUNTY - CORE PORTFOLIO
ACCOUNT 000000

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Period from August 1, 2026 to August 31, 2026

CASH RECONCILIATION

Beginning Cash		22,638.60
Investment Activity		
Interest		108,491.57
Cash Equivalent Purchases		- 526,058.92
Purchases		- 594,159.77
Cash Equivalent Sales		344,960.28
Sales/Maturities		644,583.34
Total Investment Activity		- 22,183.50
Plan Expenses		
Trust Fees		- 455.10
Total Plan Expenses		- 455.10
Net Change In Cash		- 22,638.60
Ending Cash		.00

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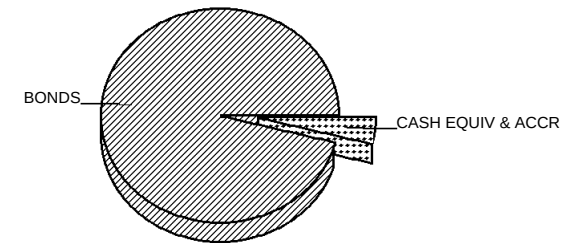
CSC BROWARD COUNTY - CORE PORTFOLIO
ACCOUNT 000000

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Period from August 1, 2026 to August 31, 2026

ASSET SUMMARY

ASSETS	08/31/2026 MARKET	08/31/2026 FEDERAL TAX COST	% OF MARKET
Cash And Equivalents	181,098.64	181,098.64	0.63
U.S. Government Issues	15,773,806.58	15,896,829.68	54.55
Corporate Issues	10,356,993.96	10,405,430.21	35.82
Foreign Issues	2,357,783.95	2,373,886.60	8.15
Total Assets	28,669,683.13	28,857,245.13	99.15
Accrued Income	244,329.90	244,329.90	0.85
Grand Total	28,914,013.03	29,101,575.03	100.00

Estimated Annual Income 1,151,818.29



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.

For Council Meeting September 17, 2026

Issue:	CSC Monthly Purchases for Administrative Operations
Action:	1. Approve CSC Monthly/Annual Purchases for September 2026 2. Approve CSC Monthly/Annual Purchases for FY 2026-2027
Budget Impact:	See attached Report

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 are available upon request.

Current Status: In accordance with policy, please find attached the Invoices, Purchase Orders, etc., for the month of September 2026.

Also attached is a separate report for Invoices, Travel, Purchase Orders, Sponsorships, etc., for **FY 2026-27**. The bulk of these items are routine, administrative items which were included in the Administrative Budget presented to and approved by the Council at the June 18, 2026, meeting. We have indicated procurement items and status for selected larger-priced items that require multiple quotes or other bids, as outlined in the Purchasing Policies and Procedures. Since most of these are annual amounts that get paid monthly or are blanket POs that are issued but only expended as needed, we have only included back-up for those items exceeding \$75,000.

To facilitate reviewing the various purchases, the staff have segregated the items into various categories.

Additional information for any expenditure is available upon request. As always, all purchases for either fiscal year are within the budgets approved by the Council.

Recommended Action: 1. Approve CSC Monthly/Annual Purchases for September 2026
2. Approve CSC Monthly/Annual Purchases for FY 2026-2027

**List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
September 17, 2026**

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Purchase Orders (less than \$10,000):			
Amazon	BTSE Laundry Detergent Sheets	\$ 4,495	Vendor Change
Dreamcatchers For The Soul	All Staff Keynote Speaker (Yvonne Morris)	\$ 250	
Program Related Purchases:			
The Beauty Initiative, Inc	School Attendance Outreach Campaign	\$ 5,000	Literacy, Goal 053
City of Coral Springs	CSC Registration Fee	\$ 50	2026 Holiday Parade, Public Awareness, Goal 932
Facilities Operations:			
Lowes Credit Services	Miscellaneous Facility Supplies	\$ 500	Additional funds for facility operating expenses

For Council Meeting September 17, 2026

System Goal	SYS 1.2 Research and Evaluate Systems of Care.
Objective:	921 Provide leadership and resources for community strategic planning to promote a coordinated system of care.
Issue:	Approval of vendors and professional services for the 2027 CSC 25th Year of Impact Summit.
Action:	Approve CSC entering into agreements with the vendors listed to provide speaker, artistic, wellness, and experiential services for the January 29, 2027, Impact Summit.
Budget Impact:	\$35,000 Of \$200,257 Available in Goal 921 for FY 26-27.

Background: In January 2026, the Council approved The Agency Ally as the event planning firm for CSC's 25th Anniversary and Impact Summit. In May 2026, the Council approved a \$300,000 budget to support the event and provided initial authorization for the Diplomat Beach Resort to serve as the host venue. Following additional due diligence conducted by CSC staff, the Council approved the Charles F. Dodge City Center in Pembroke Pines, replacing the Diplomat as the event venue in August 2026, and a contract was subsequently executed.

The Summit is scheduled for Friday, January 29, 2027, and will celebrate CSC's 25 years of impact in Broward County while engaging community leaders, partners, and stakeholders in discussions about the future of children and families. An evening reception for Broward elected officials is also planned for Thursday, January 28, 2027, at the Charles F. Dodge City Center.

Current Status: As planning for the Summit has progressed, staff have identified several speakers, artists, facilitators, and experience providers whose services are intended to enhance the overall program, reinforce the theme of CSC's 25-year impact, foster a collective vision for the future, and create engaging and meaningful experiences for attendees. The proposed vendors and corresponding services are summarized below.

Vendor / Provider	Summit Role / Scope	Proposed Cost
Collective Change Lab (John Kania and Laura Calderón de la Barca)	Joint keynote workshop on collective impact and systems transformation; includes customized content, two planning/design sessions, participation in the elected officials' reception, participant resources, and a post-event debrief and planning session.	\$20,000
Captain Barrington Irving Jr/The Flying Classroom	Proposed speaker. Captain Irving is a pioneering aviator and STEM education leader whose work through The Flying Classroom and Experience Aviation connects young people to aviation and STEM careers and emphasizes perseverance, opportunity, and achievement.	\$8,000 This will be a donation to The Flying Classroom
Twenty6North Production / Maxence Doytier	Create a custom 36 x 36 live mural during the Summit. The artwork will be produced on-site and will become a permanent CSC art piece after completion.	\$4,000
Art Prevails Project	Curate and perform up to three original Summit pieces incorporating poetry and/or music, informed by Summit data and themes, and performed by members of the Broward-based arts collective.	\$2,000
Move To You by Talia	Provide two <i>Move To You</i> sessions during the Summit as part of the participants' wellness and movement experience.	\$1,000

Staff believe these engagements will provide a balanced combination of thought leadership, storytelling, creativity, wellness, and interactive experiences that support the Summit's goals of celebration and a call to action for the next 5 years. The planning committee will continue to bring Summit-related items forward in the coming months.

There is an ongoing effort to solicit sponsors who will help defray some of these costs, but Council approval at this point allows staff to lock in the vendors.

Recommended Action: Approve CSC entering into agreements with the vendors listed to provide speaker, artistic, wellness, and experiential services for the January 29, 2027, Impact Summit.

**List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
For FY 26-27
September 17, 2026**

Vendor	Description	Monthly Est Amount	Annual Est Amount	Comment (Back-up documentation is available upon request.)
Administration	General			
ADP	Payroll & HR Services	\$ 7,500	\$ 90,000	Invoices paid monthly
Broward Property Appraiser	Property Appraiser's Fees FY 2026-2027		\$ 844,692	Invoices paid quarterly
Administration	Insurance			
Memic Indemnity Company	Workers' Compensation & Employer's Liability		\$ 16,311	Renewal effective 10/1/26
Marsh & McLennan Agency (At-Bay Specialty Insurance Company)	Cyber Liability		\$ 33,000	Annual renewal
Marsh & McLennan Agency (RSUI Indemnity Company)	Directors & Officers Liability		\$ 20,000	Annual renewal
Marsh & McLennan Agency	Public Official Bond		\$ 2,750	Annual renewal
Marsh & McLennan Agency (Certain Underwriters at Lloyd's)	Terrorism		\$ 4,400	Annual renewal
Philadelphia Indemnity Insurance Company	General Liability, HNOA, Property		\$ 91,600	Annual renewal
State Farm	Toyota Rav4 Insurance		\$ 7,500	Invoices biannually
Travelers Casualty and Surety Company of America	Crime Coverage Insurance		\$ 3,300	Annual renewal
Administration	Professional Services			
ADP Screening and Selection	Background Checks - New Employees		\$ 1,700	Blanket PO; Paid as needed
Budget Notary Services	Notary Bond and Filing Fees		\$ 200	Annual renewals
EA Compensation Resources	Compensation Consulting Services		\$ 5,000	Blanket PO; Paid as needed
Energage	Best Places to Work Survey		\$ 6,000	Annual renewal
FDOT	CSC Vehicle SunPass Access		\$ 500	Blanket PO; Paid as needed
FHEED	GIS Mapping Services		\$ 5,000	Blanket PO; Paid as needed
GFOA	Certificate of Achievement Review Fee; Popular Annual Financial Report Application Fee		\$ 800	Annual renewals
John Milledge / Garry Johnson	Legal Counsel		\$ 45,000	Blanket PO; Paid as invoiced
Citrin Cooperman	Auditor		\$ 40,000	Blanket PO; Paid as needed; Year 5 of 5
Lauderhill, City of	Business License		\$ 1,000	Annual renewal
Nyhart	Actuarial Review		\$ 4,500	Annual update
PFM Asset Management	Investment Advisory Services	\$ 2,500	\$ 30,000	Invoices paid monthly
Shred It	Shredding Services		\$ 3,000	Blanket PO; Paid as needed
Wex Bank	Gas Usage for the CSC Vehicle		\$ 2,800	Blanket PO; Paid as needed
Administration	Communications			
Calltower	Cloud Based Phone System	\$ 500	\$ 6,000	Invoices paid monthly
Comcast	Redundant Internet Line	\$ 1,000	\$ 12,000	Invoices paid monthly
Constant Contact	Bulk Email Subscription	\$ 330	\$ 3,960	Invoices paid monthly
Dial My Calls	Emergency Text Alerts for Staff		\$ 500	Blanket PO; Paid as needed
Lingo	POT Lines	\$ 208	\$ 2,500	Invoices paid monthly
Verizon Wireless	Phone - Cell Phones / Air Cards	\$ 692	\$ 8,300	Invoices paid monthly
Watt Media	On Hold Messaging Service	\$ 142	\$ 1,700	Invoices paid monthly
Zayo	Dedicated Internet Access	\$ 1,000	\$ 12,000	Invoices paid monthly

**List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
For FY 26-27
September 17, 2026**

Vendor	Description	Monthly Est Amount	Annual Est Amount	Comment (Back-up documentation is available upon request.)
Administration	Equipment Maintenance & Supplies			
Acordis	Meraki Router; Switches; Wireless		\$ 7,500	Annual maintenance
Amazon Prime	Office Supplies & Small Computer Related Equipment		\$ 20,000	Blanket PO; Paid as needed
Bancorp Bank	Vehicle Lease and Interest	\$ 833	\$ 10,000	Invoices paid monthly
CDW-G	Small Computer Related Equipment		\$ 4,000	Blanket PO; Paid as needed
Cintas	Medical Supplies		\$ 4,200	Blanket PO; Paid as needed
Cornerstone Printing Supplies	Printer Supplies		\$ 1,000	Blanket PO; Paid as needed
Corporate Grafiti	Staff Shirts		\$ 500	Blanket PO; Paid as needed
Dell	Computer Related Equipment; Monitors		\$ 10,000	Blanket PO; Paid as needed
Displays to Go	Wall Sign Holders		\$ 500	Blanket PO; Paid as needed
EDCO	Supplies; Engraving		\$ 2,000	Blanket PO; Paid as needed
Innuvo	Audio Equipment Maintenance; Creston Electronic HD Streaming; Access Control to MIS Supply Room; New Office Door		\$ 6,674	Audio Equipment
JC White	Small Furniture and Repairs		\$ 10,000	Blanket PO; Paid as needed
ODP Business Solutions	Office Supplies		\$ 1,000	Blanket PO; Paid as needed
Pitney Bowes Credit Corp	Postage Machine Equipment Lease		\$ 3,700	Invoices paid quarterly; Year 4 of 6
Pitney Bowes Purchase Power	Metered Postage / Postage Supplies		\$ 1,000	Blanket PO; Paid as needed
Publix	Meetings; RFP Rater Meetings		\$ 4,500	Blanket PO; Paid as needed
Toshiba	Lease / Maintenance; Printing; Cloud Printing; 3 Copy Machines; 1 Plotter	\$ 333	\$ 4,000	Invoices paid monthly; Month to Month
TPR Partners	Laserfiche Scanner Maintenance		\$ 500	Blanket PO; Paid as needed
Tycarbal	Courier Service		\$ 1,000	Blanket PO; Paid as needed
UPS	Courier Service		\$ 500	Blanket PO; Paid as needed
Administration	Advertising & Printing			
DAX	General Office Printing		\$ 17,400	Blanket PO; Paid as needed
Sun - Sentinel	Advertising; RFPs, TRIM; TOP Workplace		\$ 12,500	Blanket PO; Paid as needed
Administration	Software Maintenance			
Amazon Web Services	Cloud Computing Platform		\$ 5,000	Annual renewal
Base44	Custom Productivity Apps Builder		\$ 4,000	Annual renewal
Box Business	SFTP Site to Exchange Data with BCPS		\$ 1,000	Annual renewal
Canva Pro	Create and Edit Professional Designs		\$ 1,000	Annual renewal
CDW-G	Microsoft MBG Vstudio Pro; Microsoft Windows License		\$ 3,000	Annual renewal
CivicPlus	Manage and Archive Social Media		\$ 6,000	Annual renewal
Claude	AI Software		\$ 5,000	Annual renewal
Cleverbridge	Data Recovery		\$ 1,200	Annual renewal
Coastal Computer Systems	Adobe Licenses		\$ 57,000	Annual renewal
Debtbook	GASB Stmt 96 Management Software		\$ 10,000	Annual renewal
DocuSign	E-Signature Tool		\$ 2,700	Annual renewal
EBSCO	Academic Search Database		\$ 11,000	Annual renewal
ESRI	ArcGIS		\$ 7,500	Annual renewal
Exclaimer	Exclaimer Cloud		\$ 3,000	Annual renewal
GitHub	Code Storage		\$ 2,520	Annual renewal
GoDaddy	Domain Renewals		\$ 5,000	Annual renewal
GovConnection	APC Maintenance		\$ 6,000	Annual renewal
HR Performance Solutions	Employee Performance Evaluation System		\$ 10,000	Annual renewal



List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
For FY 26-27
September 17, 2026

Vendor	Description	Monthly Est Amount	Annual Est Amount	Comment (Back-up documentation is available upon request.)
Administration	Software Maintenance			
HS Tech Consulting	Cyber Security Service		\$ 32,000	Annual renewal
IGM US Holdings	Financial Reporting Software		\$ 80,000	Annual renewal
Information Consultants	Laserfiche Annual Maintenance; Forms Portal, Public Portal; Document Scanning		\$ 22,400	Annual maintenance; Consulting
Intuit Quickbooks	Financial Software (Employee Fund)	\$ 125	\$ 1,500	Invoices paid monthly
Keeper	Password Manager		\$ 10,000	Annual renewal
KnowBe4	Security Awareness		\$ 6,000	Annual renewal
Lovable	Vibe Coding App		\$ 3,024	Annual renewal
Lumivero	Nvivo 12		\$ 4,000	Annual renewal
Microsoft	Office 365, Copilot, Visio, Power BI, Windows Azure	\$ 9,808	\$ 117,700	Invoices paid monthly
Mimecast	Email Management Enterprise; Compliance Security and File Send		\$ 20,000	Annual renewal
Monday.com	Project Management Tool		\$ 64,000	Annual renewal including support
OpenGov	Financial Management System		\$ 93,660	Annual renewal including support
Paul H. Brooks Publishing	ASQ Enterprise and Online Screens		\$ 1,500	Annual renewal
Popl	Digital Business Cards		\$ 3,000	Annual renewal
Prodigy	Multi-factor Authentication; Microsoft 365 Cloud Backup		\$ 14,700	Annual renewal; Consulting
Qualtrics	Research and Survey Tool		\$ 8,800	Price Increase for renewal brought last month (08/2026)
Sprout Social	Social Media Management		\$ 5,280	Annual renewal
Superhuman	Credible Mistake - Free Writing Autocorrect		\$ 8,400	Annual subscription
Techsmith	Snippet Tool		\$ 1,000	Annual renewal
Twilio	Cloud Communications Texting Platform		\$ 1,500	Annual renewal
XXVI Holdings	Google Storage; Notebook LM AI Researching Tool		\$ 2,100	Annual renewal
Veed	AI Video Creation		\$ 2,000	Annual renewal
Zoho	ManageEngine Log360; ManageEngine ServiceDesk; ManageEngine Endpoint Central; Zoho Assist		\$ 10,000	Annual renewal
Zoom	Video Conferencing		\$ 7,000	Annual renewal
Facilities Operations				
All County Maintenance	Electrical Maintenance & Repair		\$ 5,000	Blanket PO; Paid as needed
All Service Refuse	Recycling	\$ 1,167	\$ 14,000	Invoices paid monthly
American Eagle	Fire Alarm Maintenance; Fire Sprinkler Repair; Quarterly & Annual Fire Sprinkler Inspections		\$ 5,600	Blanket PO; Paid as needed
Best Roofing	Roofing Maintenance & Repairs		\$ 10,000	Blanket PO; Paid as needed
Boulevard Forest Lake Management Association	Association Fees		\$ 2,000	Annual fee
Broward County Commission	Elevator Certification		\$ 150	Annual certification
Century Fire Protection	Fire Alarm Monitoring		\$ 3,000	Blanket PO; Paid as needed
Cintas	Water Service; Air Freshener	\$ 375	\$ 4,500	Invoices paid monthly
Comcast	Cable TV	\$ 225	\$ 2,700	Invoices paid monthly
Facilities Building Services Corporation	Janitorial / Porter Services / Supplies; Parking Lot Maintenance	\$ 7,200	\$ 86,400	Invoices paid monthly; Maintenance as needed
FPL	Electric Service	\$ 5,417	\$ 65,000	Invoices paid monthly

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Facilities Operations				
Hart Halsey	Council Meeting Security	\$ 300	\$ 3,000	Invoices paid monthly (Ten months)
Jam Lighting	Lighting Supplies		\$ 3,000	Blanket PO; Paid as needed
Kings III of America	Elevator Phone Service		\$ 2,000	Invoices paid quarterly; Repairs paid as needed
Landscape Workshop Parent	Landscaping, Irrigation, and Tree Trimming	\$ 2,092	\$ 25,100	Invoices paid monthly; Tree Trimming and Removal as needed
Lauderhill, City of	Water & Sewer Service; False Alarm Fees	\$ 917	\$ 11,000	Invoices paid monthly
Lennox National Account Services	HVAC Maintenance & Repair		\$ 13,000	Blanket PO; Paid as needed
Lowes	Miscellaneous Supplies		\$ 2,000	Blanket PO; Paid as needed
McGuire Development Company	Building Maintenance Services	\$ 5,833	\$ 70,000	Invoices paid monthly; Year 4 of 5
Paramount Plumbing	Plumbing Maintenance & Repairs		\$ 10,000	Blanket PO; Paid as needed
PODS Enterprise	Furniture Storage		\$ 6,000	Invoices paid monthly
Pye Barker & Safety	Fire Extinguisher Inspection		\$ 1,100	Annual inspection
MRSE LLC / Roth Southeast	HVAC Building Automation System Controls Monitoring		\$ 10,045	HVAC System
Safe Technologies	Burglar Alarm Monitoring		\$ 800	Blanket PO; Paid as needed
Security Watch Group	Security Patrols and Motion Activated Cameras	\$ 2,000	\$ 24,000	Invoices paid monthly
SW Elevators	Elevator Maintenance	\$ 438	\$ 5,250	Invoices paid monthly
Thermal Concepts	HVAC Quarterly Inspections		\$ 14,000	Invoices paid quarterly
Truly Nolen	Pest Control	\$ 175	\$ 2,100	Invoices paid monthly
Waste Management	Trash Disposal	\$ 400	\$ 4,800	Invoices paid monthly
Program Related Purchases				
CSC Summit				
Art Prevails Project	Curate and Perform up to Three Original Summit Pieces Incorporating Poetry and/or Music		\$ 2,000	See Issue Paper for Details
Collective Change Lab	Joint Keynote Workshop on Collective Impact and Systems Transformation		\$ 20,000	See Issue Paper for Details
Move To You by Talia	Provide Two "Move To You" Sessions		\$ 1,000	See Issue Paper for Details
The Flying Classroom (Captain Barrington Irving, Jr.)	Guest Speaker		\$ 8,000	See Issue Paper for Details
Twenty6North Productions	Create a Custom 36 x 36 Live Mural		\$ 4,000	See Issue Paper for Details
Program Related Purchases				
Carahsoft Technology Corporation	Tableau License Renewal		\$ 12,032	System Goal 922
Coordinating Council of Broward County	Annual Membership		\$ 10,000	System Goal 921
FACCT	2026-2027 SAMIS Operating Fees		\$ 64,500	Annual amount; System Goal 922
FACCT	Lobby Tools Membership		\$ 500	System Goal 933
Bulk Books	Books - Literacy Outreach		\$ 15,000	Literacy Outreach, Goal 053
Publix	Broward Partnership for Kids Meetings; Special Needs Advisory Meetings		\$ 1,000	Blanket PO; Paid as needed; System Goal 921
SGS Technologie	CSC and BPK Websites		\$ 25,220	Annual amount; System Goal 922
Tower Forum	Annual Membership		\$ 350	Annual renewal; System Goal 933
Webauthor	NEXUS, aka SAMIS - Broward specific modules	\$ 2,500	\$ 30,000	Annual amount; System Goal 922
Webauthor	Enhancements	\$ 5,000	\$ 60,000	Annual amount; System Goal 922
Employee Travel and Training				
GFOA	Kathleen Campbell; Master the GASB Knowledge GAAP; Webinar; 11/5/26		\$ 175	
The People Institute	Staff Development		\$ 40,000	Blanket PO; Paid as needed

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Trainers / Materials (Service Goal 01) (Provider names and courses may be subject to change): Instructor Led Unless Otherwise Indicated				
Aimee Bernstein	Mindful Communication		\$ 1,700	
Aimee Bernstein	Resolving Conflicts Harmoniously		\$ 850	
Aimee Bernstein	Stress Less Achieve More		\$ 850	
Aisha McDonald	Cultural Awareness		\$ 1,700	
Aisha McDonald	Introduction to Cognitive Behavioral Therapy		\$ 1,700	
Aisha McDonald	Introduction to Cognitive Behavioral Therapy - Part Two		\$ 1,700	
Aisha McDonald	Suicide Prevention and Cultural Considerations		\$ 1,700	
Aisha McDonald	Understanding Barriers to Healthcare		\$ 1,700	
Antoinette Summers	Youth Mental Health First Aid		\$ 5,100	
Antoinette Summers	Youth Mental Health First Aid Books		\$ 1,840	
Charlene Grecsek	Adolescent Brain Development		\$ 1,900	
Charlene Grecsek	Child Abuse Neglect, and Prevention		\$ 5,700	
Charlene Grecsek	Child Abuse Neglect, and Prevention Part Two		\$ 1,900	
Charlene Grecsek	Digital Exposure		\$ 1,900	
Charlene Grecsek	Domestic Violence		\$ 1,900	
Charlene Grecsek	Ethics and Home Safety Visitation		\$ 1,900	
Charlene Grecsek	Suicide Intervention		\$ 1,900	
Charlene Grecsek	Trauma Informed		\$ 1,900	
Collectively - A Radlauer Venture	Books for Engaging		\$ 1,200	
Collectively - A Radlauer Venture	Creating Community at Work: Prioritizing Wellness and Belonging		\$ 2,160	
Collectively - A Radlauer Venture	Engaging Natural Supports		\$ 2,850	
Collectively - A Radlauer Venture	Learning to Lead		\$ 10,500	
Collectively - A Radlauer Venture	So You Want to be a Supervisor		\$ 950	
Collectively - A Radlauer Venture	Supervising Across Generations		\$ 950	
Emergency Medical Certification	CPR, First Aid, and AED		\$ 16,000	
Excellence in Performance	Grant Writing A - Z		\$ 17,250	Organizational Development
Excellence in Performance	Individual Grant Writing		\$ 6,800	Organizational Development
Geddes & Associates	Culture Shift: Building a Values-Driven Workplace		\$ 900	
Geddes & Associates	Reset & Rise: Navigating Leadership After Setbacks		\$ 1,800	
Geddes & Associates	Strategic Self-Leadership: Leading Yourself Before Leading		\$ 900	
Geddes & Associates	The Overcommitted Leader: How to Set Boundaries Without Guilt		\$ 1,800	
Gilead Sanders	AI for Nonprofits Series		\$ 28,000	Organizational Development
Grey & Associates	Building Community and Connection: Strategies for Responsive Leadership		\$ 1,900	
Grey & Associates	Everyday Leadership: Advancing Fairness, Opportunity, and Shared Prosperity		\$ 1,900	
Grey & Associates	Fundraising Training		\$ 3,800	Organizational Development
Grey & Associates	Strengthening Leadership Pipelines: Building Confident and Adaptive Leaders		\$ 1,900	

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Trainers / Materials (Service Goal 01) (Provider names and courses may be subject to change): Instructor Led Unless Otherwise Indicated				
Group Victory	HEAL Trainings, Coaching, & Technical Assistance		\$ 45,000	Provider Coaching, Goal 23
Group Victory	Maximizing Workplace Differences		\$ 2,160	
Group Victory	Organizational Practices		\$ 2,160	
HBL Resources	Human Resources Lunch & Learn		\$ 1,200	Organizational Development
Melanie Acosta	Cultivating Literacy-Rich Environments Through Culture & Community		\$ 2,850	
Melanie Acosta	Understanding, Demonstrating, & Evaluating Cultural Competence		\$ 2,850	
Pitch It	Leading with Presence: Communication, Conflict Resolution & Authentic Leadership		\$ 2,550	
Pitch It	Public Speaking		\$ 1,700	
Solutions by Maya	Leveraging Culture Dynamics for Team Success: Introduction to DISC Assessment		\$ 850	
Solutions by Maya	Sticky Conversations: Navigating Difficult Dialogues in the Workplace		\$ 1,700	
Solutions by Maya	You're Not Hiring a Resume: The 5 C's of Building Strong Teams		\$ 1,700	
The Executive Learning Lab	Creating Community at Work: Prioritizing Wellness and Belonging		\$ 2,160	
The Executive Learning Lab	Effective Leadership Dynamics: Communicating, Motivating, and Inspiring Teams		\$ 1,900	
The Executive Learning Lab	Facilitating Difficult Conversations: Conflict Management Skills		\$ 1,900	
The Executive Learning Lab	From Potential to Performance: Talent Development and Reflective Feedback Strategies		\$ 1,900	
The People Institute	Adapting and Inspiring in Times of Change		\$ 1,600	
The People Institute	Board Development Series		\$ 8,950	Organizational Development
The People Institute	Emotional Intelligence One		\$ 800	
The People Institute	Emotional Intelligence Two		\$ 800	
The People Institute	Introduction to Supervision		\$ 1,600	
The People Institute	Lead Where You Are: Harnessing Your Inner Leader		\$ 1,600	
The Pontis Group	Time Management		\$ 1,900	
Whole Hearted Parenting	Creative Tools to Lead Groups		\$ 1,700	
Whole Hearted Parenting	Powerful Communication for Sensitive Talks		\$ 1,700	
Programmatic Consultants: MOST (including ID badge renewals as necessary)				
Amber Dewar	Fall Consultant		\$ 2,000	
Amy Gardiner	Fall Consultant		\$ 6,600	
Dennis Project, Inc.	Fall Consultant		\$ 2,500	
Diane Riggs	Fall Consultant		\$ 2,000	
Elizabeth Holste	Fall Consultant		\$ 4,825	
Geraldine Molin	Fall Consultant		\$ 2,000	
Ivette Concepcion-Gonzalez	Fall Consultant		\$ 2,700	
Joanne Joicin	Fall Consultant		\$ 2,800	
Joseph Gardiner	Fall Consultant		\$ 5,150	
Juliana Prescott	Fall Consultant		\$ 2,700	
Kiensha Sands	Fall Consultant		\$ 2,700	

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Programmatic Consultants: MOST (including ID badge renewals as necessary)				
Kimberly Rhoden	Fall Consultant		\$ 3,850	
Lenna's Group Consulting Services	Fall Consultant		\$ 4,650	
Nicole McCord-Dawson	Fall Consultant		\$ 2,800	
Pinn Strategic Solutions	Fall Consultant		\$ 4,000	
Shana Forrester-Andrew	Fall Consultant		\$ 2,000	
Tracy Nix	Fall Consultant		\$ 5,150	
Youth Impact, Inc.	Fall Consultant		\$ 4,650	
Sponsorships				
Literacy Connection (SPNR-26-71)	Fourth Annual Rooted in Reading Book Festival; 12/12/2026; Fort Lauderdale		\$ 2,000	The Fourth Annual Rooted in Reading Book Festival is a literacy and educational enrichment event serving approximately 120 elementary students from Broward Title I schools. Students participate in standards-aligned literacy activities, interact with local children's authors, receive culturally relevant books and literacy resources, and engage in a celebration designed to strengthen reading skills, academic confidence, and positive youth development.
XtraOrdinary Ladies (SPNR-26-76)	SAT/ACT Prep Camp; 11/02/2026 - 4/12/2027; Hollywood		\$ 2,000	The SAT/ACT Prep Camp provides five instructional college-readiness sessions for high school girls in grades 11 and 12. Participants receive academic support, test-taking strategies, diagnostic assessments, individualized coaching, and college preparation guidance through small cohort instruction designed to improve performance and increase access to higher education opportunities.
Rock Nation, Inc. (SPNR-26-77)	Rock Nation Joyville Christmas; 12/12/2026; Fort Lauderdale		\$ 2,000	The Rock Nation Joyville Christmas 2026 is a family-centered holiday celebration providing gifts, food, youth activities, and community resource connections to Broward families experiencing financial hardship. The event is designed to reduce holiday stress, create positive family experiences, and connect families with services that can continue providing support beyond the holiday season.
Moreland's Alternative Educational Academy (SPNR-26-79)	Marine STEAM and Fishing Camp; 11/17/2026 - 11/26/2026: Pompano Beach		\$ 2,000	The Marine STEM and Fishing Camp is a hands-on educational enrichment program that will serve 25 students from Moreland's Alternative Educational Academy in Broward County. Through a partnership with Smart Lifeskills and Mentoring and the International Game Fish Association (IGFA), students will participate in classroom instruction, freshwater fishing, and saltwater/deep-sea fishing experiences while learning about marine science, aquatic ecosystems, environmental conservation, boating and water safety, responsible angling, teamwork, and marine-related careers. The program is designed to provide positive youth development, STEM-based learning, mentorship, and exposure to outdoor educational experiences that connect classroom concepts to real-world applications.



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Broward Partnership for Kids Events:				
Broward Healthy Start Coalition (26-5)	PUSH For Change, 10/3/2026, Lauderhill		\$ 1,300	PUSH For Change advances the Safe Sleep Committee's goals of raising awareness of SIDS and safe sleep, while honoring families impacted by infant loss, and mobilizing the community around the shared responsibility to prevent infant deaths. The goal of the event is to ensure that every baby has the opportunity to reach their first birthday.
Subscriptions				
Amazon Prime	Annual Subscription		\$ 200	
Disability Scoops	Annual Subscription		\$ 75	
Nounproject.com	Annual Subscription		\$ 75	
Sun-Sentinel	Digital Newspaper		\$ 800	
Memberships				
Adaptive Leadership Network	2027 Annual Membership		\$ 300	
American Society of Professional Administrators	2027 Annual Membership		\$ 1,200	
Broward League of Cities	2027 Annual Membership		\$ 150	
Child Welfare League of America	2027 Annual Membership		\$ 750	
CIO of South Florida	2027 Annual Membership		\$ 500	
City-County Communications & Marketing	2027 Annual Membership		\$ 875	
Community Reinvestment Alliance	2027 Annual Membership		\$ 250	
Department of Economic Opportunity	2027 Annual Membership		\$ 200	
Florida Governmental Finance Officers Association	2027 Annual Membership		\$ 2,200	
Florida Local Gov't Information System Association	2027 Annual Membership		\$ 300	
Florida Philanthropic Network	2027 Annual Membership		\$ 1,500	
Florida Prosperity Partnership	2027 Annual Membership		\$ 150	
Greater Fort Lauderdale Chamber of Commerce	2027 Annual Membership		\$ 625	
Governmental Accounting Standards Board	2027 Annual Membership		\$ 350	
Governmental Finance Officers Association	2027 Annual Membership		\$ 2,000	
Grantmakers for Effective Organizations	2027 Annual Membership		\$ 1,200	
National Association of State Chief Information Officers	2027 Annual Membership		\$ 600	
National Institute of Governmental Purchasing	2027 Annual Membership		\$ 1,000	
Parkland Chamber of Commerce	2027 Annual Membership		\$ 350	

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Agency Capacity Building (ACB) Committee Meeting

Minutes

August 27, 2026

1:00 PM – 3:00 PM

Participants in Attendance: Shea Spencer (211-Broward), Darci Trachtenberg (City of Miramar), Ana Valladares (Mujeres Latinas Broward, Lynne Gassant (Scholar Career Coaching), Beatriz Moure (Legal Aid), Zeina Zein (Mobile School Pantry), Lisa Perez (HBL Resources), Caitlin Benjamin (Handson South Florida), Ayesha Williams (AB Consulting), Francisco Isaza (211- Broward), Lorraine Wright (FLITE), Bach Todaro (Broward Gold Coast Down Syndrome), Opal Raglin, Carol Aubrun (City of West Park), Lixon Nelson (Alliance Community and Employment Services), Sharon Parry, Mrs. Kennedy (Community Reconstruction), Marian McCann, Jolene Mullins (South Florida Hunger Coalition), Nancy Guagnini (Hispanic Unity), Jacqueline Reed-Stills (Oasis of Hope)

Presenters: Sandra Veszi Einhorn, Founder & Strategy Officer, Nonprofit Executive Alliance (NEA), Edward DeJesus, Founder, & Colin Miller, Social Capital Builders

Council Members in Attendance: Chair Jeffrey Wood

CSC Staff in Attendance: Kimberly Adams Goulbourne, Roxanne Smith, Dion Smith, Jill Denis-Lay

Agenda

Welcome and Opening Remarks:

- The meeting opened with a Moment to Arrive, providing participants an opportunity to become present, reflect on gratitude, and prepare for the meeting.
- Mrs. Kimberly Adams Goulbourne, Director of Public Affairs and Organizational Development, welcomed attendees and noted that this was the final ACB meeting of the fiscal year. She thanked participants for their engagement and continued commitment throughout the year and emphasized the importance of using ACB meetings to build relationships, exchange ideas, and bring information back to strengthen their organizations.
- Mrs. Adams Goulbourne recognized the ACB Committee Co-Chairs: Jeffrey Wood, Alyssa Foganholi, and Julia Musella, thanking them for their leadership, time, and insight throughout the year.

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- Mrs. Adams Goulbourne introduced the meeting's two featured presenters:
 - Sandra Veszi Einhorn, Strategy Officer, Nonprofit Executive Alliance (NEA)
 - Edward DeJesus, Founder, Social Capital Builders

Nonprofit Executive Alliance

Overview and Purpose

Sandra Veszi Einhorn provided an overview of the **Nonprofit Executive Alliance (NEA)**, formerly known as the Broward Chamber of Nonprofit Organizations.

Sandra explained that NEA has evolved into a coalition focused specifically on supporting nonprofit CEOs and executive directors personally and professionally. The organization seeks to strengthen nonprofit leadership, connect leaders to resources and relationships, and elevate the nonprofit sector as an essential partner in addressing economic, health, and community challenges.

Key Areas of Support

Sandra highlighted several benefits available through NEA:

- **Peer Support and Networking:** Creating a trusted network where nonprofit executives can exchange experiences, challenges, solutions, and best practices.
- **Leadership Development:** Providing nonprofit CEOs and executive directors with tools and resources to address issues that may fall outside traditional job descriptions.
- **Collective Influence and Public Leadership:** Helping members better understand advocacy, public policy, government, and the broader environment affecting nonprofits.
- **Trusted Partners and Resources:** Connecting members with vetted subject-matter experts in areas such as finance, human resources, information technology, and other organizational needs.
- **Collaboration:** Creating opportunities for nonprofit leaders to develop relationships and explore strategic partnerships rather than viewing other organizations solely as competitors.
- **Leadership Support:** Providing an environment where nonprofit executives can candidly discuss organizational challenges, financial pressures, leadership issues, sustainability, and succession planning.

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Affinity and Issue-Based Groups

Sandra discussed NEA's various affinity groups and convenings designed to address the different needs of nonprofit leaders.

Groups and convenings include:

- Monthly Broward CEO meetings
- Miami-Dade and Monroe CEO meetings
- Regional quarterly convenings
- **Small Budget, Big Impact**, designed for leaders of smaller nonprofit organizations
- Founder affinity groups
- Next-generation leadership groups for executives transitioning from secondary leadership positions into CEO roles
- Succession planning groups focused on long-term organizational sustainability, leadership transitions, mergers, strategic partnerships, and other future-oriented issues

NEA also facilitates issue-based working groups focused on:

- Behavioral health
- Disabilities and access
- Food insecurity
- Housing and homelessness
- Arts, music, and culture

Sandra noted that NEA does not duplicate existing collaborative structures. For issues involving children and families, members are encouraged to participate through CSC's **Broward Partnerships for Kids**.

Membership and Participant Reflection

Sandra explained that membership options are based on the organization's budget size and whether it wishes to participate at the single-county or regional level.

A representative from **Mobile School Pantry** shared her positive experience as an NEA member, noting that nonprofit executive leadership can sometimes feel isolating and

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that NEA provides a trusted community for sharing challenges, exchanging ideas, learning from peers, and building meaningful relationships.

Key Takeaways – Nonprofit Executive Alliance

- Nonprofit leaders benefit from having a trusted peer network.
- Organizational sustainability depends on relationships as well as financial resources.
- Collaboration should be viewed as a strategic strength rather than competition.
- Funders should be approached as **thought partners**, not solely as sources of funding.
- Succession planning should be proactive and include conversations about organizational sustainability, partnerships, mergers, and future leadership.
- Supporting nonprofit leaders personally and professionally can strengthen organizations and the broader nonprofit sector.

Mrs. Adams Goulbourne thanked Sandra for her presentation and reflected on Sandra's "mullet" analogy—**business in the front and party in the back**—noting that although humorous, the analogy reinforces the importance of balance.

Social Capital Builders

Introduction to Social Capital

Edward DeJesus, Founder of Social Capital Builders, introduced participants to the concept of **social capital** and its importance to children, families, nonprofit professionals, and organizations.

Edward explained that his work developed from research and decades of experience in workforce and community development. His research and conversations with young people reinforced the importance of **connections and the strength of those connections** in helping individuals access opportunities.

He encouraged participants to think about **social capital literacy** similarly to financial literacy. While organizations frequently teach people how to understand and manage financial resources, individuals also need tools to understand, build, measure, and maintain the relationships and connections that provide access to opportunities.

Definition of Social Capital

Social capital was defined as the **value of an individual's connections to people, organizations, and institutions**.

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Edward emphasized that effective social capital building requires organizations and individuals to intentionally:

1. **Build connections**
2. **Measure connections**
3. **Maintain quality connections**
4. **Opportunity and Access**

A central theme of the presentation was:

“Opportunity is rarely absent; more often, it is socially out of reach.”

Participants discussed how opportunities and resources may exist within a community but remain inaccessible because individuals lack knowledge, transportation, relationships, proximity, or direct connections to the people and institutions controlling or facilitating those opportunities.

Edward encouraged organizations to consider whether the individuals they serve have meaningful connections to the organizations and institutions that can address their needs.

“It’s Not Taught, It’s Caught”

Edward introduced the philosophy that social capital is often **“not taught, it’s caught.”**

Rather than simply teaching a skill in isolation, organizations can create opportunities for participants to learn the skill while simultaneously building a meaningful relationship.

The approach emphasizes:

- Experiential learning
 - Community engagement
 - Relationship development
 - Maintaining connections after an initial interaction
 - Helping participants move from being recipients of services to contributors within their communities
-

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Identifying Assets Hiding in Plain Sight

Edward shared a personal example illustrating how existing community relationships can provide access to opportunities even when individuals do not initially recognize those relationships as assets.

Breakout Activity

Participants were asked to identify:

A person, organization, institution, or community space already within their network that could help advance their mission but may be overlooked or underutilized.

Edward framed the question as:

“Who or what is your beauty shop?”

Participant Reflections

Breakout discussions identified several potential sources of untapped social capital, including:

- Parents and families.
- Colleges and universities
- Community leaders
- Individuals with lived experience
- Professional networks
- Community gathering places
- Existing organizational relationships

Participants discussed how these relationships could provide knowledge, resources, career exposure, educational opportunities, and additional support for children and families.

Measuring What We Know vs. Who We Know

Edward asked participants to identify tests or assessments used by schools and programs to measure **what individuals know**.

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Participants identified examples such as:

- SAT
- ACT
- Benchmark assessments
- Myers-Briggs and other assessments

Participants were then asked to identify formal assessments that measure **who individuals know**.

Few, if any, examples were identified.

Key Discussion

Edward used the exercise to illustrate that educational and human-service systems routinely measure **human capital—what individuals know—but rarely measure social capital—who individuals know and who knows them**.

He encouraged organizations to consider measuring:

- Who knows an individual?
- Who trusts them?
- What organizations or institutions can they reach?
- The strength of those connections
- Where those connections can take them

Understanding Centrality

Edward introduced **centrality** as an individual's position within an industry, professional, or human-service network.

For human-service professionals, this means examining how strongly staff are connected to organizations that can address the primary needs of the people they serve.

Participants identified five typical client needs:

1. Housing
2. Transportation

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3. Food
4. Employment
5. Utility support

Edward demonstrated a centrality assessment in which participants considered:

- The organization that provides a needed service.
- The individual contact within that organization.
- The contact's position.
- The strength of the relationship.

The exercise demonstrated that knowing an organization's name or having an organizational MOU does not necessarily mean that staff have a strong, actionable relationship with someone within that organization.

Key Takeaway

An MOU is not necessarily social capital.

Organizations should intentionally develop relationships between staff and the individuals within partner organizations who can facilitate access and provide effective connections for clients.

Social Capital and Youth

Colin Miller, Research and Data Associate at Social Capital Builders, presented findings from a recent youth cohort of 54 participants aged 16–21.

The assessment examined participants' connections to people and organizations within industries they hoped to enter.

Findings

- Many young people could identify companies or industries they were interested in, but could not identify specific people within those organizations who could connect them to opportunities.
- **18 of 54 participants received an initial centrality score of zero.**
- **63% could not identify a single person across the five connection categories.**

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- Only 20 participants identified at least one person.
- Eight participants identified five people across all connection sets.

The exercise demonstrated a significant difference between knowing **about an** organization and knowing someone within it who can provide information, guidance, mentorship, or access to opportunities.

Family Engagement and Social Capital

Colin emphasized the importance of engaging parents and families in social capital development.

While young people may have limited professional networks, their parents, relatives, neighbors, coworkers, faith communities, and other adults may already have connections that can benefit them.

Strategies discussed included:

- Helping parents examine their existing networks.
- Connecting young people to adults already known by their families.
- Identifying relationships through workplaces, schools, gyms, community organizations, and other familiar spaces.
- Beginning relationships with small, specific requests rather than immediately asking someone for a significant commitment.
- Following up and demonstrating that advice or guidance was used.

The goal is to establish credibility and gradually strengthen the relationship over time.

Three Types of Social Capital

Edward introduced three forms of social capital:

1. **Bonding Social Capital** – relationships with people who are similar to us and where there is typically a high degree of trust.
2. **Bridging Social Capital** – relationships with people who may be different from us and can expose us to new information, perspectives, and opportunities.
3. **Linking Social Capital** – relationships with individuals who hold positions of power, influence, or authority.

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Participants were encouraged to consider whether the children, families, staff, and organizations they serve have access to all three types.

Building and Maintaining Quality Connections

Edward emphasized that networking alone is insufficient.

Attending networking events, collecting business cards, or accumulating online connections does not automatically create social capital.

Instead, organizations should focus on intentional relationship maintenance.

Social Capital Investment

Participants were encouraged to:

- Identify individuals who already know their work.
- Identify individuals who know their organization but may not know them personally.
- Examine relationships from previous employment and educational experiences.
- Consider community and cultural organizations.
- Review faith-based, volunteer, and professional networks.
- Examine LinkedIn and other digital networks.
- Consider businesses and service providers they regularly patronize.
- Explore family, friend, and neighborhood connections.

Edward emphasized that individuals often have more connections than they realize; the challenge is identifying, strengthening, and maintaining the relationships most relevant to their goals.

Social Capital Investment Plan

Edward demonstrated a tool for tracking social capital and relationship development over time.

The model includes:

- Identifying priority connections

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- Rating connection strength
- Assessing network redundancy and diversity
- Documenting initial outreach or “anchoring” interactions
- Tracking monthly relationship-building activities
- Reassessing connection strength over time

Edward summarized social capital building as the consistent process of developing, measuring, and maintaining high-quality connections that can ultimately create opportunities.

Key Takeaways

- Social capital is the value contained within connections to individuals, organizations, and institutions.
- Opportunity may exist but remain inaccessible when people lack the relationships needed to reach it.
- Human capital—**what you know**—and social capital—**who you know and who knows you**—should both be considered when supporting children, families, and professionals.
- Organizations should measure the strength of staff relationships with critical community resources rather than relying exclusively on organizational agreements.
- Children and youth should be helped to identify and develop connections **before** they need employment, internships, education, mentoring, or other opportunities.
- Parents and families represent important sources of social capital that may be overlooked.
- Existing networks often contain untapped opportunities.
- Networking is only the beginning; relationships must be intentionally maintained.
- Effective social capital development requires building, measuring, and maintaining quality connections.

End of Meeting Summary

- Mrs. Adams Goulbourne thanked Edward DeJesus for the presentation and highlighted the value of examining social capital from both the individual/student perspective and the organizational perspective.

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- Participants were provided an opportunity to ask questions and were reminded that Edward had shared his contact information and resources.
- Participants requested a copy of the Social Capital Builders presentation. Edward confirmed that the slide deck could be shared, and CSC indicated it would distribute the materials to participants.
- Sandra Veszi Einhorn, Edward DeJesus, and Colin Miller were thanked for sharing their expertise and resources with ACB participants.
- Participants were thanked for their engagement throughout the fiscal year and informed that the next ACB meeting will be held in November.

Before adjourning the meeting, all attendees were thanked for their time and participation.

Closing: The training ended at 3:00 p.m.



Building Connected Pathways to Opportunity

Social Capital Smart | Children's Services Council of Broward County

Agency Capacity Building Committee (ACB)

A practical, uplifting training about the connections, institutions, and pathways that already surround our families and how to activate them.

<https://www.linkedin.com/in/edwarddejesus/>

<https://socialcapitalbuilders.com/>

<https://www.facebook.com/share/g/1HrJGhNtzR/>

Ed@socialcapitalbuilders.com

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“

“OPPORTUNITY IS
RARELY ABSENT.
MORE OFTEN, IT IS
SOCIALY OUT OF
REACH.”

”

Edward DeJesus, Founder-
Social Capital Builders.

www.socialcapitalbuilders.com

Today's Objectives

By the end of today's session, participants will be able to:

1. Define social capital and explain why it matters for children and families.
2. Understand how connections shape access to jobs, housing, education, and essential services.
3. Recognize how improving centrality -one's position within a network -can strengthen program performance, client outcomes, and access to opportunity.
4. Identify ways social capital can advance the shared goals of ACB members.
5. Develop a simple strategy for measuring, maintaining, and strengthening quality connections.

THE CHALLENGE

Applications to
more than 50
NYC
companies.



WHERE IT STARTS

The Beauty Shop, My First Job & the Assets I Couldn't See

Opportunity was already nearby. Many people are not disconnected. They have simply never been taught how to **recognize** the people, organizations, and institutions already around them.



20-YEAR-OLD
FATHER



NEEDS A JOB



LOW WAGE
LABOR MARKET



OPTIONS HE DIDN'T
KNOW EXIST

NO CALL BACK!

Job Seekers Need Help Connecting
to the Social Capital Assets
They Already Have

"YOU HAVE ANOTHER MOVE"

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OPENING REFLECTION

What Assets Were Hiding in Plain Sight?

Think of one person, institution, organization, or community space already in your network that could help advance your mission but has been overlooked or underused

Who or what is your “beauty shop”?

What opportunity might that connection have created and what might leaving it untapped have cost?

Share

Record

Think

The Missing Measurement

WHAT PEOPLE KNOW



Name a test or assessment used by a school or workforce program to measure what people know.

WHO PEOPLE KNOW



Name a test or assessment used by a school or workforce program to measure who people know.

What does the difference between your answers reveal about what our systems value, measure, and may be overlooking?.



Schools Measure What You Know But Not Who You Know

What Gets Measured

- Grades & Test Scores
- Credentials & Attendance
- Technical Skills

What Rarely Gets Measured

- Who knows you? Who trusts you?
- What institutions can you reach?
- Where can your connections take you?

*Credentials tell us about capability. **Connections tell us about access.** If we don't measure connection to opportunity, we shouldn't be surprised when people complete programs but still struggle.*



KEY CONCEPT

Centrality: Your Position in a Network of Opportunity

Centrality is a person's or organization's position inside a network of opportunity and it shapes what doors open, and when.

Career Builders

How connected are you to people in the industry where you want opportunity: companies, unions, hiring managers, training providers?

Human Service Workers

How connected are you to organizations that can meet your clients' needs: housing, employment, mental health, education, transportation?

Conceptual framework only — proprietary assessment methods, scoring logic, and tools are not included.

TWO EXAMPLES

Centrality in Practice

A young person wants construction work.

Beyond who they know, centrality can measure

- Connection strength
- Proximity
- Access
- Network diversity

Construction companies

Unions

Contractors

Training providers

Suppliers

Hiring managers

A family needs multiple supports.

Beyond who they know, centrality can measure:

- Connection strength
- Proximity
- Access
- Network diversity

Housing

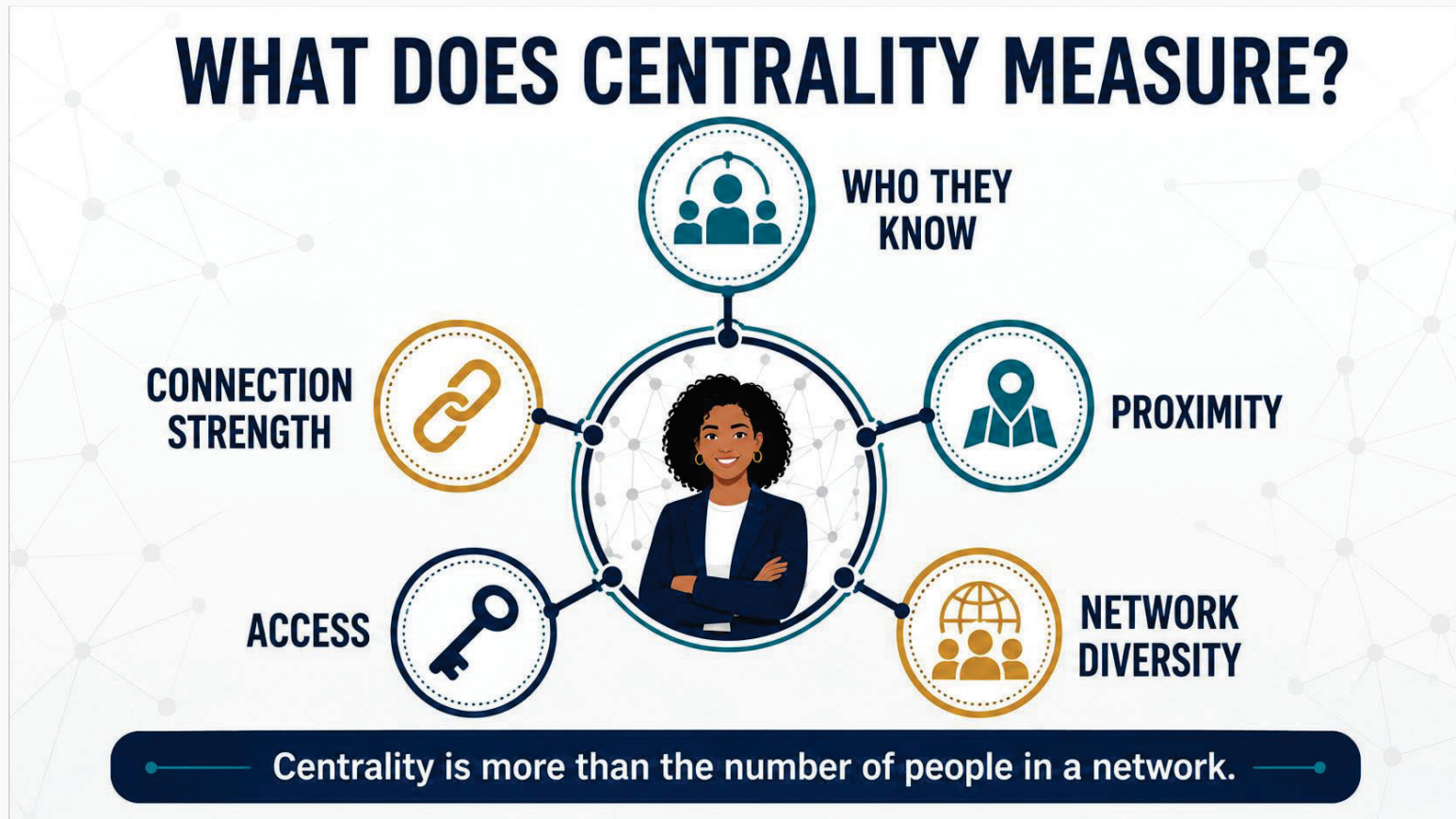
Employment

Mental health

Transportation

Education

Community services



<https://video.socialcapitalbuilders.com/w/zttPaPCvmAYL>

Most Organizations Measure Participant's Grades and Skills. No One Measures Connections

Who can your staff actually reach when a young person needs help?

What We Introduced

Human Service Centrality Quotient (HS-CQ) + Opportunity Navigation System

- Who staff can actually reach
- How strong those connections are
- Where access breaks down

CASE STUDY

Jeffrey Watts

Juvenile Probation Officer: part of a team of 9 officers serving justice-involved youth in the community.

i The question is not *"What services exist?"* it is **"Who can you call today?"**

Social Capital Builders

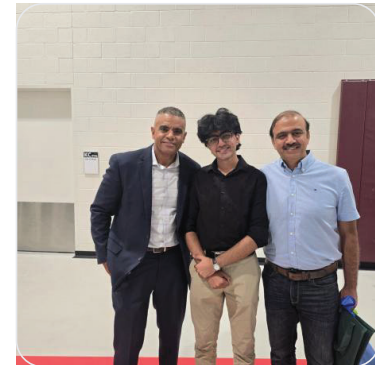
Core Mission

Our goal is to help individuals leverage and expand their personal networks while forming vital connections with key industry stakeholders.



Howard County Youth Summer Project

Deployed a comprehensive questionnaire to students, capturing critical baseline insights regarding the depth and reach of their career networks.



Industry Connections Gap: Key Findings

A data-driven look at what 54 students revealed about their career networks — and what it means for families and programs supporting youth ages 16–21.



The Central Finding



Students Know Industries. They Don't Know People.

Students could name major employers — hospitals, tech companies, arts organizations — but most could not identify a single person inside those organizations who knows them and could provide guidance or support.

- ❏ This gap between industry awareness and personal connection is the core challenge the data reveals.

Top Career Interest Areas



Healthcare

~14 students — the largest single interest area, representing an immediate opportunity for group programming



Music

5 students identified music as their target field, creating a natural cohort for connection activities



Technology

Technology-related fields were among the most common, alongside business and psychology

Three Types of Social Capital

1 • Bonding

People who know us well and provide **trust, support, and belonging** — family, friends, coaches, neighbors, classmates.

2 • Bridging

People who connect us to **different groups, industries, information, and perspectives** outside our usual circle.

3 • Linking

People and institutions with **authority, resources, influence, or decision-making power** — employers, funders, system leaders.

- 📌 Opportunity often moves through people before it appears as a posting. Better referrals require trusted pathways — not just a list.



Bonding, Bridging & Linking in Action

For Human Service Workers

- **Bonding:** Trust with clients, families, and coworkers
- **Bridging:** Connections across agencies, schools, employers, faith groups
- **Linking:** Access to decision-makers, funders, housing providers

For Career Builders

- **Bonding:** Family, friends, teachers, former coworkers
- **Bridging:** People who expose someone to new industries and options
- **Linking:** Employers, union leaders, training providers, college staff



THE FRAMEWORK

The Social Capital Smart Model



Conceptual framework only — proprietary assessment methods, scoring logic, and tools are not included.

UNDERSTAND

Social Capital Literacy

Helping people understand how connections influence access to information, opportunity, support, and mobility.

DEMONSTRATION

**Ed teaches a concept.
Then participants engage Coach
Cortez AI.**

DISCUSSION QUESTION

**How can you increase the social
capital literacy of your staff and
programs?**

Conceptual framework only — proprietary assessment methods, scoring logic, and tools are not included.

From Literacy to Action

1

Social Capital Literacy

Help staff and clients understand how connections influence access to information, opportunity, support, and mobility. **Discussion:** How can you increase social capital literacy in your programs?

2

Social Network Analysis

Help people **see** the organizations and institutions already connected to them. **Activity:** Who knows your program but doesn't know you yet?

3

Social Capital Building

Consistently **build, measure, and maintain** quality connections. **Discussion:** How are you supporting staff and clients to do this?

Conceptual framework only — proprietary assessment methods, scoring logic, and tools are not included.

SEE

Social Network Analysis

Helping people see the people, organizations, and institutions already connected to them.

SAMPLE ACTIVITY

**Who knows your program
but does not know you yet?**

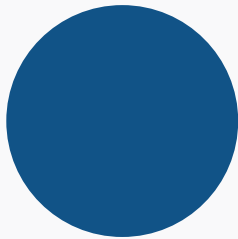
DISCUSSION QUESTION

**What kinds of activities could help
staff and clients see and measure
their connections?**

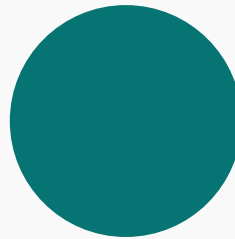
Conceptual framework only — proprietary assessment methods, scoring logic, and tools are not included.

Social Capital Building

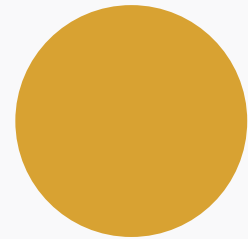
The consistent act of building, measuring, and maintaining quality connections with people, organizations, and institutions connected to opportunity.



BUILD



MEASURE



MAINTAIN

How are you supporting staff and clients to build, measure, and maintain key connections?

Conceptual framework only — proprietary assessment methods, scoring logic, and tools are not included.

What This Means for Broward County

The assets are already here.

Agencies

Families

Schools

Employers

Community partners

Trusted messengers

The question is whether those assets are visible, measured, coordinated, and maintained.

CLOSING REFLECTION

What Will You Look at Differently?

How are you looking at connections differently after today?

What is one thing you will do differently with your staff, clients, partners, or programs?

DROP IT IN THE CHAT

BROWARD COUNTY DOES NOT NEED TO START FROM ZERO.

The assets are already here. The next step is learning how to recognize, measure, and activate them.

**Opportunity is not only about what people know.
It is also about who — and what — they are connected to.**

SOCIAL CAPITAL SMART



COMMUNITY IMPACT



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FOUNDATION
OF BROWARD

REC'D-CSC-Browd AUG 3 4 36 PM '17

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July 27, 2026

Ms. Cindy Arenberg Seltzer
Chief Executive Officer
Children's Services Council of Broward County
6600 W. Commercial Blvd.
Lauderhill, FL 33319

Dear Cindy:

On behalf of the Board and staff of the Community Foundation of Broward,
thank you for the contribution of \$10,000 to support the Broward Workshop
Early Learning Fund.

We are excited about your partnership on this initiative and look forward to your
involvement in making a tremendous impact by connecting the business
community to better understanding the value of early education and learning.
We have a great team in place to make it happen!

Thank you for helping to make our community better!

Sincerely,

Kelly Marmol

Thank you!

Kelly Marmol
Vice President, Philanthropic Services

THE COMMUNITY FOUNDATION OF BROWARD, INC. GRATEFULLY ACKNOWLEDGES YOUR
GENEROUS GIFT. ALL CONTRIBUTIONS ARE TAX DEDUCTIBLE AS ALLOWABLE BY LAW. NO GOODS
OR SERVICES WERE PROVIDED IN RETURN FOR THIS DONATION. IRS REQUIRES THAT YOU RETAIN
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First Jobs and Paychecks for Young Adults with Disabilities



By Online Staff C | August 14, 2026

Boca Raton, FL — August 14, 2026 — Arc Broward's Youth Links workforce program celebrated the achievements of 49 young adult interns during its Summer Internship Finale. Each participant received a certificate recognizing the successful completion of a paid summer internship with local employers including Publix, Dunkin', Walgreens, Broward County Animal Care & Adoption and the City of Coral Springs.

The event featured student reflections, recognition of employer partners and a certificate ceremony where each intern crossed the stage before family, friends and community supporters.

"This celebration is about so much more than completing a summer internship, it's about recognizing the confidence, skills and independence these young adults have built along the way," said Julie Price, President and CEO of Arc Broward. "Through Youth Links and the commitment of our employer partners, our students are gaining meaningful work experience and taking important steps toward successful futures. We are incredibly proud of each student and grateful to the businesses that opened their doors and invested in their potential."

Youth Links is an experiential learning program of Arc Broward that prepares students with disabilities ages 15 to 21 for post-secondary education, training and employment. During the school year, students participate in a series of learning experiences addressing career development, social skills, life skills, self-determination and advocacy through a combination of classroom and real-life settings. In the summer, students have the opportunity to participate in paid summer employment, ranging from 16 to 30 hours per week, where they gain valuable work experience while building independence, confidence and social skills that support their successful transition into adulthood.

The program is funded in part by the Children's Services Council of Broward County. For more information about Arc Broward's workforce development programs, visit arcbroward.com/arcworks.

Coral Springs CRA Sets Aside \$3.3 Million for Downtown Infrastructure in New Budget



Coral Springs plans to hire a retail consultant to help attract more restaurants, shops, and entertainment businesses. Photo Credit: TAPinto Coral Springs

By Luis F. Perez

Published August 26, 2026 at 11:00 AM

CORAL SPRINGS, FL — Almost 60 cents of every dollar in the Coral Springs Community Redevelopment Agency's new budget goes to a single line that reads "Infrastructure."

The CRA Board adopted the \$5.6 million plan Monday night. It covers Oct. 1 through Sept. 30.

Inside that total, \$3.3 sits on the budget line that reads capital outlay. However, it's unclear exactly what work that money will pay for.

Capital outlay projects "are for infrastructure projects that support a vibrant, walkable downtown," city spokeswoman Sayona Khandwalla said.

Anything the agency builds has to appear in the CRA master plan. The 246-page master plan has the word infrastructure 40 times.

Khandwalla offered two examples: burying utility lines, and public access for people on foot and in cars.

As for where the digging happens, Khandwalla said the projects could include work that supports City Village.

City Village is Amera Corporation's plan to turn the old city hall site and part of Village Square plaza near Sample Road and University Drive into 300 rental apartments, more than 20,000 square feet of space for shops and restaurants, a parking garage and a linear park on about four acres.

A second phase on more than eight acres calls for at least 65,000 square feet of retail and a main street running from Coral Hills Drive to University Drive, and the developer told the city in April it wants to start work by late 2026.

Elsewhere in the budget plan, \$500,000 is set aside for grants to improve commercial properties.

And \$732,919 will go to the developer of the Cornerstone apartment and retail complex as part of the tax increment incentive.

Also, the lease for the new Coral Springs museum in Cornerstone is covered at \$184,679.

In the budget document, two lines drop to zero. CRA events, which carried \$100,000 for holiday decor this year, is empty. So is building improvements, which carried \$1 million.

On the revenue side, \$2,901,322 — 52% of the budget — transfers in from the CRA trust fund.

Coral Springs puts up \$1,105,340. Broward County adds \$809,231. The North Broward Hospital District, **the Children's Services Council of Broward County**, and \$70,000 in interest cover the rest.

The bottom line is about \$58,000 above this year's amended budget of \$5,508,661, a close to 1% increase.

The CRA board operates separate from the city commission, which is occupied by the city's elected leaders.

The CRA sets its own budget and its own priorities, with help from city staff.

Broward Children's Center is Now Enrolling Students for the 2026-2027 School Year

August 26, 2026



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 for the 2026-2027 school year. BCC Academy has been continuously serving the Broward County community since 1971.

Broward Children's Center's multi-lingual 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 20th 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.

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.

State Rep. Hunschofsky Highlights Suicide Prevention, Voting and Budget Season in September Message

by [Sharon Aron Baron](#) September 1, 2026



State Rep Christine Hunschofsky.

From State Rep. Christine Hunschofsky:

I hope the school year has gotten off to a wonderful start for everyone! With the school year underway and the holidays approaching, this time of year can bring added stress and challenges for many people.

September is Suicide Prevention Awareness Month and a good time to talk to our family members and friends about suicide prevention. If you or someone you know is in crisis, please call the Suicide and Crisis Lifeline at 988. If you know someone who is struggling with their mental health, you can call 211 in Broward County (211-broward.org). Also, in Northwest Broward, we have wonderful organizations such as Eagles' Haven Wellness Center (eagleshaven.org) that are there to help. Eagles' Haven offers free wellness classes and has licensed clinicians on site to help people in crisis. They can also help connect individuals with the resources and services they need.

One of the most important opportunities we have as citizens is the right to vote. September 15, 2026 is National Voter Registration Day and a great time to register to vote, check your registration status, and confirm your vote-by-mail requests.

The deadline to register to vote for the November 3, 2026 election is October 5, 2026. Visit the Broward Supervisor of Elections website ([BrowardVotes.gov](https://www.browardvotes.gov)) for information about registering and voting. With several races and constitutional amendments on the ballot this November, please make sure your voter registration is current and you are ready to vote.

September is also budget season, when local and county governments approve their annual budgets and final tax rates. The county and cities all have their budgets available online, and residents can participate in budget hearings and workshops – all open to the public – where these decisions will be discussed and voted on. To learn more about the budgets, hearings, and meetings for Broward County and your city in District 95, please visit their respective websites:

City of Coconut Creek ([coconutcreek.gov](https://www.coconutcreek.gov)); City of Parkland ([cityofparkland.org](https://www.cityofparkland.org)); City of Margate ([margatefl.com](https://www.margatefl.com)); City of Coral Springs ([coralsprings.gov](https://www.coral Springs.gov)); Broward County ([broward.org](https://www.broward.org))

If you want to know how much you can expect to pay in taxes for school board, county, city, hospital district, water management, and **Children's Services Council**, you can visit the Broward County Property Appraisers website ([bcpa.net](https://www.bcpa.net)). Search for your property, then click "TRIM Notice" on your property information page. The website also provides information about exemptions currently available to property owners. Additionally, you can view all your current and previous property tax bills on the Broward County Tax Collector site ([browardtax.org/property-tax](https://www.browardtax.org/property-tax)). Click "Pay Online," enter your address, and you will be able to view your current amount due and property tax bill history dating back to 2014.

My team and I are always available to help in any way we can. Please reach out to us at 954-953-2760 or HD095@flhouse.gov if we may be of assistance. We have an email newsletter we send out on a regular basis with information about District 95, the legislative process, and resources that are available. If you would like to be added to our newsletter list, please email us with "subscribe" in the subject line. Additionally, connect with me on social media. You can find me on Facebook @RepChristineHunschofsky or Instagram @ChrisHunschofsky. Looking forward to hearing from you and staying in touch!

Christine Hunschofsky

District 95 includes Coconut Creek, Parkland, Margate, and a portion of Coral Springs.

Health Foundation of South Florida Awards \$300,000 to Bring Vision Care to Low-Income Schoolchildren in Miami-Dade and Broward

News provided by

[Health Foundation of South Florida](#)

Sep 03, 2026, 09:00 ET

Grant will support mobile optometric clinics delivering free eye exams and prescription eyeglasses through Miami Lighthouse for the Blind's Florida Heiken Children's Vision Program

MIAMI, Sept. 3, 2026 /PRNewswire/ -- The [Health Foundation of South Florida](#) has awarded a \$300,000 grant over two years to [Miami Lighthouse for the Blind](#) to support its Florida Heiken Children's Vision Program. The grant will fund mobile optometric clinics that deliver free, comprehensive eye exams and prescription eyeglasses directly to 1,851 low-income schoolchildren across Miami-Dade and Broward counties. This investment reflects Health Foundation of South Florida's commitment to advancing health equity by removing the cost, language, and transportation barriers that keep vulnerable children from receiving basic eye care.



From left to right: Angela Vazquez, Janisse Schoepp, Loreen Chant, Megan Gamwell and Carol Brady-Simmons during a Health Foundation of South Florida site visit to Miami Lighthouse for the Blind and Visually Impaired to learn more about its programs and impact in the community.

Through the grant, Heiken's mobile clinics will bring dilated eye exams and prescription eyeglasses to PreK-12th grade students at 24 Title I schools in predominantly Black and Hispanic communities, including Overtown, Little Haiti, and Little Havana in Miami-Dade County and Hollywood in Broward County. The investment also allows the program to expand into 10 new schools in Broward County.

"Every child deserves the opportunity to learn, grow and thrive, but too many families across South Florida still face barriers to something as fundamental as vision care," said Loreen Chant, President and CEO of the Health Foundation of South Florida. "Bringing these services directly into schools helps remove those barriers while furthering our commitment to health equity and ensuring more children can access the care, they need to support their health, well-being and success."

The need is significant. One in four children has a vision impairment, yet vision problems frequently go undiagnosed because families lack access to routine eye care. Last year, Heiken received 14,519 referrals across Miami-Dade and Broward but had the capacity to serve only 6,318 children, a gap expected to widen following recent cuts to state funding for children's vision programs.

Through the Health Foundation of South Florida's investment, the program expects to provide 1,851 comprehensive eye exams, 1,111 pairs of prescription eyeglasses and 93 specialist referrals over the next two years, helping more children receive the vision care they need.

"Because of the Health Foundation of South Florida, nearly 2,000 low-income schoolchildren in Broward and Dade counties combined will have the gift of vision, with Miami Lighthouse's Florida Heiken Children's Vision Program bringing primary eye health directly to schools with dilated eye exams and prescription glasses," said Virginia Jacko, President and CEO of Miami Lighthouse for the Blind.

Since launching statewide in 2007, the Florida Heiken Children's Vision Program has served more than 254,000 Florida children and is recognized as a national model for school-based vision care. Independent evaluations of the program have found a 77% improvement in academic and behavioral outcomes among children after they receive eyeglasses, underscoring the connection between vision care and learning.

The program's mobile clinics bring licensed optometrists directly to schools to provide comprehensive eye exams, working with school nurses during the planning process to support on-site care. If an exam identifies a need for additional treatment, parents are notified and children may be referred to a specialist for follow-up care.

The Health Foundation of South Florida's investment builds on support from The Children's Trust and the **Children's Services Council of Broward County**, helping Miami

Lighthouse expand the reach of the Florida Heiken Children's Vision Program and provide more children with access to essential vision care.

About the Health Foundation of South Florida

Health Foundation of South Florida has been serving South Florida for more than 30 years, investing more than \$153 million in nonprofits that provide programs and services in Broward, Miami-Dade, and Monroe counties. The Foundation's mission is to be a catalyst for collaborations, policy changes, and systems change that improve the health of South Florida communities, with a focus on vulnerable, low- to moderate-income populations. For more information, visit www.hfsf.org and follow us on Facebook, Instagram, and LinkedIn.

About Miami Lighthouse for the Blind

Miami Lighthouse for the Blind and Visually Impaired provides vision rehabilitation, education, and vision care services to children and adults who are blind or visually impaired. Its Florida Heiken Children's Vision Program brings free eye exams and eyeglasses to underserved children throughout Florida through a fleet of mobile optometric clinics.

SOURCE Health Foundation of South Florida

Cindy Arenberg Seltzer: 25 años construyendo un sistema de apoyo para la niñez en Broward

La presidenta V CEO de Children's Services Council de Broward destaca la prevención, la salud mental, la estabilidad familiar V la participación de las jóvenes como pilares para el futuro del condado

Durante los últimos 25 años, **Children's Services Council** (CSC) de Broward ha buscado transformar la manera en que el condado responde a las necesidades de sus niños, jóvenes y familias. Bajo el liderazgo de su presidenta y CEO, Cindy Arenberg Seltzer, la organización ha impulsado un modelo basado en la prevención, la coordinación comunitaria y la inversión a largo plazo.

Arenberg Seltzer considera que uno de los mayores logros de CSC ha sido pasar de un sistema que reaccionaba principalmente ante las crisis a uno que procura anticiparse a ellas.

"Lo que más me enorgullece es que hemos cambiado el enfoque: de responder a las crisis una vez que ocurren, a prevenirlas antes de que sucedan", señala.

De atender crisis a prevenirlas. Cuando CSC comenzó hace 25 años, muchos servicios destinados a niños y familias funcionaban de manera independiente y enfrentaban dificultades para conseguir financiamiento estable. Ahora funciona como un marco comunitario que reúne a proveedores de servicios, organizaciones sin fines de lucro, municipios, empresas y familias.

La estrategia abarca diferentes etapas del desarrollo infantil, desde el nacimiento hasta la juventud, con inversiones dirigidas a la preparación escolar, alfabetización, salud mental, seguridad infantil, estabilidad familiar y desarrollo juvenil.

Para la CEO, el objetivo es que las familias puedan encontrar apoyo antes de que una dificultad se convierta en

una crisis.

Salud mental y seguridad en un mundo digital

Las necesidades de los niños han cambiado considerablemente en los últimos 25 años. Aunque CSC mantiene muchas de sus prioridades originales, también ha ampliado su enfoque hacia nuevos desafíos, como el aumento de las preocupaciones relacionadas con la salud mental, las crisis emocionales y los riesgos asociados con el entorno digital.

CSC respalda iniciativas comunitarias y trabaja con recursos como 2-1-1 Broward y la Línea 988 de Ayuda para Suicidio y Crisis, además de apoyar programas destinados a desarrollar resiliencia entre niños y jóvenes.

El mundo digital plantea otro desafío. Ciberacoso, explotación en línea, presión de las redes sociales y seguridad en internet son problemas que requieren que padres, escuelas y organizaciones comunitarias estén

preparados. La respuesta, según Arenberg Seltzer, combina educación, prevención, recursos para las familias y colaboración comunitaria.

Invertir hoy para evitar problemas mañana

Uno de los principales retos de CSC financiada con recursos públicos es equilibrar las necesidades inmediatas con las inversiones cuyos resultados pueden verse a largo plazo. Ambas prioridades son indispensables.

Las familias pueden necesitar ayuda inmediata ante situaciones como inseguridad alimentaria, problemas de vivienda o una crisis de salud mental. Pero atender únicamente las emergencias no permite resolver las causas que generan esas situaciones. "Si nos centramos únicamente en las emergencias, nunca abordaremos las causas subyacentes", explica Arenberg Seltzer.

La meta es demostrar que los recursos públicos producen beneficios concretos en el presente y en el futuro.

El impacto de posibles cambios en el impuesto predial

El financiamiento de CSC depende de un impuesto predial aprobado por los votantes. Por esa razón, cualquier cambio significativo que reduzca los ingresos provenientes de este impuesto podría afectar la cantidad de recursos disponibles para los programas destinados a niños y familias.

▶ Sigue en la P6g. 7



Viene de la P6g. 6

Arenberg Seltzer subraya que el impacto concreto dependerá de los detalles de cualquier eventual cambio constitucional o legislativo.

También destaca la importancia de que los contribuyentes conozcan el alcance de la inversión.

Según la CEO, CSC representa una parte relativamente pequeña del impuesto predial, pero sus recursos permiten financiar programas como la preparación escolar, alfabetización, prevención del maltrato infantil, fortalecimiento familiar y salud mental.

Una oportunidad para la pequeña organización comunitaria

En Broward, muchas organizaciones pequeñas de base comunitaria tienen una relación cercana con las familias que atienden. Pero, no siempre cuentan con la infraestructura necesaria para competir por subvenciones o administrar contratos de gran tamaño.

La filosofía es que financiar un programa no es suficiente. También es necesario fortalecer a las organizaciones que lo ejecutan para que puedan mantener su impacto durante muchos años.

Los jóvenes también tienen voz

Otro elemento destacado por Arenberg Seltzer es la participación directa de los jóvenes en la planificación

El desafío para las próximas años será mantener ese compromiso mientras cambian las necesidades de las nuevas generaciones y garantizar que los recursos públicos continúen llegando a quienes más los necesitan



"Los jóvenes son los expertos en sus propias experiencias", afirma.

CSC busca conocer sus opiniones mediante encuestas, grupos focales, grupos asesores, evaluaciones de programas y conversaciones comunitarias, entre otros mecanismos.

Estas voces pueden influir tanto en el diseño de los programas como en las prioridades de inversión.

El principio es sencillo: los sistemas

destinados a los jóvenes deben construirse con ellos y no solamente para ellos.

Fortalecer a las familias frente a las dificultades económicas

Las dificultades económicas que enfrentan algunas familias de Broward también han llevado a CSC a ampliar su apoyo a programas que combinan asistencia inmediata con herramientas para alcanzar una mayor estabilidad.

Entre las áreas respaldadas se

encuentran los servicios de apoyo familiar, seguridad alimentaria, programas para padres, visitas domiciliarias, apoyo para la inserción laboral, orientación sobre recursos comunitarios y prevención de desalojos.

El objetivo es que una familia no solo pueda superar

una emergencia, sino también contar con herramientas que reduzcan la posibilidad de enfrentar una crisis similar en el futuro.

El primer desafío: oportunidades para todos

De cara a los próximos años, Arenberg Seltzer identifica un reto central:

garantizar que todos los niños tengan acceso equitativo a oportunidades, independientemente de donde vivan, de sus circunstancias familiares o de las dificultades que enfrenten.

La experiencia de CSC, sostiene, demuestra que ningún programa por sí solo puede resolver las necesidades de la infancia.

Se necesita un sistema coordinado que acompañe a los niños desde los primeros años de vida hasta la edad adulta.

Ese enfoque será especialmente importante para Broward mientras el condado enfrenta nuevos desafíos económicos, sociales, tecnológicos y de salud mental.

Una visión que mira hacia los próximos años

Después de un cuarto de siglo, la visión de CSC continúa centrada en una premisa fundamental: la prevención y la inversión temprana pueden cambiar la trayectoria de un niño y, al mismo tiempo, fortalecer a toda la comunidad.

Para Arenberg Seltzer, el propósito final es que cada niño de Broward tenga la oportunidad de prosperar y que cada familia disponga del apoyo necesario para hacerlo posible.

El desafío para los próximos años será mantener ese compromiso mientras cambian las necesidades de las nuevas generaciones y garantizar que los recursos públicos continúen llegando a quienes más los necesitan.



MONTHLY COUNCIL MEETING ATTENDANCE

October 2025–September 2026 (FY 25-26)

Council Member	Oct'25	Nov'25	Dec'25	Jan'26	Feb'26	Mar'26	Apr'26	May'26	Jun'26	Jul'26	Aug'26	TRIM I	Sep'26	TRIM II
Lauren M. Alperstein*	N/A	N/A	N/A	P	P	P	P	P	P	N/A	A	P		
Alyssa Foganholi	A	P	N/A	Virtual	A	P	Virtual	P & Virtual	P	N/A	Virtual	P		
Howard Hepburn	P	P	N/A	P	P	A	P	A	P	N/A	P	A		
Debra Hixon	P	P	N/A	P	Virtual	Virtual	P	P	A	N/A	P	P		
Julia Musella	Virtual	P	N/A	Virtual	P	P	P	P	Virtual	N/A	P	A		
Nan Rich	P	P	N/A	P	Virtual	P	P	P	P	N/A	A	A		
Robert Shea	P	P	N/A	P	P	P	P	P	A	N/A	P	P		
Paula Thaqi	P	P	N/A	P	P	Virtual	Virtual	P	A	N/A	P	A		
Christine Thompson	P	P	N/A	P	A	P	A	P	P	N/A	Virtual	P		
Francis Viamontes*	A	P	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Jeffrey S. Wood	Virtual	P	N/A	P	P	P	P	P	P	N/A	P	P		

* Judge Lauren M. Alperstein was appointed to replace Judge Francis Viamontes on January 1, 2026.