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

ARD MEMBERS

Jeffrey S. Wood
Chair
Governor Appointee

Dr. Christine Thompson
Vice Chair
Governor Appointee

Senator Nan Rich
Secretary
Broward County Commission

Honorable Lauren M. Alperstein
Judicial Member

Dr. Howard Hepburn
Superintendent
Broward County Public Schools

Debra Hixon
Board Member
Broward County Public Schools

a Musella
Governor Appointee

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

Dr. Paula Thaqi
Director
Broward County Health Department

Vacant
Governor Appointee

Vacant
Governor Appointee

STAFF
Cindy Arenberg Seltzer
President/CEO

LEGAL COUNSEL
John Milledge
Garry Johnson

DATE: November 13, 2026

TO: Council Members

FROM: Cindy Arenberg Seltzer, President/CEO

SUBJECT: Information for the November 19th Council Meeting

Enclosed is the information packet for the CSC monthly meeting on Thursday, November 19th, 9:30 a.m. - Noon, in the CSC Board Room. Members should arrive at 9:00 a.m. for a group photo for the Annual Report. If you usually receive a hard-copy packet via courier, it should arrive on Friday afternoon.

This month's meeting agenda is large and substantive, with numerous action items. This month's Roundtable will feature a presentation on the Early Learning Analysis & Road Map.

Sadly, you will notice that Alyssa Foganholi has resigned from the Council due to personal priorities. I was very sorry to receive that email, and I am very grateful for her service to the Council. I am hopeful that we will have the opportunity to thank her publicly for her service.

We will also be recognizing the outstanding contributions that Mark and Tiffani Dhooge have made to the child-serving systems of care during their impressive careers.

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 19th!

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

Thursday, November 19, 2026
9:30 a.m.

MEETING AGENDA

I.	**Call to Order**		Christine Thompson, *Vice Chair*
II.	**Roll Call**		Amy Jacques, *Special Assistant*
III.	**Chair's Report**		Christine Thompson, *Vice Chair*
	a. Moment to Arrive		
	b. Resignation of Council Member Alyssa Foganholi	**(Tab A)**	
	c. Approve October 2026 Council Minutes	**(Tab B)**	
	d. Recognize Mark & Tiffani Dhooge on Their Retirements		
	e. Reminder – December Meeting Canceled		
IV.	**President's Report**		Cindy Arenberg Seltzer, *President/CEO*
	a. Good of the Order		
	b. Discussion of Impact of Amendment 3		
	c. FYI – CSC Gubernatorial Appointees Update		
	d. FYI – December Office Schedule		
V.	**Finance Committee Meeting Report**		Paula Thaqi, *Committee Chair*
	Accept Quarterly Investment Report	**(Tab C)**	
VI.	**Chief Program Officer Report**		Maria Juarez, *CPO*
	a. Approve New Objective 015 and FAU Master of Social Work (MSW) Internship Stipend Pilot Program	**(Tab D)**	
	b. Broward Promise Neighborhood Grant	**(Tab E)**	
	i. Approve FAU Promise Neighborhood MOU, Contingent Upon Approval of the No Cost Extension by the U.S. DOE and Review by CSC Legal Counsel		
	ii. Approve Acceptance of $1,150,000 in Funding and Related Expenditures for Promise Neighborhood Grant Funds from FAU, Contingent Upon Execution of the FAU PN MOU		

iii. Approve a 12-Month Extension of Promise Neighborhood Subcontracts and Administrative Expenses from January 1, 2027, through December 31, 2027, Contingent Upon FAU Receiving Approval of the No Cost Extension from the U.S. Department of Education
iv. FYI – 2026 Broward Promise Neighborhood Ad Hoc Report

c. Approve Extension of Leveraged Funding Moratorium, Except for Leverages Related to Critical Needs **(Tab F)**

d. Termination of FLIPANY's MOST Inclusion Contract at Deerfield Beach Elementary School **(Tab G)**
   i. Ratify Termination of FLIPANY's MOST Inclusion Contract and Approve Returning the Balance of the FLIPANY MOST Inclusion Contract to MOST Inclusion Unallocated
   ii. Approve Reopening the MOST RFP to Identify a Provider to Deliver Inclusion Services at Deerfield Beach Elementary School
   iii. Approve Reopening the MOST RFP to Identify a Provider to Deliver Services to Children with Special Needs at Deerfield Beach Elementary School

VII. Chief Innovation Officer Report — Sue Gallagher, *CIO*

a. Approve ABCD ASO RFP Award **(Tab H)**
b. FYI – Health Foundation of South Florida Report **(Tab I)**

VIII. Public Affairs & Organizational Development Report — David H. Kenton, *COO*

a. Approve Program Performance Consultants **(Tab J)**
b. Approve Reconciliation of Expenditures for FY 25-26 Back-to-School Extravaganza **(Tab K)**
c. Approve Vendors and Professional Services for the CSC Impact Summit **(Tab L)**

IX.	**Chief Finance Officer Report**		Daniel Franzblau, *CFO*
	a. Approve Budget Carry Forward from FY 25-26 into FY 26-27	**(Tab M)**	
	b. Approve Budget Amendments and Preliminary Financial Statements Ending September 30, 2026	**(Tab N)**	
	c. Accept the Managed Fund Monthly Statements	**(Tab O)**	
	d. Approve CSC Monthly Purchases	**(Tab P)**	
X.	**SNAC Meeting Report**	**(Tab Q)**	Debra Hixon, *Coalition Member*
XI.	**Agency Capacity Building Committee Rpt**	**(Tab R)**	
XII.	**Funders Forum Report**	**(Tab S)**	Maria Juarez, *CPO*
XIII.	**Public Comment**		Christine Thompson, *Vice Chair*
XIV.	**Council Members' Roundtable**		Cindy Arenberg Seltzer, *President/CEO*
	Early Learning Analysis & Road Map Report	**(Tab T)**	Renee Jaffe, *CEO, ELC*
XV.	**For Your Information**	**(Tab U)**	
	a. Broward Reads Coalition Minutes		
	b. 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 A

Outlook

Resignation from the CSC Broward

From alyssa foganholi
Date Tue 11/10/2026 5:02 PM
To Amy Jacques; Cindy Arenberg Seltzer, M.P.A., J.D. ;
Jeff Wood; Appointments <Appointments@eog.myflorida.com>

Dear Cindy,

It is with sincere gratitude that I submit my resignation from my position with the Children's Services Council of Broward County.

This decision comes after careful consideration and a shift in priorities as I enter a season of being more intentional with my time, energy, and commitments to my family. While I deeply value the work of the Council and the impact it makes in the lives of children and families in our community, I recognize the importance of prioritizing my family during this season of life.

I am truly grateful for the opportunity to have been involved and to contribute to such meaningful work. It has been a privilege to be part of an organization that is dedicated to supporting and strengthening families, and I will continue to appreciate the mission and the people who make that work possible.

Thank you for your understanding, support, and the opportunity to serve. I wish CSC Broward continued success in its mission to make a lasting difference in the lives of children and families.

With gratitude and appreciation,

Alyssa Foganholi

Tab B

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

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

October 15, 2026
9:30 A.M.

Minutes

Council Members in Physical Attendance:
Judge Lauren M. Alperstein, Governor Appointee Alyssa Foganholi, School Superintendent Howard Hepburn, School Board Member Debra Hixon, 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 Julia Musella, Broward County Commissioner Nan Rich

Council Members Absent:
Governor Appointee Christine Thompson

Counsel Present:
Garry Johnson, Esq.

Staff in Attendance:
Cindy Arenberg Seltzer (President/CEO), David Kenton, Maria Juarez, Sue Gallagher, Dion Smith, Alicia Williams, Lisa Bayne, Kenneth King, Kimberly Adams Goulbourne, Marissa Greif-Hackett, Carl Dasse, Michelle Hamilton, Marissa Aquino, Camila Mathieson, Yolanda Meadows, Felina Rosales-Furer, Julie-Ann Waweru, Tracy Graham, Deidre-Ann Burrell, Betty Dominguez, Shaquoia Wilson, Jimmy Jean, Johnsingh Jeyasingh, Karen Franceschini, Kim Reid, Nelson Giraldo, Jill Denis-Lay, Alexandra Lemoine, Keyonia Lawson, Latora Steel, Radoika Pilarte, Michelle Hagues-Fullwood, Jonathan Corado, Trisha Hines, Trisha Dowell, Erin Byrne, Kandyss Torrence, Alexia Bridges, S. Lorenzo "LoLo" Benaine, Ashley Cole, Janine DeLeon, Pooja Yajnik, Jheanelle Henry, Ivy Pierre, Fern Phillip, Jennifer Fletcher, Alexia Bridges, Andria Dewson, Tabitha Bush, Florence Ukpai, Amber Gross, Astrid Cantos, Rhonda Morrison, Brooke Sherman, Cynthia Reynoso, Shira Fowlkes, Roxanne Smith, Natalie Gomes, Travis Johnson, Gabi Tabib, Lynn Kalmes, Kyle Jones, Cristina Castellanos, Erica Ansley, Parham, Maxine Goldson, Maryanne Rodriguez, Diego Alvarez, Shae Williams, Ileana Blanco, Fabiola Lagardere, Silke Angulo, Liza Khan, Madeline Jones, Jessica Rincon, TaiQuay Bogle, Julie Toscano, Demetria Rawls, Leslie Saca, Carlos Campos, Clarice Horton, Nicolette Picardi, Valencia McConnico-Bell, Priscilla Brown, Jennifer Wennberg, Gaby Carbonell

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. A quorum was established with the physical presence of Judge Alperstein, Ms. Foganholi, Dr. Hepburn, Ms. Hixon, Dr. Thaqi, and Mr. Wood.

II. Roll Call

The roll was called, and a quorum was established.

III. Chair's Report

a) Moment of Silence

A moment of silence was observed in honor of the recent passings of Roy Rogers and Sheila Smith. Council Members and Ms. Arenberg Seltzer shared memories and the impact that both had on the community. Mr. Rogers was remembered for his civic leadership, kindness, compassion, environmental championing, and his assistance in advocating for the creation of a Children's Services Council in Broward County. Ms. Arenberg Seltzer shared that when CSC moved into its current location, Mr. Rogers built a butterfly garden on site.

Ms. Smith was remembered for her significant impact as CEO of 211 Broward, transforming it from a struggling agency into a thriving one. Ms. Arenberg Seltzer noted that the community has lost a wonderful woman who was strongly committed to this crucial CSC-funded resource in Broward County.

b) September 2026 Council Minutes

ACTION: Dr. Thaqi made a motion to approve the Council meeting minutes from September 17, 2026, as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.

c) 2026 Final TRIM Hearing Minutes

ACTION: Ms. Hixon made a motion to approve the Final TRIM Hearing minutes from September 17, 2026, as presented. The motion was seconded by Judge Alperstein and passed with no opposing votes.

d) December 2026 Meeting Cancellation

Mr. Wood noted that, if approved, staff will ensure all items requiring approval before the January 21st Council meeting are brought to the November 19th meeting.

ACTION: Dr. Thaqi made a motion to approve the cancellation of the December 17, 2026, Council meeting. The motion was seconded by Ms. Foganholi and passed with no opposing votes.

e) 2027 Meeting Schedule

Mr. Wood noted that the proposed meeting schedule maintains the traditional third Thursday morning of each month, except for September. He did, however, point out that staff had amended the proposed 2027 schedule to reflect the new September dates of September 8 and 22. He explained that the Property Appraiser's Office sent out a notice the previous evening with the tentative TRIM Hearing dates for the Broward County Commission and the Broward County School Board. The staff-proposed September 2027 TRIM Hearing dates included in the meeting packet conflicted with the tentative County Commission dates. CSC TRIM Hearings cannot be held on the same dates as the County Commission or the School Board, so staff amended the 2027 meeting schedule to reflect the September dates of Wednesday, September 8, at 5:01 PM for CSC's first TRIM Hearing, and Wednesday, September 22, for the monthly meeting at 4:00 PM, followed by the Final TRIM Hearing at 5:01 PM. Mr. Wood asked Members to cross-check all dates with their calendars and let staff know as soon as possible of any conflicts so that a quorum can be ensured for all meetings.

ACTION: Judge Alperstein made a motion to approve the amended 2027 meeting schedule, as outlined above. The motion was seconded by Ms. Hixon and passed with no opposing votes.

f) November Annual Report Photo

Mr. Wood requested that Members arrive at 9:00 A.M. for the November 19th Council meeting to take a group photo for the 2025-2026 Annual Report. The meeting will then start at 9:30 A.M.

IV. President's Report

Good of the Order

Ms. Arenberg Seltzer introduced Daniel Franzblau as CSC's new Chief Financial Officer, highlighting his business background and his passion for CSC's mission and vision.

Council Member Shea arrived.

Ms. Arenberg Seltzer highlighted this year's successful Lights on Afterschool event, which continued the new format of elementary school children in the morning and

teens in the afternoon. There were many activities and performances, with 376 children and 79 adults in attendance for the first session, and 319 teens and 67 adults for the second.

Ms. Arenberg Seltzer shared her experience attending the YMCA's Beach Ball, which raised funds for and awareness of water safety. She noted that the importance of CSC's water safety community partnership was acknowledged at the event.

Ms. Arenberg Seltzer highlighted recent community outreach, noting that several CSC staff presented on CSC programs and resources at recent municipal commission meetings, including the Cities of Lauderhill (Chief Innovation Officer Sue Gallagher), Margate (Director of Public Affairs and Organizational Development – Communications Ken King), Weston (Sue Gallagher), Dania Beach (Ken King), North Lauderdale (Program Services Director Dion Smith), and Tamarac (Director of Public Affairs and Organizational Development Kimberly A. Goulbourne and Senior Communications and Public Affairs Manager Tracy Graham). Ms. Arenberg Seltzer noted that she welcomed candidates and non-profit representatives to a Candidate Connection information session held at CSC, as well as shared information on CSC and Amendment 3 at the Commission on the Status of Women Conversation, at a Property Tax Townhall at the Coconut Creek Commission Chambers with Representative Hunschofsky, and at the Greater Fort Lauderdale Chamber of Commerce's Social Impact Council Breakfast.

Ms. Arenberg Seltzer also shared that the outreach continues, as she will be part of a roundtable on NBC 6 tonight with the Broward and Miami Property Appraisers and Pembroke Pines Mayor Angelo Castillo. She also highlighted the continuance of the Our Children podcasts, with two recent ones spotlighting CSC's MOMS Programs and New DAY diversion programs.

V. Finance Committee Report

Dr. Thaqi highlighted the September 17th Finance Committee meeting, as presented in the information packet.

ACTION: Dr. Thaqi made a motion to accept the Managed Fund Quarterly Performance Report for the Period Ending June 30, 2026, as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.

VI. Chief Innovation Officer Report

Broward Partnership for Kids and College Academy Student Changemakers Project Update: SNAC Resource Guide

Dr. Sue Gallagher, CSC's Chief Innovation Officer, highlighted the Broward Partnerships for Kids (BPK) partnership with College Academy students, which focused on leveraging students' digital experience to provide information to families of children with special needs. The finished product will be a user-friendly, enhanced digital complement to the existing resource guide that should be available in early 2027.

Johndale Carty, a Senior at College Academy, shared his experience with the project, noting that it was an incredibly enriching opportunity to make an impact on the lives of people with disabilities across Broward County. He added that it also solidified his interest in studying health and public policy in college.

Council members viewed pre-recorded videos from two additional students, Sachelle Desir and Faith Pierre-Toussant, who also shared their experiences with the project. Both described it as positive and productive, and both were appreciative of the opportunity to contribute to the special needs community in such an impactful way.

VII. Public Affairs & Organizational Development Report

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

a) Program Contract Renewals

ACTION: Dr. Thaqi made a motion to approve the FY 26-27 Program Contract renewals, as presented, minus the Junior Achievement of South Florida Contract renewal. The motion was seconded by Ms. Hixon and passed with no opposing votes.

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

b) CSC Bi-Annual Media, Communication, and Community Engagement Report

Dr. Kenton highlighted the bi-annual media, communication, and community engagement report, as presented in the information packet. He noted that the report activities were between April and September, during which staff participated in more than 81 community events across 17 cities and engaged with about 40,000 attendees.

VIII. Chief Operating Officer Report

Dr. Kenton highlighted the items under the Chief Operating Officer Report, as presented in the meeting information packet.

a) Budget Carry-Forward for Selected POs and Initiatives

ACTION: Judge Alperstein made a motion to approve the Budget Carry-Forward for selected POs and initiatives, as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.

b) Disposal of Fully Depreciated Capital Assets and Non-Capitalized Items for FY 25-26

ACTION: Dr. Thaqi made a motion to approve the disposal of fully depreciated capital assets and non-capitalized items for FY 25-26, as presented. The motion was seconded by Ms. Hixon and passed with no opposing votes.

c) Managed Fund Monthly Statement

ACTION: Dr. Thaqi made a motion to accept the monthly statements for the Managed Fund from PFM and US Bank for September 30, 2026, as presented. The motion was seconded by Judge Alperstein and passed with no opposing votes.

d) CSC Purchases

ACTION: Dr. Thaqi made a motion to approve the CSC Purchases, as presented. The motion was seconded by Ms. Foganholi and passed with no opposing votes.

IX. Broward Reads Coalition Meeting Report

Senator Rich, Coalition Co-Chair, highlighted the recent Coalition meeting and noted that the minutes would be included in the information packet for the November Council meeting. She announced that the selected book for the upcoming Read for the Record event will be Brave Like a Lion! by Megan Piphus.

X. Funders Forum Meeting Report

Ms. Juarez, Chief Program Officer, highlighted the recent Funders Forum meeting and drew Members' attention to the minutes included in the meeting information packet. The meeting featured presentations from the CEOs of 211 Broward and the FLITE Center. Ms. Shea Spencer, the new CEO of 211 Broward, shared her vision and some recent improvements. She noted that the wait time has been reduced from 32 minutes to 13 minutes, the answer rate has increased from 56% to 70%, and the call abandonment rate has decreased from 44% to 30%. Ms. Juarez stated that Ms. Shea will address the Funders Forum again in three months to share 211's progress on the performance metrics.

The Funders Forum also heard from Ms. Kristina DaSilva, CEO of the FLITE Center, and Ms. Wanda Perez, 211 Board Chair, who gave updates on focus areas, including prioritizing mission-critical services and diversifying funding.

XI. Public Comment

There were no public comments.

XII. Council Members' Roundtable

Andria Dewson, Shira Fowlkes, Ashley Cole

CSC staff led a roundtable presentation on the upcoming Family Supports Request For Proposals (RFP). Ms. Shaquoia Wilson, Senior Programs Manager, noted that Family Supports is a coordinated prevention continuum with demonstrated outcomes. She explained that this continuum provides support to families through home-based services, which include Family Strengthening programs, Caregiver Support services (formerly known as Kinship), and Supporting Moms Overcoming Maternal Stress services; office-based programs, which include Supervised and Therapeutic Visitation and Co-parenting Education services, and Weekend Caregiver Relief services (formerly known as Respite); and community-based services, which include Safe Sleep programs. She highlighted the goals and objectives of the Family Supports programs that address child safety, parental well-being, family functioning, caregiver stability, healthy child co-parent relationships, and the prevention of deeper system involvement for Broward County families.

Ms. Wilson highlighted the history and development of CSC's Family Strengthening programs, which focus on preventing child abuse and neglect, while helping families build stronger, healthier relationships. She noted that this program area started with 12 providers and currently has 19 contracted to serve 3,191 families. She shared that these programs have strong outcomes in preventing verified child maltreatment after 12 months of program completion.

She highlighted the history and development of CSC's Supporting MOMS programs, which address maternal emotional distress while strengthening the bond between mothers and their babies. She noted that this program area has grown from serving 210 families to 425 families. Ninety-six percent of mothers have reported fewer symptoms of depression and/or anxiety over the past two fiscal years.

She highlighted the history and development of CSC's Caregiver Support Services programs, which provide informal agreements between parents and caregivers and help prevent children from entering foster or institutional care by supporting both relative and non-relative caregivers. She noted that this program area has grown from serving 195 families to 315 families. Ninety-seven percent of children have avoided foster or institutional care over the past two fiscal years.

She highlighted the history and development of CSC's Supervised & Therapeutic Visitation & Co-Parenting Education Services, which help families maintain safe, healthy relationships between children and their non-custodial parents. She noted that this program area receives referrals directly from the Broward County Family Court system and is currently contracted to serve 225 families. One hundred percent of non-custodial parents reported that services have positively impacted their relationship with their child.

Ms. Andria Dewson, Senior Programs Manager, highlighted the history and development of the Weekend Caregiver Relief Services (formerly known as RESPITE), which provide weekend respite for caregivers of children 5-13 with behavioral health needs. She noted it is currently contracted to serve 192 families. Ninety-seven percent of caregivers report improvements in their child's behavior after participating in the program.

She highlighted the history and development of the Safe Sleep program, which provides cribs and education to help families create safer sleep environments for infants. She noted it began as a $15,000 contract to distribute 200 cribs and has expanded to provide 610 cribs, safe sleep and risk-reduction training for the community and professionals, and model behavior training for hospital-based staff. One hundred percent of caregivers who received a crib also increased their knowledge of safe infant sleep practices and SIDS risk reduction.

Ms. Shira Fowlks, Senior Planning & Research Manager, outlined the community input and research that shaped the RFP, noting that community conversations were held with providers and stakeholders, and surveys were conducted with frontline staff across each program area. A three-year evaluation of participant satisfaction surveys was also included in the qualitative analysis. She shared that the feedback identified strong/reliable staff; trusted staff-family relationships; individualized services; case management; concrete support; peer connections; and meaningful family outcomes as major strengths. Families and providers also identified increasing pressures related to ongoing social and financial challenges facing the community and nation at large, which emphasizes the need and value of emergency assistance and linkage to supports that address childcare, legal obstacles, acute behavioral health needs, and complex family dynamics. Furthermore, opportunities were identified in more robust cross-systems connections, inclusive eligibility, stronger outreach, appropriate virtual access, and trauma-responsive practice. She pointed out that feedback also highlighted the importance of staff education on service expectations, understanding system-level community resources, and self-care, particularly regarding compassion fatigue and burnout prevention.

Ms. Ashley Cole, Assistant Director of Research & Evaluation, provided an overview of the performance measures for each program area. For Family Strengthening programs, general performance measures include the percentage of families

meeting all program requirements, the percentage of families improving family functioning, and the percentage of families completing the program with no verified abuse findings 12 months post-program completion. She pointed out that outcomes across all family strengthening programs have consistently met or exceeded Council goals over the last two fiscal years. She explained that staff is proposing to keep the same performance measures for this area in the upcoming RFP.

For the Caregiver Supports programs, some of the outcomes measured include children and caregivers' satisfaction with the programs, increased protective factors for caregivers, and the percentage of kinship children who do not need foster or institutional care while receiving services or 12 months post-program completion. She pointed out that this area has also continued to meet or exceed Council goals over the last two fiscal years, and staff proposes continuing these measures in the next RFP.

For the MOMS programs, some of the outcomes measured include successful program completion, mothers reporting fewer symptoms of depression and anxiety, and attachment bonding levels between mothers and babies. Outcomes in this area have also met Council goals over the last two fiscal years. For the upcoming RFP cycle, staff proposes keeping the same performance measures with a slight update to the language to align with the proposed eligibility changes.

For the Visiting and Co-Parenting program, some of the outcomes measured include program satisfaction, non-custodial parents' reports that the program positively impacted their relationship with their child, and the percentage of children who remained safe during the program. She explained that in the program's first year, there was insufficient data to assess it, but since then it has met Council goals. Staff proposes to keep these same measures.

For the Weekend Caregiver Relief program, some of the outcomes measured include parents' reports of improved children's behavior and children's satisfaction with the program. Outcomes have generally met the Council goal in this area over the last two fiscal years and continue to improve. Staff proposes keeping the satisfaction and improvement measures in children's behavior but adding a measure to assess the number of parents who are able to attend to personal, family, work, or other responsibilities because of services.

For the Safe Sleep Program area, some of the outcomes measured include satisfaction with the community training and increased knowledge of safe sleep practices among the community. Outcomes in this area have also met the Council's goals over the last two fiscal years. For the upcoming RFP cycle, staff proposes adding several new measures, such as parent satisfaction with the training and knowledge of safe sleep practices, the percentage of families who did not

experience sleep-related infant deaths, and an evaluation of the provider's work with neighborhood coalitions, such as the ABCD Civic Design Teams.

Ms. Dewson highlighted overall recommendations for the 2027 Family Supports RFP, which fall into four main areas: access, awareness, training, and leadership.

Council members expressed appreciation for the work and efforts in the community, noting that these programs are much needed and have a significant impact.

XIII. Adjournment

The meeting adjourned at 11:03 A.M.

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Nan Rich, Secretary

MEETING ATTENDEES (* Denotes Speaking)

Name	Organization
Johndale Carty*	College Academy
Tim Dwyer	Hispanic Unity of Florida
Harrison Grandwilliams	Broward County Commission
Grace Ramos	The M Network
Ashley Foreman	Urban League of Broward County
Travis Wilson	N/A
Lisa Davis	N/A
Michelle Rhoulhac	Broward County Schools
Sydney Parham	N/A
Alison Rodriguez	YMCA
Rose Desmornes	Pembroke Pines Police Department
Traci Schweitzer	Department of Children and Families
Sakeena Kenton	Merrell United Methodist Preschool
Joanne Joicin	Urban League of Broward County
Brittany Odom	Dennis Tennis Serving Love

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

LAST NAME—FIRST NAME—MIDDLE NAME	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE
Hepburn - Howard	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 ☐ COUNTY ☑ OTHER LOCAL AGENCY
CITY: Fort Lauderdale — COUNTY: Broward	NAME OF POLITICAL SUBDIVISION:
DATE ON WHICH VOTE OCCURRED October 15, 2026	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 October 15, 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 FY 26-27 Junior Achievement contract renewals contained withing Agenda Item "VII a. Public Affairs & Organizational Development Report, Approve Program 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.

October 15, 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.

Tab C

For Council Meeting November 19, 2026

To be Discussed at the Finance Committee Meeting
November 16, 2026

Issue: Managed Fund Quarterly Performance Report

Action: Accept the Managed Fund Quarterly Performance Report for the Period Ending September 30, 2026

Budget Impact: N/A

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

Current Status: In accordance with the Investment Policy, a month following each quarter end, PFM presents a fund performance report to the Finance Committee using established benchmarks. This quarterly performance report is divided into sections, including a snapshot of current economic market conditions, such as inflation and labor indicators, what the Federal Reserve is doing, projections of upcoming actions, and current trends in the security and bond markets. The next section of the report details the performance of CSC's Managed Funds and highlights the quarterly performance of the fund against specific industry benchmarks. The remaining report details diversification, sector allocation, and each security in the fund.

Mr. Richard Pengelly of PFM Asset Management will present the Investment Performance Review for the quarter ended September 30, 2026, at the Finance Committee meeting on Monday, November 16. All Council members are welcome to attend the Committee meeting and will receive the full report in the Committee packet. Select summary slides are attached, and the Committee Chair will give a verbal update at the November Council meeting. The Committee meeting minutes will be included in the January Council packet.

Recommended Action: Accept the Managed Fund Quarterly Performance Report for the Period Ending September 30, 2026

pfm asset management

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

Investment Performance Review
For the Quarter Ended September 30, 2026

Client Management Team

Richard Pengelly, CFA, CIMA, CTP, Managing Director

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

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

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

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This material is for client use

Market Update

Current Market Themes



- U.S. growth remains resilient, supported by consumer spending and AI investment
  - Core inflation remains sticky while elevated oil prices and rising input costs leave risks skewed to the upside
  - Labor-market conditions remain balanced, although hiring momentum continues to slow
  - AI-related investment continues to support domestic demand and potential productivity growth, although its long-term impact on employment and inflation remains uncertain



- Federal Reserve (Fed) hikes rates by 25 basis points
  - September dot plot shows 16 of 18 officials projecting one or more hikes this year
  - Economy viewed as strong enough to absorb the hike, allowing the Fed to continue to focus on inflation side of its mandate
  - Hike characterized as removing accommodation as opposed to tightening conditions



- Inflation, resilient growth, and a hawkish Fed lift yields to multi-year highs
  - All-in yields remain attractive, particularly on short end where market pricing reflects a more aggressive tightening path than our base case
  - Expanding fiscal deficits, heavy Treasury and corporate issuance, strong growth, and rising term premia pressure long-end yields
  - Credit spreads widen off historically tight levels amid a surge in rate volatility

Source: Details on market themes and economic indicators provided throughout the body of the presentation. Bloomberg Finance L.P., as of September 30, 2026.

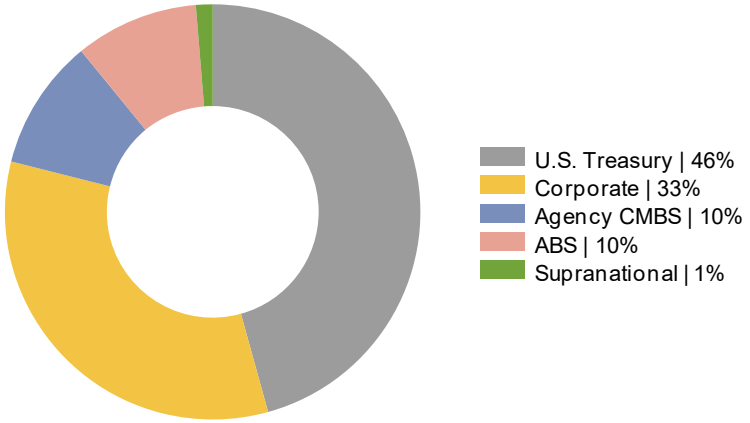
Portfolio Review:
CSC BROWARD COUNTY CORE PORTFOLIO

Portfolio Snapshot - CSC BROWARD COUNTY CORE PORTFOLIO[1]

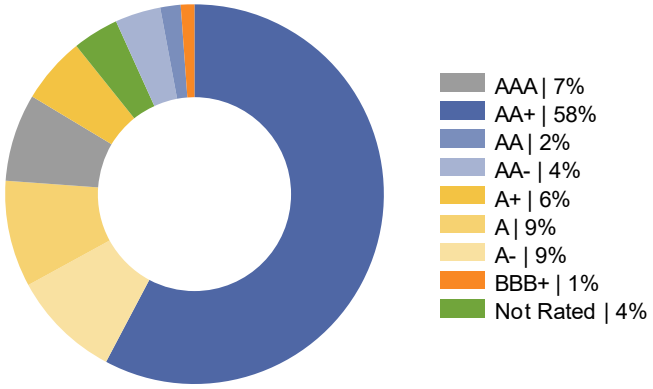
Portfolio Statistics

Total Market Value	$28,770,189.14
Securities Sub-Total	*$28,465,517.67*
Accrued Interest	*$241,443.31*
Cash	*$63,228.16*
Portfolio Effective Duration	1.78 years
Benchmark Effective Duration	1.74 years
Yield At Cost	4.16%
Yield At Market	4.97%
Portfolio Credit Quality	AA

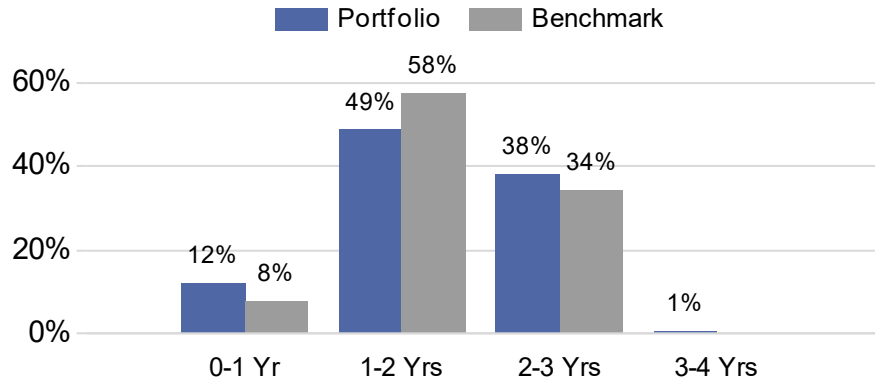
Sector Allocation



Credit Quality - S&P



Duration Distribution



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

Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
U.S. Treasury	**46.0%**	
United States Treasury	46.0%	AA / Aa / AA
Agency CMBS	**10.1%**	
Federal Home Loan Mortgage Corp	9.1%	AA / Aa / AA
Federal National Mortgage Association	1.0%	AA / Aa / AA
Supranational	**1.3%**	
African Development Bank	1.3%	AAA / Aaa / AAA
Corporate	**33.5%**	
Abbott Laboratories	0.8%	A / Aa / NR
AbbVie Inc	0.9%	A / A / NR
Accenture PLC	0.2%	AA / Aa / NR
Adobe Inc	0.4%	A / A / NR
Advanced Micro Devices Inc	1.0%	A / A / NR
Air Products and Chemicals Inc	0.7%	A / A / NR
Alphabet Inc	0.8%	AA / Aa / NR
Amazon.com Inc	0.8%	AA / A / AA
American Express Co	0.9%	A / A / A
Analog Devices Inc	0.6%	A / A / A
Apple Inc	1.0%	AA / Aaa / NR
Bank of America Corp	1.6%	A / A / AA
Bank of Montreal	0.5%	A / A / AA
Bank of Nova Scotia	0.3%	A / A / AA
BP PLC	0.5%	A / A / A
Canadian Imperial Bank of Commerce	0.7%	A / A / AA
Caterpillar Inc	0.5%	A / A / A
Chevron Corp	0.6%	AA / Aa / NR
Cintas Corp	0.3%	A / A / NR

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
Corporate	**33.5%**	
Citigroup Inc	0.7%	BBB / A / A
Confederation Nationale du Credit Mutue	0.7%	A / A / AA
Cooperatieve Rabobank UA	0.9%	A / Aa / AA
Cummins Inc	0.1%	A / A / NR
Deere & Co	0.9%	A / A / A
Eli Lilly & Co	0.3%	AA / Aa / NR
Gilead Sciences Inc	0.5%	A / A / NR
Goldman Sachs Group Inc	0.5%	BBB / A / A
GSK PLC	0.2%	A / A / NR
Hershey Co	0.2%	A / A / NR
Home Depot Inc	0.1%	A / A / A
HSBC Holdings PLC	0.7%	A / A / A
JPMorgan Chase & Co	1.2%	A / A / AA
Kingdom of Norway	1.2%	AA / Aa / NR
Lockheed Martin Corp	0.6%	A / A / A
Macquarie Group Ltd	0.4%	A / Aa / A
Mastercard Inc	0.5%	A / Aa / NR
Mercedes-Benz Group AG	0.5%	A / A / NR
Merck & Co Inc	0.2%	A / Aa / NR
Morgan Stanley	1.2%	A / Aa / AA
National Rural Utilities Cooperative Fi	0.6%	NR / A / A
Novartis AG	0.6%	AA / Aa / NR
NVIDIA Corp	0.7%	AA / Aa / NR
PACCAR Inc	0.5%	A / A / NR
Pfizer Inc	0.2%	A / A / NR
Royal Bank of Canada	0.8%	A / A / AA

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

Issuer Diversification

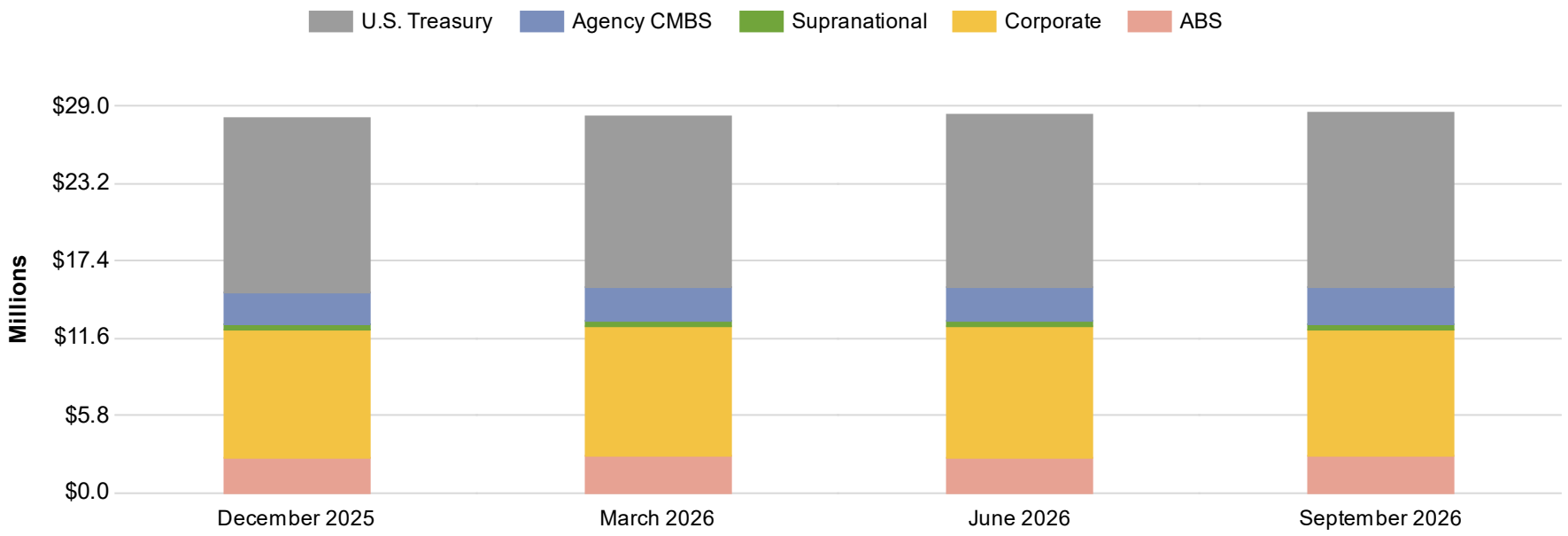
Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
Corporate	**33.5%**	
Sanofi SA	0.2%	AA / Aa / NR
ServiceNow Inc	0.1%	A / A / NR
State Street Corp	0.4%	A / Aa / AA
Sumitomo Mitsui Trust Holdings Inc	0.7%	A / A / NR
Target Corp	0.1%	A / A / NR
Toronto-Dominion Bank	0.9%	A / A / AA
Toyota Motor Corp	0.4%	A / A / A
Truist Financial Corp	0.9%	A / A / A
Visa Inc	1.0%	AA / Aa / NR
Wells Fargo & Co	0.6%	A / A / A
ABS	**9.1%**	
Ally Auto Receivables Trust	0.1%	AAA / NR / AAA
American Express Co	1.3%	AAA / NR / AAA
BMW Vehicle Lease Trust	0.4%	AAA / NR / AAA
Capital One Financial Corp	0.9%	AAA / Aaa / AAA
CNH Equipment Trust	0.8%	AAA / Aaa / AAA
Ford Credit Auto Owner Trust	0.7%	AAA / Aaa / NR
GM Financial Consumer Automobile Receiv	0.4%	AAA / Aaa / AAA
Honda Auto Receivables Owner Trust	0.3%	NR / Aaa / AAA
Hyundai Auto Receivables Trust	0.4%	AAA / NR / AAA
John Deere Owner Trust	0.4%	NR / Aaa / AAA
Porsche Innovative Lease Owner	0.1%	AAA / NR / AAA
Toyota Auto Receivables Owner Trust	0.4%	AAA / NR / AAA
Toyota Lease Owner Trust	0.3%	NR / Aaa / AAA
Verizon Master Trust	0.6%	NR / Aaa / AAA
Volkswagen Auto Loan Enhanced Trust	0.6%	NR / Aaa / AAA

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
ABS	**9.1%**	
Volvo Financial Equipment LLC	0.2%	NR / Aaa / AAA
WF Card Issuance Trust	0.3%	AAA / Aaa / NR
World Omni Auto Trust	0.6%	AAA / NR / AAA
Total	**100.0%**	

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

Sector Allocation Review - CSC BROWARD COUNTY CORE PORTFOLIO

Security Type	Dec-25	% of Total	Mar-26	% of Total	Jun-26	% of Total	Sep-26	% of Total
U.S. Treasury	$13.1	46.7%	$12.8	45.4%	$12.9	45.5%	$13.0	45.7%
Agency CMBS	$2.4	8.4%	$2.6	9.1%	$2.6	9.1%	$2.9	10.2%
Supranational	$0.4	1.3%	$0.4	1.3%	$0.4	1.3%	$0.4	1.3%
Corporate	$9.6	34.3%	$9.7	34.4%	$9.8	34.6%	$9.5	33.2%
ABS	$2.6	9.3%	$2.8	9.8%	$2.7	9.5%	$2.7	9.6%
Total	**$28.1**	**100.0%**	**$28.2**	**100.0%**	**$28.3**	**100.0%**	**$28.5**	**100.0%**

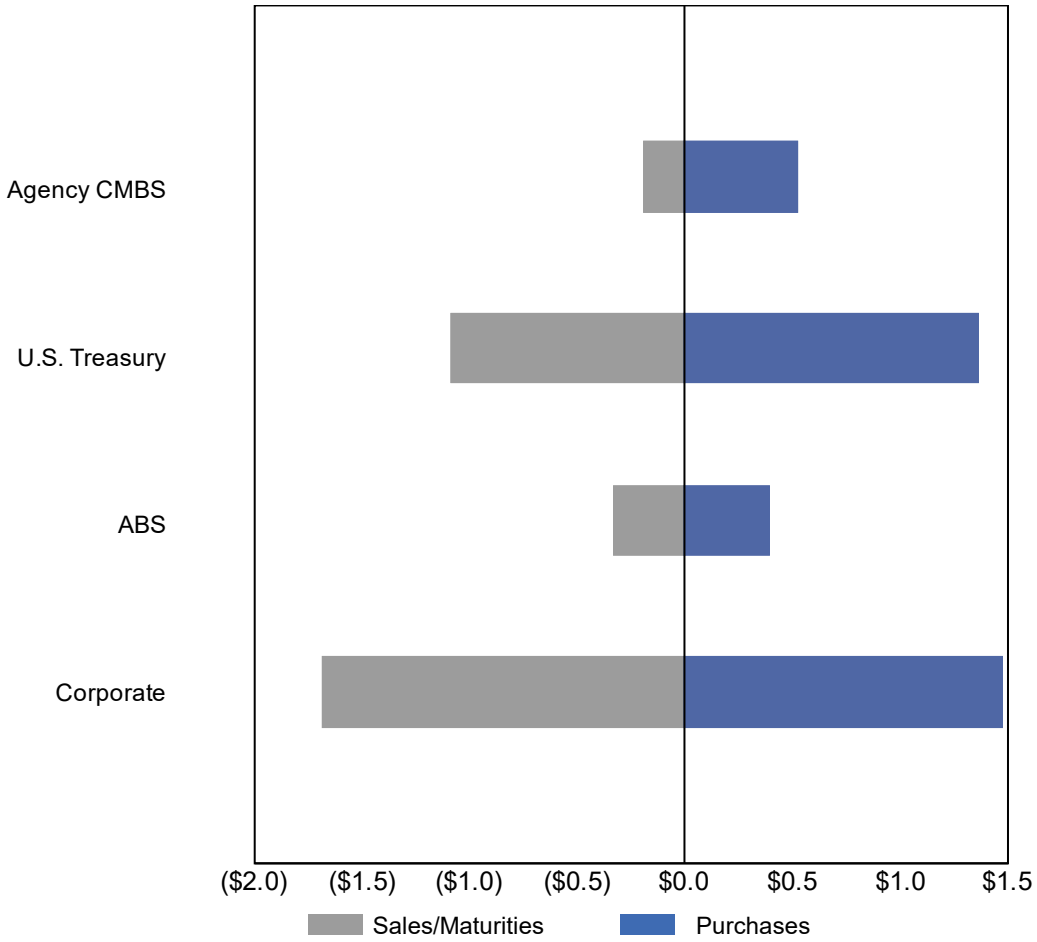


Market values, excluding accrued interest. Only includes fixed-income securities held within the separately managed account(s) and LGIPs managed by PFMAM. Detail may not add to total due to rounding.

Portfolio Activity - CSC BROWARD COUNTY CORE PORTFOLIO

Net Activity by Sector

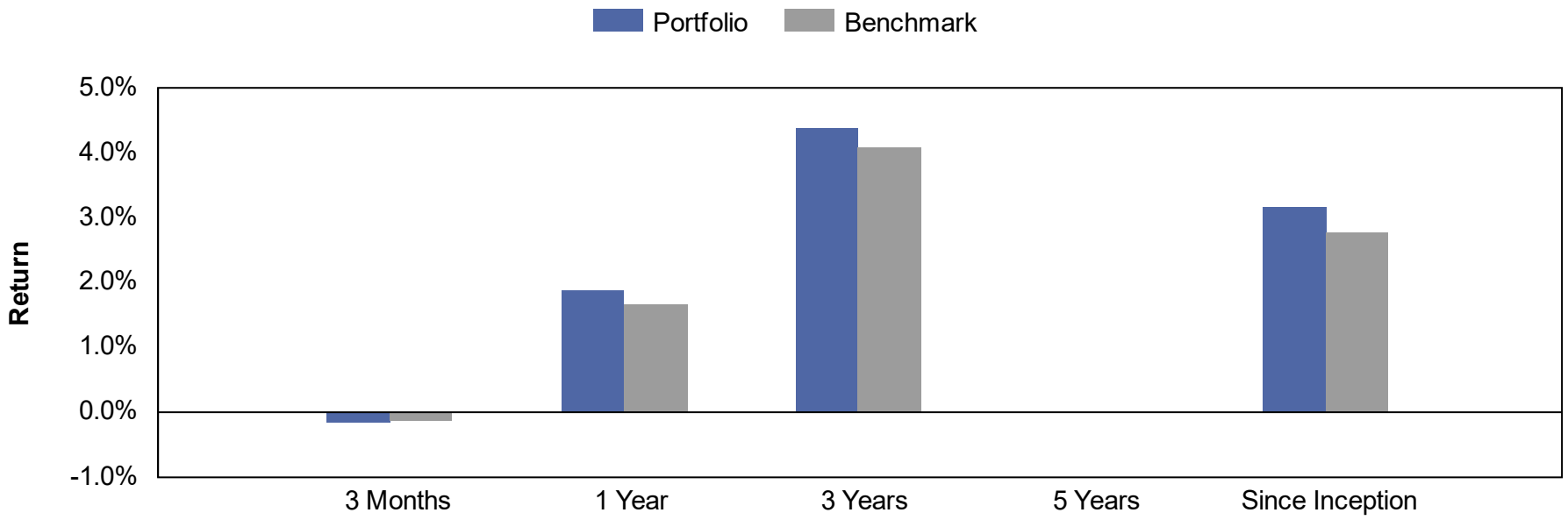
($ millions)



Sector	Net Activity
Agency CMBS	$337,150
U.S. Treasury	$283,875
ABS	$71,483
Corporate	($207,085)
Total Net Activity	**$485,423**

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

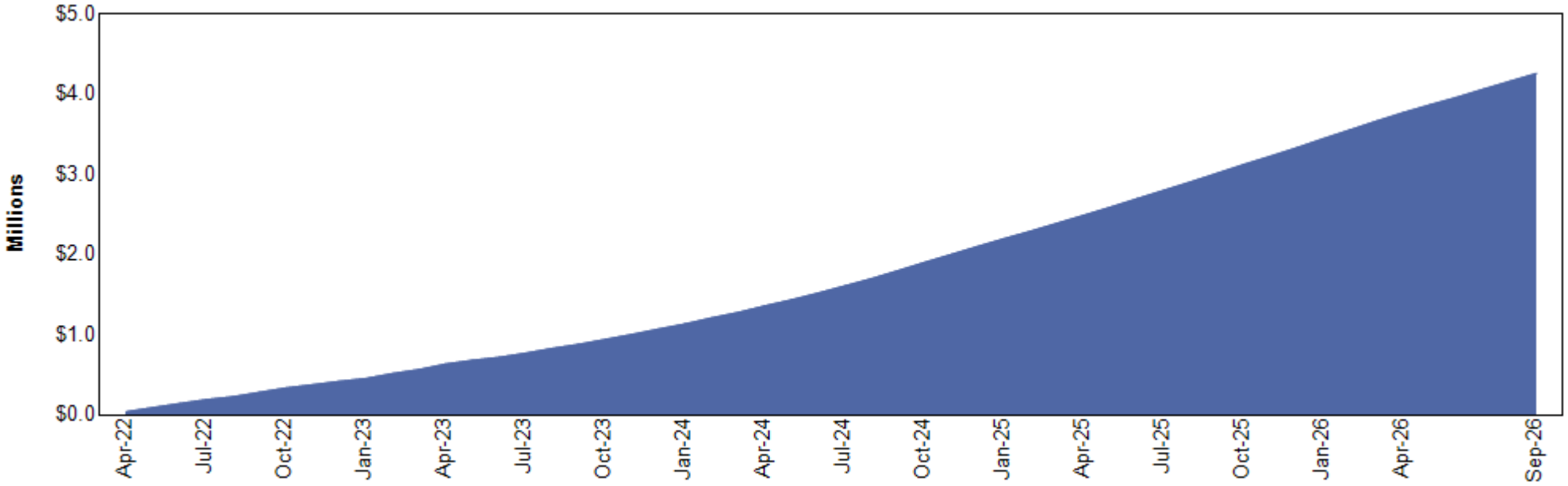
Portfolio Performance



Market Value Basis Earnings	3 Months	1 Year	3 Years	5 Years	Since Inception[1]
Interest Earned[2]	$286,535	$1,140,193	$3,304,316	-	$4,223,988
Change in Market Value	($332,645)	($606,301)	$165,342	-	($456,508)
Total Dollar Return	**($46,110)**	**$533,892**	**$3,469,658**	**-**	**$3,767,480**
Total Return[3]					
Portfolio	-0.16%	1.89%	4.38%	-	3.17%
Benchmark[4]	-0.13%	1.67%	4.07%	-	2.78%

1. The lesser of 10 years or since inception is shown. Since inception returns for periods one year or less are not shown. Performance inception date is March 31, 2022.
2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.
3. Returns for periods one year or less are presented on a periodic basis. Returns for periods greater than one year are presented on an annualized basis.
4. The portfolio's benchmark is the ICE BofA 1-3 Year U.S. Treasury Index. Source: Bloomberg Financial LP.

Accrual Basis Earnings - CSC BROWARD COUNTY CORE PORTFOLIO



Accrual Basis Earnings	3 Months	1 Year	3 Years	5 Year	Since Inception[1]
Interest Earned[2]	$286,535	$1,140,193	$3,304,316	-	$4,223,988
Realized Gains / (Losses)[3]	$3,472	$67,194	($74,046)	-	($327,247)
Change in Amortized Cost	$8,265	$36,660	$148,773	-	$359,538
Total Earnings	**$298,271**	**$1,244,047**	**$3,379,043**	**-**	**$4,256,279**

1. The lesser of 10 years or since inception is shown. Performance inception date is March 31, 2022.
2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.
3. Realized gains / (losses) are shown on an amortized cost basis.

Tab D

For Council Meeting November 19, 2026

Service Goal	1 Support provider agency efforts to enhance their infrastructure and service delivery effectiveness.
Objective:	015 Build and strengthen the future workforce for CSC-funded programs by creating paid internship opportunities that expose college students to careers in the child- and family-serving sector and support the recruitment of qualified professionals.
Issue:	Ongoing challenges with provider recruitment of professionals into community-based programs.
Action:	1) Approve new objective 015. 2) Approve FAU MSW internship stipend pilot program.
Budget Impact:	$ 30,000 of $5,071,504 Available in Unallocated for FY 26/27

Background: Community-based providers continue to experience significant workforce challenges, including vacancies, staff turnover, and extended recruitment timelines, particularly for direct-service positions requiring in-person and community-based engagement. These challenges can affect program stability, service capacity, and continuity of care. At the same time, competition for emerging professionals has increased as graduates consider a broader range of employment opportunities, including virtual and hybrid positions.

Graduate internships provide an important opportunity to strengthen the local workforce pipeline. Students completing internships within CSC-funded programs gain practical experience, familiarity with community-based service delivery, and direct knowledge of the populations and communities served. When interns transition into employment with their host agency or another CSC-funded provider, agencies benefit from candidates who have already received substantial training and exposure to CSC-funded service models, potentially reducing recruitment, onboarding, and initial training costs while allowing new employees to become productive more quickly.

Current Status: To address these workforce challenges, CSC staff engaged CSC-funded providers that host graduate-level interns and universities responsible for coordinating student field placements. Through these discussions, CSC and Florida

Atlantic University (FAU) propose a pilot initiative to provide stipends to master's in social work interns completing field placements within CSC-funded programs.

The pilot represents a strategic workforce-development investment designed to attract emerging professionals to community-based settings, expand access to quality field experiences, and strengthen the pipeline of qualified professionals available to CSC-funded providers. Eligible placements include students pursuing careers in social work and counseling.

Providing stipends can help reduce financial barriers associated with completing required field experiences and make community-based placements more attractive to students. The investment also has the potential to provide a financial benefit to CSC-funded providers. Interns who subsequently transition to employment within the CSC-funded provider network enter the workforce with practical experience, an understanding of community-based service delivery, and familiarity with CSC-funded programs. This can reduce the time and resources providers must devote to recruitment, orientation, onboarding, and initial training. It may also shorten the period between hiring and an employee's ability to assume program responsibilities.

Internship placements can also provide a direct pathway to employment. By introducing students to CSC-funded agencies and community-based practice before graduation, the pilot is intended to create a pool of trained, mission-aligned candidates who may be better positioned to fill future vacancies across the provider network. The relatively modest stipend investment may therefore yield benefits beyond the internship semester by strengthening provider capacity and reducing some of the costs associated with persistent vacancies and workforce turnover.

CSC will fund stipends for up to 20 master's-level interns during the Spring, Summer, and Fall 2027 academic semesters. Each participating intern will receive a single $1,500 stipend in one of the three semesters. FAU will oversee student participation, monitor progress toward internship requirements, maintain communication with participating CSC-funded providers, and administer stipend payments. CSC will reimburse FAU for eligible stipend expenditures through a cost-reimbursement agreement after payments have been made to participating interns.

All FAU MSW interns will be invited to attend a CSC orientation early in their placement; attendance will be required for stipend recipients. The orientation will deepen interns' understanding of CSC and the broader system of care for Broward's children and families by introducing CSC's mission, funding priorities, provider network, and community role. It will also highlight career opportunities within CSC-funded programs.

At the conclusion of the internship, participants will complete a CSC-developed survey to assess the pilot's workforce impact. Measures will include internship experience and satisfaction, interest in community-based employment, employment offers from the host agency or other CSC-funded providers, and the internship's influence on participants' career decisions. Where feasible, CSC will also track the number of interns subsequently hired by CSC-funded providers. This information will help assess whether the stipend investment is creating a sustainable workforce pipeline and generating recruitment and training efficiencies for the provider network.

Recommended Action: 1) Approve new objective 015.
2) Approve FAU MSW internship stipend pilot program.

Tab E

For Council Meeting November 19, 2026

Service Goal	Various Service Goals
Issue:	Broward Promise Neighborhood (Broward PN) Grant Renewal.
Action(s):	(1) Approve FAU Promise Neighborhood (PN) Memorandum of Understanding (MOU) contingent upon approval of the No Cost Extension by the U.S. DOE and review by CSC Legal Counsel (2) Approve acceptance of $1,150,000 in funding and related expenditures for Promise Neighborhood Grant Funds from Florida Atlantic University contingent upon execution of the FAU PN MOU (3) Approve a 12-month extension of Promise Neighborhood (PN) subcontracts and administrative expenses, from January 1, 2027, through December 31, 2027, using unallocated, underutilized, and new funds within the Special Revenue Fund. The extension is contingent upon FAU receiving an approval of the No Cost Extension by the U.S. Department of Education. (4) For Your Information – 2026 Broward Promise Neighborhood Ad Hoc Report
Budget Impact:	$1,150,000 New Revenue and Related Expenditures for CY 27 $2,213,131 of $2,213,131 of Budget Carryforward Funds in Special Revenue Fund from FY 25/26 to be appropriated in FY 26/27.

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

In March 2025, FAU issued CSC an award letter for $7,134,750 covering the budget period from October 1, 2024, through December 31, 2026. The allocation supported subcontractors, CSC staff, and other related expenses. Subcontractor agreements took effect on January 1, 2025, upon receipt of 12 months of funding under the contract

between CSC, FAU, and the USDOE. CSC's current subcontractor agreements expire on December 31, 2026.

Current Status: Staff at the USDOE have indicated to FAU that the Broward Promise Neighborhood grant will be awarded a No-Cost Extension. Once that No-Cost Extension is officially awarded, FAU will award CSC an additional award of $1,150,000 to be added to the funds CSC has remaining from the original grant allocation, enabling funding for a sixth year of the CSC and FAU PN Agreement (January 1, 2027, through December 31, 2027).

After negotiations with FAU, CareerSource Broward has agreed to serve an additional 35 youth in the Summer Youth Employment Program for Summer 2027. This new contract is included in the table below.

CSC's Program Performance Reviews for the calendar year 2025 reflect that all programs met expectations.

The subcontractors award amounts below are estimated for twelve months of programming, from January 1, 2027, to December 31, 2027, and may vary by up to 10% among providers without exceeding the $2,238,286 total for all subcontracts. The budget includes 3% COLA for provider staff and CSC staff. The contract with A Little Help Never Hurt sunsets with the end of the Asset Based Community Development Administrative Support Organization (ABCD ASO) procurement on December 31, 2026. Pending Council approval in the November 2026 Council meeting, the new ABCD ASO provider will be included in the Promise Neighborhood 2027 subcontracts.

Subcontract Extensions Provider Name	2027 Budget Allocation
Boys & Girls Clubs of Broward County (033)	$105,538
CareerSource Broward	$180,710
Firewall Centers (031)	$152,133
Helping Advance and Nurture Development of Youth (HANDY) (033)	$105,316
Urban League of Broward County (031)	$117,449
YMCA (031)	$259,465
YMCA (072)	$209,963
Hispanic Unity of Florida (033)	$74,253
PACE Center for Girls (033)	$105,810
OIC of South Florida (034)	$105,421
United Way of Broward County (Broward Partnership for the Homeless) (027); (Admin Fees will come from indirect rate, reflected in the Admin Budget)	$100,869
Fort Lauderdale Independence, Training & Education Center (FLITE Center) (041)	$105,117
Urban League of Broward County (027)	$400,432
ABCD Provider - TBD	$215,810
Totals	**$2,238,286**

Total Budget including Administrative Costs: January 1, 2027, through December 31, 2027	**Dollars**
Salaries & Fringe	$793,511
Travel & Mileage	$13,500
Supplies	$21,820
Indirect Costs (include UW Admin)	$82,883
Programmatic Costs – Sub Recipient	$2,238,286
Total	**$3,150,000**

FAU completed and shared the 2026 Broward Promise Neighborhood Report with CSC staff. The 2025 AD HOC Executive Summary addresses Year 4 of the Broward UP Promise Neighborhoods project and reflects the first 'full year' that the project transitioned to and was under the leadership of Florida Atlantic University. Highlights from the report include improvements in mathematic scores in grades 3-8 (26% in 2024 to 47% in 2025); declines in chronic absenteeism (47% in 2024 to 25% in 2025); and a new data point from the PN Neighborhood Survey showing that 57% of parents/ families read to their child three or more times per week. The successes of the CSC's ABCD initiative were shared including the 17 funded community grants, Community Connector Participation, and the launch of the PN Governing meetings across the PN neighborhoods. The link to the full report is: Broward Promise Neighborhood Ad Hoc Report 2026.pdf

Recommended Action (s): (1) Approve FAU Promise Neighborhood (PN) Memorandum of Understanding (MOU) contingent upon approval of the No Cost Extension by the U.S. DOE and review by CSC Legal Counsel

(2) Approve acceptance of $1,150,000 in funding and related expenditures for Promise Neighborhood Grant Funds from Florida Atlantic University contingent upon execution of the FAU PN MOU

(3) Approve a 12-month extension of Promise Neighborhood (PN) subcontracts and administrative expenses, from January 1, 2027, through December 31, 2027, using unallocated, underutilized, and new funds within the Special Revenue Fund. The extension is contingent upon FAU receiving an approval of the No Cost Extension by the U.S. Department of Education.

(4) For Your Information – 2026 Broward Promise Neighborhood Ad Hoc Report

FLORIDA ATLANTIC UNIVERSITY

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November 9, 2026

Children's Services Council of Broward County
6600 West Commercial Boulevard
Lauderhill, Florida 33319

RE: Letter of Intent to Extend Subaward Period

To Whom It May Concern:

Florida Atlantic University (FAU) is preparing a request to the U.S. Department of Education for a No Cost Extension (NCE) of the federally sponsored project under which Children's Services Council of Broward County (CSC) is a subrecipient. The project is currently scheduled to end on December 31, 2026.

This letter confirms FAU's intent, contingent upon approval of the NCE by the U.S. Department of Education, to amend CSC's existing subaward to extend its period of performance consistent with the extension approved by the sponsor. Subject to sponsor approval and the availability of funds, FAU also intends to provide CSC with an additional $1,150,000 for project activities during the extended period.

This letter represents FAU's intent only and does not amend the existing subaward, obligate additional funds, or authorize CSC to incur costs beyond its currently approved period of performance. Any extension of the period of performance and additional funding will become effective only through a formal subaward amendment issued by FAU following receipt of the necessary sponsor approval.

Sincerely,

Miriam Campo

Miriam Campo
AVP, Sponsored Programs

Tab F

For Council Meeting November 19, 2026

Issue:	Need to conserve resources in light of the Passage of Amendment 3
Action:	Approve Extension of Leveraged Funding Moratorium, Except for Leverages Related to Critical Needs.
Budget Impact:	None

Background: The Council's Leveraged Funds Policy provides an exemption from the standard competitive procurement process for funding opportunities that leverage federal, state, and local resources to bring additional funding to Broward's children and families. The policy was most recently updated on March 19, 2026.

At its June 18, 2026 meeting, the Council discussed the consideration of additional leveraged funding requests in light of the uncertain funding environment. The Council agreed to defer consideration of new requests until late fall, when greater clarity regarding the funding landscape was anticipated, and expressed support for prioritizing critical services when evaluating requests.

Current Status: Following the passage of Amendment 3 and in anticipation of funding reductions beginning in FY 2027-28, staff recommends maintaining the pause on new leveraged funding proposals, with exceptions only to preserve critical or vital services. These services protect the health, safety, stability, or basic well-being of children and families and qualify for an exception when their loss, interruption, or significant reduction could have substantial adverse consequences, and no reasonable alternative support is readily available. No current leveraged funding proposals meet these criteria.

Staff will evaluate these requests again in the context of developing next year's budget within the framework of responding to the revenue reductions from implementation of Amendment 3. Thus, they would be presented at the May Budget Workshop for implementation in FY 27-28.

Recommended Action: Approve Extension of Leveraged Funding Moratorium, Except for Leverages Related to Critical Needs

Tab G

For Council Meeting November 19, 2026

Service Goal	7 Improve the availability and quality of out-of-school time programs to promote school success of children living in economically disadvantaged neighborhoods.
Service Goal	10 Strengthen the continuum of support services for children with special physical, developmental, and behavioral health needs.
Objective:	072 Provide quality out-of-school programs to support school success for children living in economically disadvantaged neighborhoods.
Objective:	101 Provide quality out-of-school programs to maximize development for children and youth with special needs.
Issue:	Termination of FLIPANY's MOST Inclusion Contract at Deerfield Beach Elementary
Action:	1) Ratify Termination of FLIPANY's MOST Inclusion Contract and Approve returning the Balance of the FLIPANY MOST Inclusion Contract to MOST Inclusion Unallocated 2) Approve reopening the MOST RFP to identify a provider to deliver inclusion services at Deerfield Beach Elementary. 3) Approve reopening the MOST RFP to identify a provider to deliver services to children with special needs at Deerfield Beach Elementary.
Budget Impact:	**Action 1.)** Remaining Budget after October invoicing will be added to Goal 072 Unallocated for FY 26-27. **Action 2.)** Amount not to exceed $327,727 of $327,727 Available in Goal 072 for FY 26-27 **ACTION 3** Amount not to exceed $287,036 of $287,036 Available in Goal 101 for FY 26-27

Background: Since its inception, the Council has supported afterschool and summer programming that provides safe, supervised, and enriching environments for children living in economically disadvantaged communities and children with special needs. Maximizing Out-of-School Time (MOST) programs provide services after school, on non-school and early-release days, and during the summer.

Following a competitive procurement process, the Council approved MOST 2026 funding recommendations on April 16, 2026. FLIPANY was awarded funding to operate a MOST Inclusion program at Deerfield Beach Elementary beginning in August 2026, with capacity to serve 60 children.

Current Status: FLIPANY's implementation of services at Deerfield Beach Elementary was delayed due to childcare licensing requirements, with services beginning on October 19, 2026. During the transition, Broward County Public Schools continued operating its aftercare program to ensure continuity of services for children.

Following implementation, it became apparent that the inclusion program was serving a significant number of children with diverse and complex support needs as Deerfield Beach Elementary is a cluster site for children with autism which FLIPANY didn't understand when applying. The level of need presented challenges in ensuring that appropriate staffing, supports, and program structures were consistently in place to provide a safe and supportive environment for all children – especially those at the deeper end of the autism spectrum. CSC and CCDH's Inclusion Supports staff worked closely with FLIPANY, providing intensive technical assistance and daily on-site support as the program attempted to adjust to these needs.

Through this collaborative process, CSC and FLIPANY determined that the needs of the children and the operational requirements of the site required a provider with more experience with the special needs population at the school as well as the lower staff-to-child ratios necessary to serve them. The parties mutually agreed to discontinue FLIPANY's services at Deerfield Beach Elementary effective October 30, 2026.

Broward County Public Schools resumed aftercare services on November 2, 2026, and will operate the program throughout the transition to prevent service interruptions for families. Staff recommends reopening the MOST procurement process to select one or more qualified, experienced providers to deliver inclusion services for 60 children and special needs services for 20 children at Deerfield Beach Elementary. This site may be awarded to one agency that is able to serve both populations or two agencies if that is necessary.

Inclusion services will require no additional funding; the new provider will receive the remaining funds from FLIPANY's contract. Services for children with special needs will

be funded with underutilized FY 25/26 MOST Inclusion / Special Needs funds. The requested not-to-exceed allocation is prorated for February 1 through September 30, 2027.

Upon Council approval of these actions, staff will proceed with the RFP reopening process and will prepare contract(s) for Council approval at the January meeting in hopes that services can start as close to February 1 as possible.

Recommended Action: 1) Ratify Termination of FLIPANY's MOST Inclusion Contract and Approve returning the Balance of the FLIPANY MOST Inclusion Contract to MOST Inclusion Unallocated.

2) Approve reopening the MOST RFP to identify a provider to deliver inclusion services at Deerfield Beach Elementary.

3) Approve reopening the MOST RFP to identify a provider to deliver services to children with special needs at Deerfield Beach Elementary.

Tab H

For Council Meeting November 19, 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:	Funding Recommendations for the Asset Based Community Development Administrative Support Organization (ABCD ASO) Request for Proposals (RFP)
Action:	Approve ABCD ASO RFP Rating Committee Recommendations, as presented
Budget Impact:	$357,800 of $357,800 Available in Goal 923 for FY 26-27

Background: Since 2021, the Council has funded Asset Based Community Development (ABCD) Coaching and Facilitation services that support the Community Connectors (residents living in six Broward County ABCD neighborhoods) to implement neighborhood listening campaigns and to procure Community Building Grants that build upon neighborhood assets. In 2023, the Council funded ABCD Administrative Support Organization (ASO) services to process administrative payments to the Community Connectors, to fund the Community Building Grants, and to support cross-ABCD neighborhood learning. In 2024, the Broward Up Promise Neighborhood (PN) grant funded two additional ABCD neighborhoods and initiated a participatory governing process to include community in understanding the local data and co-creating solutions with CSC staff and PN-funded providers. CSC Community Building staff provide ABCD training, support for the PN Governing process, and integration with CSC service providers at the neighborhood level.

Current Status: The ABCD ASO RFP, which was advertised on August 16, 2026, and closed on September 16, 2026, received no proposals. Therefore, CSC staff met with multiple potential applicants to understand their concerns and address their barriers to applying. The ABCD ASO RFP was re-advertised on September 27, 2026, and closed on October 28, 2026. It detailed the administrative support and collaboration with staff required to successfully support the Community Connectors. The current allocation of $357,800 is for nine months of service beginning January 1, 2027.

One ABCD ASO RFP Rating Committee, comprised of five source experts with knowledge of ABCD and community building services, rated three proposals and participated in applicant interviews. The list of source experts approved by the Council in August 2026 is below.

Source Experts

Name	Title	Organization
Malcom Lane	ABCD Community Connector	West Park Civic Design Team
Tiffancy Lockhart	ABCD Community Connector	Fort Lauderdale Civic Design Team
Idelma Quintana	Hollywood City Commissioner	City of Hollywood
Lauren Zuchman	Chief Communications and Partnerships Officer	Children's Services Council of Palm Beach
Loreen Chant	Chief Executive Officer	Health Foundation of South Florida

The Rating Committee provided the scores and recommendations below.

Agency Name	Score	
Urban Health Partnership	192.6	Recommended for Funding
South Florida Hunger Coalition	164	
Harmony Development Corporation	190.4	

While all the applications were strong, Urban Health Partnerships has 15 years of experience in Broward County supporting community member-led initiatives such as Healthy Community Zones, South Broward Food Hub, and Safe Streets. UHP's existing infrastructure to support community liaisons (community connectors) and community grantmaking has evolved from lessons learned over the 15 years and continues to be responsive to community members and their leadership development. The Source Experts also recommended that the awarded agency include current Community Connectors in the interview process for the staff who will be working with the Civic Design Teams.

Staff conducted a comprehensive budget analysis to ensure all recommendations aligned with RFP requirements and allowable costs.

In order to begin contract negotiations immediately, staff recommend contracting based on the current CSC Budget set aside for the nine months. Upon approval of the

Promise Neighborhood No Cost Extension, the reliance on CSC funding will be reduced by the amount which will be attributable to the Promise Neighborhood contract. A separate agreement will likely be necessary in order to remain in compliance with FAU / Promise Neighborhood requirements. Any subsequent agreements will be brought to the Council for approval.

Recommended Action: Approve ABCD ASO RFP Rating Committee Recommendations, as presented.

Tab I

For Council Meeting November 19, 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:	Need to provide a wrap-up report to the Health Foundation of South Florida for grant funds awarded to CSC to supply refreshments for Five Asset Based Community Development Civic Design Teams, Promise Neighborhood (PN) Governing Meetings with Community Members and Service Providers.
Action:	FYI – Report to the Health Foundation regarding expenditures of their grant funds
Budget Impact:	$7,572 of $10,000 Revenue and Expenditures for FY 25-26 $2,428 to be added to Budget Carryforward fund for FY 26-27 $10,000 Total Project Cost

Background: In 2024, CSC implemented Asset Based Community Development in five neighborhoods that include monthly governing meetings for the Promise Neighborhood grant. The Governing meetings include the Civic Design Team Community Connectors, PN Service Providers, Community Members, CSC Community Building Managers, and Florida Atlantic University staff. In the Governing meetings, partners review data on the five Promise Neighborhood pipelines, co-create strategy to improve results and conditions, and evaluate services and strategies. Promise Neighborhood and CSC do not fund refreshments for the community governing meetings.

In November 2025, the Council approved receipt of Health Foundation of South Florida (HFSF) funding for $10,000 to cover light food and refreshments for the community PN Governing Meetings in Lauderhill, Fort Lauderdale, Lauderdale Lakes, Pompano Beach, Collier City, and West Park/Carver Ranches for FY 26.

Current Status: The CSC is required to submit a report to the HFSF detailing the use of its grant funding. A copy of that report is attached and is summarized below.

In FY 25-26, funding provided meals for over 25 Promise Neighborhood conversations/meetings across the five Promise Neighborhood Civic Design Teams. Nearly 600 meals were provided. FY 25-26 Grant Expenditures were $7,571.22. The balance of the funding will be used in FY 26-27 to provide food for 50 residents participating in three additional Promise Neighborhood conversations/meetings across the five Promise Neighborhood Civic Design Teams. The total grant expenditure across the two FY's is $10,000, which provided meals to over 650 people and supported 30 different Promise Neighborhood meetings and conversations.

The HFSF Funds supported relationship-building and strategy development among community members, Promise Neighborhood service providers, and community partners. Additional asset mapping, expanding service network connections, and co-created strategies to improve early literacy, college and career readiness, and access to food were developed and implemented through the governing process.

CSC staff are currently applying for additional HFSF funding to provide food for the rest of FY 26/27.

Recommended Action: For Your Information Only.

The meals provided by the Health Foundation of South Florida (HFSF) have been a valuable part of governance conversations. Sharing meals during Governance Meetings creates opportunities for community members and families to strengthen social connections and enhance community well-being. These shared meals foster relationship-building and encourage the exchange of stories and lived experiences. They also support the development of meaningful connections among community members, families, service providers, and community partners.

An additional benefit of sharing a meal during the Governance Meetings is its ability to create connections among individuals who might not otherwise interact. These relationships expand community-driven opportunities for mutual support, resource sharing, and the identification of strengths, talents, and assets that already exist within the community. The shared meal helps cultivate an environment where these community assets become visible and accessible.

Through this experience, it has become clear that the deeper value of the community meal extends beyond providing food to community members and families. Its true impact lies in creating opportunities for community members to connect, contribute, and recognize what they can accomplish collectively through governance conversations. These conversations help identify strategies, valuable gifts, relationships, and assets that support and advance the community's main priority of supporting children from the cradle to college to career readiness.

Governance Conversations and Community Engagement

Each of the five communities is unique and at a different stage in the governance process. Through a multisectoral approach, strategies are co-created to address each community's highest collective priorities in supporting children from cradle to college and career while advancing collective action toward shared community outcomes.

The five Governance Conversations were intentionally launched on staggered timelines to support a developmental approach that recognizes each Civic Design Team (CDT) community's unique strengths, relationships, and readiness for collective action.

The Civic Design Team (CDT) Governance Group A is currently in a connect and build relationships stage. The team is establishing partnerships with each of the CSC Promise Neighborhood service providers. These conversations have helped connect community members' lived experiences and community assets with existing resources and opportunities, fostering greater alignment between service providers and community priorities.

The CDT Governance Group B focused on identifying and mapping community assets. During these conversations, mental health emerged as a significant community priority. In response, local service providers were invited to co-create, identify existing resources, assets, and opportunities for collaboration. Subsequent discussions revealed residents' concerns about longstanding divisions within the community and their desire for healing, reconciliation, and a collective path forward. Residents emphasized the importance of repairing relationships and rebuilding trust after decades of division. In response to these community-identified needs, a restorative justice process will be explored through a co-creation approach, engaging residents and community partners in designing strategies that support healing, strengthen relationships, and advance collective action.

The CDT Governance Group C is in the early stages of identifying community priorities. The group has met with Florida Atlantic University (FAU) to review Promise Neighborhood survey findings. Following the distribution of the community survey, Governance Conversations have focused on gaining a deeper understanding of community-identified priorities and gathering additional perspectives to inform the development of community-driven strategies.

The CDT Governance Groups D is actively mobilizing community assets and opportunities. Group D is developing strategies to advance the community-identified priority of college and career readiness. Governance members are planning a community event in partnership with a resident who leads a local nonprofit organization. This collaboration will leverage existing community relationships and organizational resources to expand the event's reach, increase resident engagement, and create additional opportunities for community participation.

The CDT Governance Group E has consistently mobilized community assets and developed opportunities to address three community priorities: college and career readiness, transportation, and nutrition. To advance college and career readiness, college students, local educators, and nonprofit organizations have been engaged in a co-creation process aimed at increasing community awareness of and access to educational and career opportunities. To address nutrition, the team is partnering with a permaculture organization to explore sustainable approaches to improving access to fresh foods. The organization has offered to provide free educational classes if sufficient resident interest is demonstrated. An ongoing sign-up list is being maintained to assess participation and support program planning. FAU is providing a transportation mapping application for community members to more easily access transportation.

These efforts demonstrate how the Governance team is connecting community priorities with existing resources and opportunities for collective action. Providing meals during

Governance Conversations further supports this work by creating a welcoming environment where community members and community partners can build relationships, strengthen trust, engage in meaningful dialogue, and foster a sense of connection and belonging while working toward shared priorities.

The Health Foundation of South Florida Grant Utilization and Year-End Projection

Grant funds were utilized to provide meals and refreshments for:

- 32 Governance Conversations
- 4 CDT Quarterly Learning Sessions
- 1 Community Meeting

To date, the HFSF funding has provided 647 individual meals.

Below are the total fiscal year grant expenditures for meals including the 5 Governance Conversations and 1 quarterly meeting scheduled for November and December 2026.

FY 26 Grant Expenditures: $7,571.22

FY 27 Grant Expenditures: $2,428.78

Total grant expenditures were **$10,000.00.**

Tab J

For Council Meeting November 19, 2026

Service Goal	1 Support provider agency efforts to enhance their infrastructure and service delivery effectiveness.
Objective:	012 Provide funding to support organizational capacity building and program quality improvement initiatives
Issue:	Additional funding is needed to address emerging PPC needs identified through program monitoring that exceed the FY 2026–27 budgeted allocation. Also, allocation of PPC consultants.
Action:	Approve Program performance consultants to strengthen provider service, delivery, and program performance.
Budget Impact:	$25,875 of $25,875 Available in Goal 012 for FY 26-27 $10,000 of $5,081,504 Available in Unallocated for FY 26-27 $35,875 Total for FY 26-27

Background: Following the June 2025 RFP, CSC expanded its network to **11 Program Performance Consultants (PPCs)** with diverse areas of expertise. Program Performance Consulting provides individualized and group coaching to CSC-funded providers to strengthen organizational capacity, program operations, service delivery, and overall performance. PPC support is available to organizations receiving HEAL Trauma grants and other CSC-funded programs, as needs are identified.

Current Status: As Program Managers conduct ongoing program monitoring visits, additional providers have been identified as needing Program Performance Consulting support beyond the originally budgeted amount. Thus far in fiscal year 2026-2027, 567 hours have been allocated for training, coaching, and technical assistance. Two additional CSC-funded providers now require PPC support, representing an estimated 80 additional hours. The additional funding will allow CSC to address these emerging needs and strengthen providers' organizational capacity, program operations, service delivery, and overall performance.

Funded Provider	Allocation Amount	Month of Allocation Request
Hispanic Unity of Florida - LEAP High- MVG Consulting	$7,500	November 2026
Hispanic Unity of Florida - Youth Force- MVG Consulting	$5,000	November 2026
FLITE - MVG Consulting	$10,000	November 2026
Community Enhancement Collaboration- Haynes Resources	$5,000	November 2026
Life Net- Grey and Associates	$8,375	January 2027
Total	**$35,875**	

Recommended Action: Approve Program performance consultants to strengthen provider service, delivery, and program performance.

Tab K

For Council Meeting November 19, 2026

Service Goal	2.2 Children live in financially stable environments
Objective:	027 Assist families to achieve financial stability through promoting EITC, workforce development, providing financial coaching, basic needs, and supports for the homeless continuum of care (see Note below).
Issue:	Back to School Extravaganza 2026 Activity Report and Budget to Actual Expenditures.
Action:	Approve Reconciliation of Expenditures for the Back-to-School Extravaganza FY 25-26
Budget Impact:	Total Project Revenue and related Expenditures equal $444,636 for FY 25-26.

Background: This is the 16th year that the Council has provided funding for Back-to-School supplies for thousands of Broward County students. The **Back to School Extravaganza (BTSE)** is an annual community initiative designed to help Broward County children and families prepare for a successful start to the school year. Through partnerships with community organizations, municipalities, schools, and funded providers, BTSE connects families with essential school supplies, backpacks, resources, and information about programs and services available throughout the community. The initiative is particularly focused on reducing financial barriers for families and ensuring that children have access to the basic materials and supports they need to begin the academic year ready to learn.

Over time, BTSE has grown into a coordinated countywide effort that extends beyond the distribution of school supplies. Events provide opportunities to connect families with CSC-funded programs and other community resources addressing education, health, family strengthening, and youth development. By leveraging partnerships and coordinating resources across Broward County, BTSE supports CSC's broader commitment to strengthening children and families while maximizing the reach and impact of public and community investments.

Current Status: CSC successfully implemented its 2026 BTSE campaign through a targeted, community-based approach designed to ensure that children facing economic

challenges entered the school year prepared, confident, and ready to learn. BTSE remains one of CSC's longest-running and most recognized community initiatives, supporting Broward County students with the essential tools needed for school success. CSC continued its partnership with Broward County Public Schools, School Social Workers, municipalities, nonprofit organizations, summer program providers, businesses, and community partners to identify and serve children and families with the greatest need.

Throughout the summer, CSC staff, volunteers, providers, municipalities, elected officials, and community partners worked together to conduct warehouse preparation activities, backpack sorting events, shoe distributions, community resource fairs, and targeted boutique events throughout Broward County. Specific activities included a shoe giveaway event in Pembroke Pines held in partnership with Broward County Commissioner Alexandra P. Davis and the City of Pembroke Pines, boutique distributions at schools including North Lauderdale Elementary and Margate Middle School, and participation in numerous community back-to-school events across the county. Families not only received school supplies, but also information about health, educational, social service, and family-support programs available throughout the year.

. **Key Highlights**

- Continued implementation of CSC's targeted "boutique" BTSE model.
- Funding approved for approximately 12,000 backpacks and school supply kits, along with uniforms, shoes, undergarments, and related support items.
- Partnerships with BCPS School Social Workers, CSC-funded summer programs, municipalities, nonprofits, and community organizations
- Boutique events and resource distributions were held throughout Broward County, including Pembroke Pines, North Lauderdale, Margate, Deerfield Beach, Plantation, Miramar, and additional community-based locations.
- Families received school readiness resources, community service information, books, supplies, clothing, and shoes to support student success.
- BTSE remains one of CSC's signature prevention and educational support initiatives, helping children start school prepared, confident, and ready to learn.

Budget:	Amount
Original CSC Budget	$436,495.00
Additional Council-Approved Budget	$10,000.00
Total Budget for Back-To-School Extravaganza	**$446,495.00**

Expenditures	Quantity	Amount
Backpacks	10,776	$209,269.31
Undergarments	9,000	$31,999.96
School Uniforms	10,000	$198,977.16
Laundry Sheets	500	$4,389.20
TOTAL		**$444,635.63**

Net Remaining Budget (which goes into Fund Balance) $1,859

In-Kind (FYI)		
	Quantity	Value
Volunteers (Hands on South Florida)	152 Volunteers 700 Hours	$25, 298
Shoes-Soles4Souls	1750 Pairs of Shoes & Socks	$140,000

Previously, considerable funding was raised from community partners who helped offset the cost of this distribution. While CSC was always the leader and the prime funder, money raised through Neighbors4Neighbors and other partners reduced the cost. As others have decided to run their own distributions, Staff is reevaluating our approach for next school year and going into the FY 27-28 budget.

Note: In prior years, Back to School was reported under Goal 072, which primarily focused on out-of-school programs. After reviewing the program's classification, staff determined that Service Goal 2.2, Objective 027, better aligns with its focus on helping families achieve financial stability. The budget has already been updated to reflect this change.

Recommended Action: Approve Reconciliation of Expenditures for the Back-to-School Extravaganza FY 25-26

Tab L

For Council Meeting November 19, 2026

System Goal	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 for printing, collateral, logistics, marketing, and other services for the January 29, 2027, Impact Summit.
Budget Impact:	$91,000 of $165,257 Available in Goal 921 for FY 26-27

Background: In May 2026, the Council approved $300,000 for CSC's 25th Anniversary and Impact Summit. In January 2026, the Council approved The Agency Ally as the event planner for the Summit. In May 2026, the Council gave initial authorization for the Diplomat Hotel to host the Summit and in August 2026, based on further due diligence by CSC staff, the Charles Dodge Convention Center in Pembroke Pines was approved and the contract signed. The Summit will be held on Friday, January 29th, 2027, with an evening reception for Broward Elected Officials on Thursday, January 28th, 2027, also at the Dodge Center.

Current Status: As planning for the Summit has progressed, staff has identified several specialized vendors whose services are necessary to support the event's operational, production, and promotional needs. These services include event logistics and coordination, printing, floristry, photography, marketing, development of event collateral and signage, décor, and related production services. The proposed vendors will support the successful execution of the Summit and help ensure a professional, cohesive event experience that appropriately reflects CSC's 25-year impact and supports a community-wide vision for moving forward within the context of Amendment 3.

Vendor	Summit Role	Budget
MNetwork	Summit Marketing/Branding/Video Production	$35,000
Whova	Summit Logistics (Attendee Ticketing and Electronic Presentation)	$6,000
Twenty6North	Summit Guest Presentations	$5,000
KWAGroup Branding	Guest Collateral	$10,000
Amazon	Décor-Tables and Venue	$3,000
Edco	Awards	$1,000
PostNet	Printing-Signage	$2,000
Print Basics	Printing-Attendee Badges, Sponsorship Items	$6,000
Minuteman Printing	Printing-Program Booklet	$7,000
NuAge	PPT Presentation Animation	$3,500
Dream World Florist	Décor-Flowers	$4,000
QTS Photography	Pictures and Video Service	$3,500
Agency Ally	Summit Items and Logistics	$5,000
		$91,000

CSC staff has already secured several sponsors and is continuing to solicit sponsorships for this important community event. We fully anticipated offsetting many of these costs, but the services must be engaged now in order to have them available for the Summit.

Recommended Action: Approve CSC entering into agreements with the vendors listed for printing, collateral, logistics, marketing, and other services for the January 29, 2027, Impact Summit.

Tab M

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

For Council Meeting November 19, 2026

Issue: Budget Carry Forward for FY Ended September 30, 2026.

Action: Approve Budget Carry Forward from FY 25-26 into FY 26-27.

Budget Impact: $5,101,747 Additional Budget in Various Line Items for FY 26-27.

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

Current Status: A comprehensive schedule is attached that outlines the specific items proposed for carry forward from FY 25-26. These items pertain to the General Fund and Special Revenue Fund and encompass a variety of commitments, including programmatic contracts, technology initiatives, capital projects, and facility-related expenditures that span multiple fiscal years.

All purchase orders and contracts listed in this schedule were previously presented to the Council and received approval at various points throughout Fiscal Year 25-26. In accordance with the Council's standard procedures, any expenditure for which the service provider is yet to be determined, or the allocation is TBD, will be resubmitted to the Council for approval once specific providers and associated budgets are identified.

The administrative budget carryforward also includes unspent allocations for facilities, capital improvements, and technology. These funds are carried forward to build reserves for future major projects, such as building improvements, equipment replacements and/or repairs, and to maintain and improve our technologies/network. As always, any proposals requesting the use of these reserved funds will be brought before the Council for formal approval.

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

Recommended Action: Approve Budget Carry Forward from FY 25-26 into FY 26-27.

Children's Services Council of Broward
Budget Carry Forward from FY 25/26 to FY 26/27
General and Special Revenue Funds

Goal	GOAL NAME	PROVIDER	DESCRIPTION	NOV 26 for FY 27 Requested CF Amount
	General Fund			
	Service Goals:			
012	Support Organization / Capacity			
		TBD	Organizational Development Training	$19,891
035	PEACE			
		U-Turn	Additional Teen Chat Session	$4,174
051	Subsidized Childcare			
		Early Learning Coalition	Financially Assisted Child Care	$1,258,188
053	Grade Level Reading			
		Jumpstart for Young Children	CSC funded Books for Broward Read for the Record	
		Jumpstart for Young Children	ELC funded Books for Broward Read for the Record	
072	MOST Inclusion			
		City of Hollywood	Start Up	$20,000
		City of Miramar	Start Up	$3,454
		CATCH Florida Introduces Physical Activity and Nutrition to Youth, Inc. DBA FLIPANY	Start Up	$385
		United Cerebral Palsy of Broward, Palm Beach and Mid-Coast Counties, Inc. DBA United Community Options of Broward, Palm Beach and Mid Coast Counties	Start Up	$2,915
		Young Men's Christian Association of Soutl	Start Up	$60,745
		Unallocated		$327,727
082	Water Safety/Drowning Prevention			
		Florida Department of Health	Water Safety	$18,852
101	MOST Special needs			
		After School Programs, Inc	Start Up	$7,364
		Arc Broward, Inc.	Start Up	$1,492
		Jewish Adoption and Foster Care Options, Inc. (JAFCO) Children's Ability Center, Inc.	Start Up	$37,749
		Young Men's Christian Association of South Florida	Start Up	$92,098
		Unallocated		$287,036
	System Goals:			
921	Leadership/Resources-Strategic Plan			
		The Agency Ally	CSC Summit: Consulting agreement crosses Fiscal Years	
922	Improve Provider Reporting			
		SGS Technologie		
			Data Systems	$4,110
			Software	$4,050
923	Promote Research Initiatives			
		Broward Behavioral Health Coalition	Program crosses Fiscal Years	
		Health Foundation of South Florida	Community governing meetings.	$2,428
924	Integrated Data System			
		Community Cares Partnership	Integrated data sharing to improve communication and outcomes	
931	Sponsorships			
		TBD	General Sponsorships	$37,900
		U-Turn Youth Consulting	We the People Summit - High Impact Sponsorship	$15,750
		TBD	High Impact Sponsorships	$25,220
932	Educate Taxpayers			
		TBD	Public Awareness	$219,615
934	Communication with Special Population			
		AccessiBe	CSC Websites ADA Remediation and Compliance	$1,772
		Total Goals		**$2,452,915**
	Administration: Purchase Orders that Span FY			
		The People Institute	Staff Development & Training	
		General Admin	Staff Wellness - United HealthCare Wellness Incentive Credit	
		Program Admin	Staff Wellness - United HealthCare Wellness Incentive Credit	
		Dell	Docking Stations (20 @ $268.12)	
				$0
	Capital Outlay:			
		Various	Server Room - HVAC	
		Various	HVAC Replacement	
		Various	Reserve for Future Capital Projects	$103,011
				$103,011
	Facilities Related:			
		Various	Facilities Reserves (Accumulation of unspent Facilities Budget from past 14 years)	$332,690
		Total Administration, Capital Outlay & Facility Related		**$435,701**
			Total General Funds Carry Forward	**$2,888,616**

Tab N

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

For Council Meeting November 19, 2026

Issue: Budget Amendments and Preliminary Financial Statements for the Fiscal Year Ending September 30, 2026.

Action: Approve Budget Amendments and Preliminary Financial Statements for the Fiscal Year Ending September 30, 2026.

Budget Impact: None

Background: The Preliminary Financial Statements for the fiscal year ending September 30, 2026, are attached for review and approval. There should be no changes to these statements (or only minor ones) during the audit and the preparation of the Annual Comprehensive Financial Report (ACFR).

Current Status: The major financial highlights of the fiscal year include:

- **Property tax revenue surpassed the budget.** For the fiscal year ending September 30, 2026, property tax collections totaled $137,768,477, exceeding budget by $965,979 and including $121,818 in prior-year taxes. The Tax Collector receives a 2% commission on taxes collected during the year. Those fees are deducted from the tax receipts throughout the year, but Florida statute requires the Tax Collector to return surplus funds at the end of each fiscal year. Actual commission expenses were $616,092 against a $2.7 million budget, reflecting a $2.1 million year-end refund. This year's refund represented approximately 78% of the fees paid during the year.
- **Investment earnings decreased.** Interest earned on funds held at SBA (FL Prime), FL PALM, and Wells Fargo totaled $4.4 million, a $1.2 million decrease from the prior fiscal year but is $3.6 million over budget. The Managed Fund Investments recorded an unrealized and unbudgeted gain of $528,633 as of September 30, 2026, which is $612,499 lower than the previous fiscal year. These decreases reflect changes in market conditions. However, the managed fund portfolio continues to outperform its benchmark. Together, these represent $4.1 excess revenue over budget.
- **Program Services Expenditures - 86% of Budget Spent:** The total Program Services and Support budget was $157.2 million, with actual expenditures of $134.8 million, resulting in a $22.4 million budget variance (underutilization). Overall program utilization was 86% for the fiscal year, representing a 1%

decrease from the previous year. It is important to note that the budget included $6.1 million in unallocated funds, or funds available but not committed to contracts which is designed to allow flexibility to address emergencies throughout the year. When removed, this would reflect an overall utilization of 90% for program services and support.

Some of the biggest variances occurred in a few areas. Family Supports and Youth Safety, experienced staff vacancies and low referral rates which affected our core family support programs especially the Trauma programs. In the Youth Development Goal, declining school enrollment in the Broward County school district may have contributed to some Out-of-school time programs experiencing low enrollment and poor attendance. Due to a continuation in the reduction of children being referred / arrested, the New DAY programs were underutilized. Those trends were taken into consideration when the New DAY RFP was issued in 2026 and programs in this area were right-sized in FY 26-27. Although referrals were low, resulting in low utilization, the outcome for children could be considered positive, as it means less use of delinquency diversion services.

In the Literacy and Early Education Goal, while it appears that the Early Learning Coalition underutilized by $1.2 million, this was done intentionally to maximize the State allocation SFY 25-26 and improve Broward's position in the State Budget for SFY 27-28. That $1.2 million is included in the carry-forwards being recommended for approval this month.

The Council approved a 4% cost-of-living adjustment for programs beginning October 1, 2026. Staff hopes this will continue to improve recruitment and retention, enable providers to better serve more youth, and optimize contract utilization. The Program Services Expenditures Budget-to-Actual Report (beginning on page 10) compares budgeted and actual program expenditures, and the comments explain the variances. The chart on page 9 provides a visual comparison of the program services budget and actual expenses by program goal area.

- **General Administration rate of 3.6%:** General Administration expenditures came in under budget, with a total actual administrative rate of 3.6%, which is on par with last year's rate. This reflects our commitment to maximizing the mission, limiting operating costs, and directing more resources to services.
- **Fund Balance Increased by $2.6 million:** CSC ended the year with $92.9 million in fund balance, an increase of $2.6 million over the prior year due to the refund of excess tax commission fees, unbudgeted interest earnings, and unrealized gains on the managed funds. Due to interest rate uncertainty, CSC has traditionally not fully budgeted for interest earnings and instead reserves these funds for future use.

Although Generally Accepted Accounting Principles (GAAP) restrict how Fund Balance is classified in the Annual Comprehensive Financial Report (ACFR), these Preliminary Financial Statements for FY 25-26 permit more detailed Fund Balance classifications, as outlined below.

Fund Balance Fiscal Year 25-26	
Ending Fund Balance 9/30/2026	**$92,895,692**
Nonspendable Fund Balance (Prepaids)	(226,806)
Minimum Fund Balance	(27,688,525)
Committed for Building	(10,000,000)
Budgeted for FY26-27 programs approved in May 2026	(26,420,000)
FY26-27 Budget Carry Forward for Contracts and POs (approved in September and October 2026)	(550,240)
Ending Unassigned Fund Balance	$28,010,121
Proposed Appropriations:	
FY26-27 Budget Carry Forward for Contracts and POs	(5,101,747)
Ending Unassigned Fund Balance at 09/30/2026	$22,908,734

Recommended Action: Approve Budget Amendments and Preliminary Financial Statements for the Fiscal Year Ending September 30, 2026.

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

BUDGET AMENDMENTS and INTERIM FINANCIAL STATEMENTS

Submitted to Council Meeting September 17, 2026

FOR THE PERIOD ENDED SEPTEMBER 30, 2026



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Council of Broward County
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Budget Amendments
for Period Ended September 30, 2026

Description	Beginning Budget Annualized	Total	Ending Budget Annualized	Comments
Budget Amendments reflected in the financial statements.				
GENERAL FUND				
Revenue:				
Local Collaborative Events & Resources	$ 65,000.00	$ 15,750	$ 80,750.00	Broward Read for The Records - Jumpstart - CA 09/17/26
Service Goals:				
Grade Level Reading, Goal 053	$ 1,124,511	$ 15,750	$ 1,140,261	Broward Read for The Records - Jumpstart - CA 09/17/26

Balance Sheet
September 30, 2026

	General Fund	Special Revenue Fund	Total Funds	Prior Year Total Funds
ASSETS				
Cash	$ 4,748,731	$ 373,026	$ 5,121,757	$ 4,901,902
Investments (Note #3)	72,427,223	-	72,427,223	68,991,990
Investments - Managed Funds (Note #3)	28,752,278	-	28,752,278	28,223,645
Taxes Receivable	2,173,052	-	2,173,052	1,223,162
Accounts and Interest Receivable	37,025	-	37,025	44,809
Due From Other Governments	181,238	408,364	589,602	799,182
Due From Other Funds	640,901	-	640,901	438,496
Prepaid Items	226,806	-	226,806	259,472
Total Assets	$ 109,187,254	$ 781,390	$ 109,968,644	$ 104,882,658
LIABILITIES and FUND BALANCE				
Liabilities				
Accounts Payable and Accrued Liabilities	14,747,968	120,711	14,868,679	13,510,028
Salaries and Fringe Benefits Payable	653,494	19,778	673,272	576,859
Unearned Revenue	890,100	-	890,100	100,190
Due to Other Funds	0	640,901	640,901	438,496
Total Liabilities	16,291,562	781,390	17,072,952	14,625,573
Fund Balance (Note #4)				
Nonspendable	226,806	-	226,806	259,472
Committed for Building Fund	10,000,000	-	10,000,000	10,000,000
Committed for Carryforward FY26-27	5,651,987	-	5,651,987	3,400,754
Committed for Programs in FY26-27	26,420,000	-	26,420,000	24,050,000
Unassigned - Minimum Fund Balance	27,688,525	-	27,688,525	26,038,293
Unassigned Fund Balance	22,908,374	-	22,908,374	26,508,566
Total Fund Balance	92,895,692	-	92,895,692	90,257,085
Total Liabilities and Fund Balance	$ 109,187,254	$ 781,390	$ 109,968,644	$ 104,882,658

Statement of Revenues, Expenditures and Changes in Fund Balance for October 1, 2026 through September 30, 2026

	General Fund	Special Revenue Fund	Total Funds	Prior Year Total Funds
Revenues				
Tax Revenue	$ 137,768,477	$-	$ 137,768,477	$ 128,444,140
Federal & State Grant Funding				
Title IVE Legal Supports	322,549	-	322,549	$ 345,268
Title IVE Adoption	96,235	-	96,235	$ 122,667
Promise Neighborhood	-	2,343,505	2,343,505	$ 1,938,281
Interest Earnings (Note #3)	4,408,224	-	4,408,224	$ 5,634,579
Investment-Gain/(Loss) (Note #3)	528,633	-	528,633	$ 1,141,133
Local Foundation Grants	890,000	-	890,000	$ 830,000
Local Collaborative Events & Resources	105,697	-	105,697	152,330
Training Revenue	8,081	-	8,081	5,960
Total Revenues	$ 144,127,896	$ 2,343,505	$ 146,471,401	$ 138,614,358
Expenditures				
Total Program Services and Support	132,490,824	2,285,550	134,776,374	127,588,049
Total General Administration	5,099,892	57,955	5,157,847	4,924,753
Total Non-Operating	3,379,918	-	3,379,918	4,489,053
Total Capital Outlay	348,272	-	348,272	211,575
Total Lease & Subscription Software Expenditures	170,383	-	170,383	108,546
Total Expenditures	$ 141,489,289	$ 2,343,505	$ 143,832,794	$ 137,321,976
Excess (Deficiency) of Revenues Over Expenditures	$ 2,638,607	$ -	$ 2,638,607	$ 1,292,382
Beginning Fund Balance	90,257,085	-	90,257,085	88,964,703
Ending Fund Balance	$ 92,895,692	$ -	$ 92,895,692	$ 90,257,085

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	$ 137,768,477	$ (965,979)	100.71%	$ -	$ -	$ -	-%
Federal & State Grant Funding								
Title IVE Legal Supports	425,000	322,549	102,451	75.89%	-	-	-	-%
Title IVE Adoption	105,000	96,235	8,765	91.65%	-	-	-	-%
Promise Neighborhood	-	-	-	-%	3,390,000	2,343,505	1,046,495	69.13%
Interest Earnings (Note #3)	750,000	4,408,224	(3,658,224)	587.76%	-	-	-	-%
Investment-Gain/(Loss) (Note #3)	-	528,633	(528,633)	-%	-	-	-	-%
Local Foundation Grants	924,021	890,000	34,021	96.32%	-	-	-	-%
Local Collaborative Events & Resources	80,750	105,697	(24,947)	130.89%	-	-	-	-%
Training Revenue	10,000	8,081	1,919	80.81%	-	-	-	-%
Fund Balance	24,050,000	-	24,050,000	-%	-	-	-	-%
Budgeted Carryforward	1,406,288	-	1,406,288	-%	1,910,445	-	1,910,445	-%
Total Revenues	$ 164,553,557	$ 144,127,896	$ 20,425,661	87.59%	$ 5,300,445	$ 2,343,505	$ 2,956,940	44.21%
Expenditures								
Program Services and Support:								
Program Services	140,782,773	122,436,018	18,346,755	86.97%	3,658,750	1,610,791	2,047,959	44.03%
Program Monitoring & Evaluation	74,823	57,913	16,910	77.40%	-	-	-	-%
Program Outcome Tools	48,297	44,707	3,590	92.57%	-	-	-	-%
Total Program Services	140,905,893	122,538,638	18,367,255	86.96%	3,658,750	1,610,791	2,047,959	44.03%
Employee Salaries	7,439,652	7,001,827	437,825	94.11%	881,341	487,676	393,665	55.33%
Employee Benefits	3,122,787	2,625,147	497,640	84.06%	490,971	168,633	322,338	34.35%
Consultants	15,000	13,570	1,430	90.47%	5,500	-	5,500	-%
Material and Supplies	13,100	1,461	11,639	11.15%	12,033	5,308	6,725	44.11%
Printing and Advertising	18,200	10,087	8,113	55.42%	739	-	739	-%
Software Maintenance	224,973	191,869	33,104	85.29%	32,063	798	31,265	2.49%
Telecommunications	27,180	16,886	10,294	62.13%	22,707	963	21,744	4.24%
Staff Travel	137,500	35,392	102,108	25.74%	22,087	865	21,222	3.92%
Training & Professional Development	122,522	37,905	84,617	30.94%	-	-	-	-%
Other Expenditures	45,000	18,042	26,958	40.09%	13,597	10,516	3,081	77.34%
Total Program Support	11,165,914	9,952,186	1,213,728	89.13%	1,481,038	674,759	806,279	45.56%
Total Program Services and Support	152,071,807	132,490,824	19,580,983	87.12%	5,139,788	2,285,550	2,854,238	44.47%

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

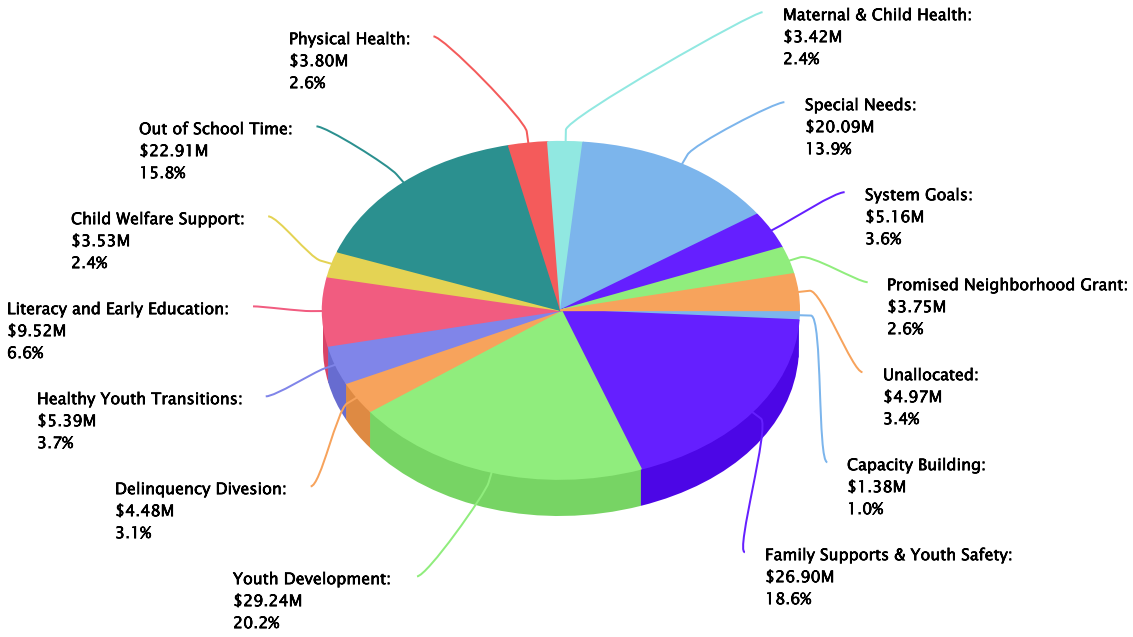
Budget to Actual (Budgetary Basis) - continued
Annualized - Fiscal Year Ending September 30, 2026

	General Fund				Special Revenue Fund			
	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget	BUDGET	ACTUAL	VARIANCE	% of Actual to Budget
General Administration								
Employee Salaries	3,021,447	2,941,969	79,478	97.37%	-	-	-	-%
Employee Benefits	1,258,225	1,202,402	55,823	95.56%	-	-	-	-%
Legal Fees	45,000	29,746	15,254	66.10%	-	3,021	(3,021)	-%
Auditors	40,000	35,404	4,596	88.51%	-	3,596	(3,596)	-%
Other Consultants	108,680	39,547	69,133	36.39%	-	-	-	-%
Insurance	140,000	105,896	34,104	75.64%	-	10,757	(10,757)	-%
Materials & Small Equipment	174,611	119,772	54,839	68.59%	-	-	-	-%
Printing and Advertising	19,600	14,423	5,177	73.59%	-	-	-	-%
Facilities Management & Bldg Operations	597,130	264,440	332,690	44.29%	-	25,675	(25,675)	-%
Software Maintenance	264,940	152,299	112,641	57.48%	-	-	-	-%
Telecommunications	46,030	28,328	17,702	61.54%	-	2,741	(2,741)	-%
Staff Travel	68,830	16,738	52,092	24.32%	-	-	-	-%
Training & Professional Development	47,115	20,767	26,348	44.08%	-	-	-	-%
Other Expenditures	202,650	128,161	74,489	63.24%	160,657	12,165	148,492	7.57%
Total General Administration	6,034,258	5,099,892	934,366	84.52%	160,657	57,955	102,702	36.07%
Non-Operating								
Property Appraiser's Fees	784,182	783,730	452	99.94%	-	-	-	-%
Tax Collector's Fees	2,766,050	616,093	2,149,957	22.27%	-	-	-	-%
Community Redevelopment Agency Fees	1,981,425	1,980,095	1,330	99.93%	-	-	-	-%
Total Non-Operating	5,531,657	3,379,918	2,151,739	61.10%	-	-	-	
Total General Administration & Non-Operating	11,565,915	8,479,810	3,086,105	73.32%	160,657	57,955	102,702	36.07%
Capital Outlay								
Computer Hardware & Software	62,567	27,567	35,000	44.06%	-	-	-	-%
Remodeling/Renovations	674,467	320,705	353,762	47.55%	-	-	-	-%
Total Capital Outlay	737,034	348,272	388,762	47.25%	-	-	-	
Lease & Subscription Software Expenditures (Note #5)								
Lease Principal	27,100	19,420	7,680	71.66%	-	-	-	-%
Lease Interest	900	163	737	18.11%	-	-	-	-%
Subscription Software Principal	147,859	147,859	-	100.00%	-	-	-	-%
Subscription Software Interest	2,942	2,941	1	99.97%	-	-	-	-%
Total Lease & Software Subscription Expenditures	178,801	170,383	8,418	95.29%	-	-	-	
Total Expenditures	$ 164,553,557	$ 141,489,289	$ 23,064,268	85.98%	$ 5,300,445	$ 2,343,505	$ 2,956,940	44.21%
Excess (Deficiency) of Revenues Over Expenditures		$ 2,638,607						
Beginning Fund Balance		90,257,085						
Ending Fund Balance		$ 92,895,692						

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

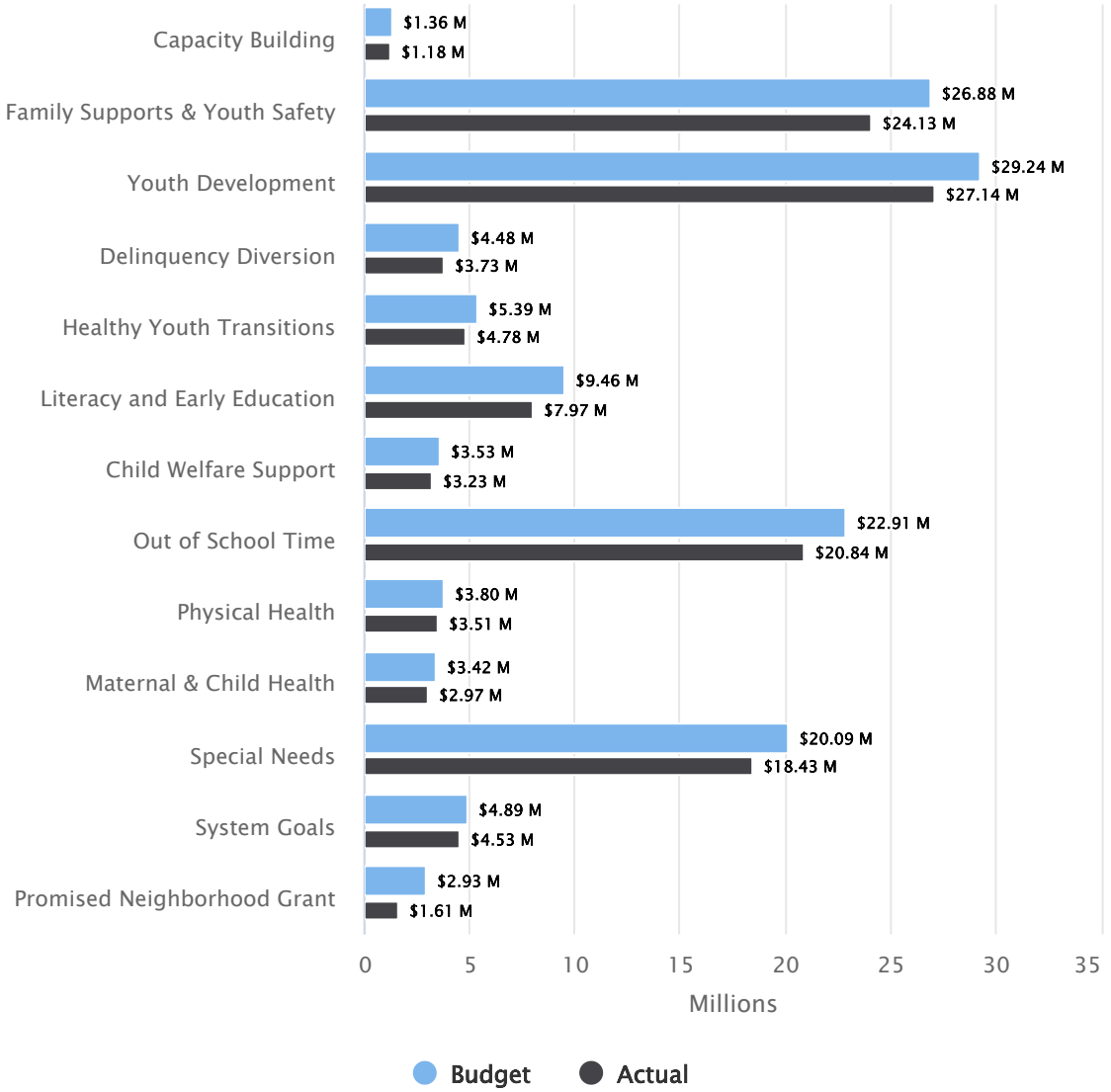
Program Budget by Goal Area

FY 2025-2026



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

Program Services Budget to Actual Expenditures at 09.30.2026



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

Program Expenditures
Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Capacity Building & Training									
Training/Technical Assistance									
	Training	171,993	124,777	47,216	72.55%				
	Unified Community Partners (Community Mental Health Workers)	30,500	19,200	11,300	62.95%				
	Unallocated - Training/Technical Assistance	11,007	-	11,007	0.00%				
	Total Training/Technical Assistance	213,500	143,977	69,523	67.44%				
Organization & Capacity Building									
	Program Performance Consultants	70,875	69,513	1,363	98.08%				
	Leadership Initiatives	37,351	16,750	20,601	44.84%				
	Consulting and Capacity Building Grants	401,000	398,968	2,032	99.49%				
	Organizational Development Training	60,000	40,107	19,893	66.85%				Carryfoward to FY27.
	Christine Johns-Harris Consulting (Project Based Learning)	58,800	41,388	17,413	70.39%				
	River Phoenix Center for Peacebuilding (Restorative Justice)	25,000	10,977	14,023	43.91%				
	Total Organization & Capacity Building	653,026	577,702	75,324	88.47%				
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	10,521	-	100.00%	100.00%		CR	
	Center for Hearing/FS KID	14,479	14,479	-	100.00%	100.00%		CR	
	Crockett Foundation/FS OIC	25,000	25,000	0	100.00%	100.00%		CR	
	FLITE-FS KID CWSYOP	3,311	3,311	0	100.00%	100.00%		CR	
	FLITE-FS KID TIL Support	21,689	21,689	0	100.00%	100.00%		CR	
	G.I.F.T / FS CBC	3,980	3,980	-	100.00%	100.00%		UOS	

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
	Thrive and Success Community Outreach/FS MHA	23,796	23,796	-	100.00%	100.00%		UOS	
	Unallocated-Fiscal Support	50,131	-	50,131	0.00%				
	Total Fiscal Support	157,398	107,267	50,131	68.15%				
Volunteers									
	Volunteer Broward Dba HandsOn South Florida	351,205	351,039	166	99.95%	100.00%		CR	
	Total Volunteers	351,205	351,039	166	99.95%				
Total Capacity Building & Training		**1,375,129**	**1,179,985**	**195,144**	**85.81%**				
Family Supports									
Family Strengthening									
	Advocacy Network Disabilities	385,630	372,520	13,110	96.60%	100.00%		UOS	
	Ann Storck Center	364,654	200,567	164,087	55.00%	100.00%		UOS	Extended staff leave impacted utilization.
	ARC Inc.	873,839	767,126	106,713	87.79%	100.00%		UOS	Staff vacancy impacted utilization.
	Boys & Girls Club	354,506	291,851	62,655	82.33%	100.00%		UOS	Utilization decreased in 4th Qtr due to no active groups.
	Boys Town So Florida	496,104	424,085	72,019	85.48%	100.00%		UOS	Staff vacancy impacted utilization.
	Broward Children's Center	338,624	240,781	97,843	71.11%	100.00%		UOS	Staff vacancy impacted utilization.
	Children's Harbor Inc.	517,728	468,116	49,612	90.42%	100.00%		UOS	
	Community Based Connections	457,503	409,150	48,353	89.43%	100.00%		UOS	Less emergency needs impacted utilization during the 4th Qtr.
	Family Central - NPP	654,134	653,495	639	99.90%	100.00%		UOS	
	Family Central - PAT	528,430	504,863	23,567	95.54%	100.00%		UOS	
	Gulf Coast CC	1,266,689	1,264,560	2,129	99.83%	100.00%		UOS	
	Henderson Beh Hlth-MST	939,923	914,349	25,574	97.28%	100.00%		UOS	
	Henderson Beh Hlth-PACT	588,868	522,019	66,849	88.65%	100.00%		UOS	Staff vacancy impacted utilization.
	Hispanic Unity of Florida	950,807	913,105	37,702	96.03%	100.00%		UOS	
	Jack and Jill	32,069	14,149	17,920	44.12%	100.00%		UOS	Attrition limited the amount of clients that received services.
	JAFCO-MST	783,209	782,309	900	99.89%	100.00%		UOS	
	KIDS in Distress HOMEBUILDER	645,399	526,244	119,155	81.54%	100.00%		CR	CR Contract with lower Value added and Flex Fnds needs
	KIDS in Distress-KID First	1,577,281	960,641	616,640	60.90%	100.00%		UOS	Program right-sized in FY 27.
	Memorial Healthcare-Family Tie	1,224,681	1,224,595	86	99.99%	100.00%		UOS	
	Memorial Healthcare-Teen Reach	591,992	591,980	12	100.00%	100.00%		UOS	

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
	Mount Bethel Human Services	347,438	214,655	132,783	61.78%	100.00%	🔴	UOS	Program right-sized in FY 27.
	Pace Center for Girls	339,708	286,259	53,449	84.27%	100.00%	🟡	UOS	New hire early in FY: vacancy & low enrollment impacted utilization.
	Smith Mental Health Associates	1,083,399	1,083,370	29	100.00%	100.00%	🟢	UOS	
	Total Family Strengthening	15,342,615	13,630,788	1,711,827	88.84%				
Kinship									
	Harmony Development Center	238,784	238,783	1	100.00%	100.00%	🟢	UOS	
	KIDS in Distress-KISS	771,068	713,544	57,524	92.54%	100.00%	🟢	UOS	
	Total Kinship	1,009,852	952,327	57,525	94.30%				
Trauma									
	Broward Behavioral Health Coalition	1,154,369	1,114,097	40,272	96.51%	100.00%	🟢	UOS	
	Community Based Connections /HEAL	538,132	401,843	136,289	74.67%	100.00%	🔴	CR	Staff vacancy impacted utilization.
	Deerfield Beach Community Care	349,804	243,220	106,584	69.53%	100.00%	🔴	CR	Staff vacancy impacted utilization.
	Harmony Development Center	474,488	401,495	72,993	84.62%	100.00%	🟡	CR	First year of program, staff turnover, and lower enrollment.
	JAFCO-Community Wellness Center	765,000	727,296	37,704	95.07%	100.00%	🟢	CR	
	Junior Achievement of South Fl- Trauma	100,000	99,941	59	99.94%	100.00%	🟢	CR	
	Memorial Healthcare System / HEAL	860,270	772,178	88,092	89.76%	100.00%	🟡	CR	Lower enrollment in new service areas.
	Mental Health America of SE FL / HEAL	534,361	502,053	32,308	93.95%	100.00%	🟢	CR	
	Mujeres Latinas Impulsando	506,002	394,532	111,470	77.97%	100.00%	🔴	CR	First year of program, staff turnover, and lower enrollment.
	Smith Mental Health Associates / HEAL	530,460	496,104	34,356	93.52%	100.00%	🟢	CR	
	Thrive and Success Comm/FS MHA	339,943	255,514	84,429	75.16%	100.00%	🔴	CR	First year of program, staff turnover, and lower enrollment.
	YMCA of South Florida / HEAL	516,408	472,154	44,254	91.43%	100.00%	🟢	CR	
	Trauma Responsive Community Training	50,000	50,000	-	100.00%				Provider bills for services quarterly
	Total Trauma	6,719,237	5,930,428	788,809	88.26%				
Supervised Visitation									
	Children's Home Society of Florida	451,069	385,771	65,298	85.52%	100.00%	🟡	CR	Staff vacancy impacted utilization.
	Total Supervised Visitation	451,069	385,771	65,298	85.52%				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Hunger									
	Community Enhancement Collaboration	218,600	212,125	6,475	97.04%	100.00%		CR	
	FLIPANY, Inc.	345,101	342,891	2,210	99.36%	100.00%		CR	
	Harvest Drive	109,003	109,003	-	100.00%	100.00%		CR	
	Hispanic Unity of Florida, Inc.	105,000	100,155	4,845	95.39%	100.00%		CR	
	Health Foundation of So Fl	250,000	250,000	-	100.00%	100.00%		CR	
	LifeNet4Families	451,542	450,648	894	99.80%	100.00%		CR	
	SFL Hunger Coal-Break Spot	220,959	217,940	3,019	98.63%	100.00%		CR	
	SFL Hunger Coal-Markets Pantry	450,000	449,255	745	99.83%	100.00%		CR	
	Total Hunger	2,150,205	2,132,019	18,186	99.15%				
Financial Stability									
	Hispanic Unity-EITC	422,820	411,376	11,444	97.29%	100.00%		CR	
	Legal Aid Service-Eviction Prevention	500,000	399,080	100,920	79.82%	100.00%		CR	Lower referals in 1st Qtr impacted 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	835,457	129,613	86.57%				
Total Family Supports		**26,638,048**	**23,866,790**	**2,771,258**	**89.60%**				
Youth Development									
Youth FORCE									
	Boys and Girls Club of Broward County, Inc.	527,466	417,215	110,251	79.10%	100.00%		UOS	Low average daily attendance.
	City of West Park	147,255	147,255	-	100.00%	100.00%		UOS	
	CCDH, Inc. d/b/a The Advocacy Network on Disabilities	137,665	134,166	3,499	97.46%	100.00%		UOS	
	Community Access Ctr, Inc	304,278	302,073	2,205	99.28%	100.00%		UOS	
	Community Based Connections, Inc.	498,533	449,918	48,615	90.25%	100.00%		UOS	
	Community Based Connections, Inc. / CRA	99,800	99,799	1	100.00%	100.00%		UOS	
	Community Reconstruction, Inc.	386,997	385,470	1,527	99.61%	100.00%		UOS	
	Crockett Foundation	1,583,946	1,525,246	58,700	96.29%	100.00%		UOS	
	Firewall Centers, Inc	3,169,524	3,053,596	115,928	96.34%	100.00%		UOS	
	Harmony Development Center, Inc.	1,112,833	1,112,653	180	99.98%	100.00%		UOS	

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
	HANDY	577,245	577,244	1	100.00%	100.00%	🟢	UOS	
	Hanley Ctr Foundation	75,000	72,153	2,847	96.20%	100.00%	🟢	CR	
	Hispanic Unity of Florida, Inc.	3,124,552	3,105,560	18,992	99.39%	100.00%	🟢	UOS	
	Memorial Healthcare System	877,837	807,051	70,786	91.94%	100.00%	🟢	UOS	
	Smith Mental Health Found	723,434	716,827	6,607	99.09%	100.00%	🟢	UOS	
	Urban League of B.C.	443,097	436,218	6,879	98.45%	100.00%	🟢	UOS	
	Wyman TOP Training	16,000	-	16,000	0.00%				
	YMCA of South Florida	1,855,430	1,549,523	305,907	83.51%	100.00%	🟡	UOS	Low enrollment and ADA. Right-sized in FY 27.
	PYD Initiatives	188,500	-	188,500	0.00%				PYD Initiatives- Gun violence prevention.
	Total Youth FORCE	15,849,392	14,891,965	957,427	93.96%				
LEAP High School									
	Community Based Connections, Inc.	1,027,269	586,318	440,951	57.08%	100.00%	🔴	UOS	Low enrollment and ADA; summer site change. Right-sized in FY 27.
	Firewall Centers, Inc	882,184	763,027	119,157	86.49%	100.00%	🟡	UOS	Lower than anticipated attendance.
	Hispanic Unity of Florida, Inc.	1,586,627	1,488,333	98,294	93.80%	100.00%	🟢	UOS	
	YMCA of South Florida	3,532,576	3,510,652	21,924	99.38%	100.00%	🟢	UOS	
	Total LEAP High School	7,028,656	6,348,329	680,327	90.32%				
Youth Employment									
	CareerSource Broward	4,293,149	4,007,366	285,783	93.34%	100.00%	🟢	UOS	
	Junior Achievement Leverage -Career Bound	995,050	909,254	85,796	91.38%	100.00%	🟢	UOS	
	Museum of Discovery/Science - Everglades EcoExplorers	275,715	275,715	-	100.00%	100.00%	🟢	UOS	
	Museum of Discovery/Science - Aviation	196,102	195,726	376	99.81%	100.00%	🟢	UOS	
	OIC of South Florida	392,113	319,505	72,608	81.48%	100.00%	🟡	UOS	First year of program. Lower participation in summer work experience.
	Total Youth Employment	6,152,129	5,707,566	444,563	92.77%				
Youth Safety Initiatives									
	U-Turn Youth Consulting	16,500	12,325	4,175	74.70%				Cohort began in April. Carryforward to FY 27.
	Total Youth Safety Initiatives.	16,500	12,325	4,175	74.70%				
Youth Leadership Development									
	Brwd Ed Found-B2L	102,000	101,217	783	99.23%	100.00%	🟢	CR	
	FL Children's 1st	8,800	8,800	-	100.00%	100.00%	🟢	CR	
	FLITE-FS KIDS CWSYOP	87,238	66,378	20,860	76.09%	100.00%	🔴	CR	Contract sunsetted 9/30.
	Total Youth Leadership Development	198,038	176,394	21,644	89.07%				
	Subtotal Youth Development	29,244,715	27,136,580	2,108,135	92.79%				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
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Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Juvenile Diversion									
New DAY									
	Broward Sheriff's Office	681,391	584,727	96,664	85.81%	100.00%	🟡	UOS	Low referrals and staff vacancy impacted utilization.
	Broward Behavioral Health Coalition	350,000	320,500	29,500	91.57%	100.00%	🟢	UOS	
	Camelot CC	352,789	233,962	118,827	66.32%	100.00%	🔴	UOS	Low referrals and staff vacancy impacted utilization.
	Community Reconstruction	280,988	198,190	82,798	70.53%	100.00%	🔴	UOS	Low referrals. Program sunsetted 9/30.
	Harmony Development Ctr, Inc	364,320	364,300	20	99.99%	100.00%	🟢	UOS	
	Henderson Behavioral Health	235,651	154,774	80,877	65.68%	100.00%	🔴	UOS	Low referrals.Staff vacancy. Program sunsetted 9/30.
	Juliana Gerena & Assoc. Program	417,514	412,623	4,891	98.83%	100.00%	🟢	UOS	
	Memorial Healthcare Sys	795,719	576,105	219,614	72.40%	100.00%	🔴	UOS	Low referrals and staff vacancy impacted utilization.
	PACE Center for Girls	185,325	144,475	40,850	77.96%	100.00%	🔴	UOS	Low referrals impacted utilization.
	Smith Mental Health Assoc	517,372	513,342	4,030	99.22%	100.00%	🟢	UOS	
	Urban League of BC	294,837	229,102	65,735	77.70%	100.00%	🔴	UOS	Low referrals impacted utilization.
	Total New DAY	4,475,906	3,732,098	743,808	83.38%				
Total Youth Development & Juvenile Diversion		**33,720,621**	**30,868,677**	**2,851,944**	**91.54%**				
Independent Living									
Healthy Youth Transitions (HYT)									
	Camelot CC	502,768	490,505	12,263	97.56%	100.00%	🟢	UOS	
	FLITE-FS KID	571,534	490,001	81,533	85.73%	100.00%	🟡	CR	Staff vacancies during the 1st Qtr impacted utilization.
	Gulf Coast Jewish Family Service	596,925	466,751	130,174	78.19%	100.00%	🔴	UOS	Staff vacancies impacted utilization.
	HANDY	1,083,411	1,083,114	297	99.97%	100.00%	🟢	UOS	
	Harmony Development Ctr, Inc	488,628	488,628	-	100.00%	100.00%	🟢	UOS	
	Henderson Beh Hlth -Wilson Grd	300,316	293,732	6,584	97.81%	100.00%	🟢	UOS	
	HOMES	191,985	186,972	5,013	97.39%	100.00%	🟢	CR	
	Memorial Healthcare Sys	806,838	775,718	31,120	96.14%	100.00%	🟢	UOS	
	PACE Center for Girls	313,244	297,408	15,836	94.94%	100.00%	🟢	UOS	
	SunServe/AIDS Foundation	538,072	210,077	327,995	39.04%	100.00%	🔴	UOS	Staff vacancies impacted utilization. Right-sized in FY27.
	Total Healthy Youth Transitions	5,393,721	4,782,905	610,816	88.68%				
Total Independent Living		**5,393,721**	**4,782,905**	**610,816**	**88.68%**				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
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Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Literacy and Early Education									
Subsidized Childcare									
	Early Learning Coalition (ELC)	3,592,850	2,334,661	1,258,189	64.98%	100.00%	🔴	UOS	CSC funds used last.Carryforward to FY 27.
	ELC - Vulnerable Population	4,773,314	4,718,991	54,323	98.86%	100.00%	🟢	UOS	
	Community Foundation- Early Learning Study	10,000	10,000	-	100.00%	100.00%	🟢	UOS	
	Total Subsidized Childcare	8,376,164	7,063,652	1,312,512	84.33%				
Grade Level Reading									
	Broward Reads for Record	146,700	-	146,700	0.00%				Carryforward to FY 27.
	Campaign for Grade Level Reading	61,625	55,488	6,137	90.04%				
	Countdown to Kindergarten	72,192	72,191	1	100.00%				
	Volunteer Broward dba HandsOn SFL	128,561	128,554	7	99.99%	100.00%	🟢	CR	
	Kidvision	150,000	150,000	-	100.00%				
	Reading & Math	525,000	496,021	28,979	94.48%	100.00%	🟢	CR	
	Unallocated - Literacy and Early Education	56,183	-	56,183	0.00%				
	Total Grade Level Reading	1,140,261	902,255	238,006	79.13%				
Total Literacy & Early Education		**9,516,425**	**7,965,907**	**1,550,518**	**83.71%**				
Child Welfare Supports									
Adoptive/Foster Parent Recruit									
	Forever Families/Gialogic	194,457	194,457	-	100.00%	100.00%	🟢	CR	
	Heart Gallery of Broward	26,307	26,306	1	100.00%	100.00%	🟢	CR	
	Total Adoptive/Foster Parent Recruit	220,764	220,763	1	100.00%				
Legal Supports									
	Legal Aid of Broward County	3,308,562	3,008,414	300,148	90.93%	100.00%	🟢	UOS	
	Total Legal Supports	3,308,562	3,008,414	300,148	90.93%				
Total Child Welfare Support		**3,529,326**	**3,229,177**	**300,149**	**91.50%**				

Program Expenditures By Goals

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Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Out of School Time									
Leadership/Quality									
	Florida Afterschool Network	10,000	10,000	-	100.00%				
	Total Leadership/Quality	10,000	10,000	-	100.00%				
Maximizing Out-of-School Time (MOST)									
	Advocacy Network on Disabilities	127,280	119,400	7,880	93.81%	100.00%		CR	
	After School Program	2,446,465	2,242,012	204,453	91.64%	100.00%		UOS	
	Broward County Parks - LOA	20,000	19,912	88	99.56%	100.00%		CR	
	City of Hallandale	297,535	297,535	-	100.00%	100.00%		UOS	
	City of Hollywood	875,415	797,108	78,307	91.05%	100.00%		UOS	
	City of Miramar	177,985	148,298	29,687	83.32%	100.00%		UOS	Lower than expected SY & Summer enrollment & attendance.
	City of Oakland Park	480,670	479,992	678	99.86%	100.00%		UOS	
	Comm After School w/Margate CRA	1,350,880	1,057,045	293,835	78.25%	100.00%		UOS	Lower summer enrollment & attendance. Right-sized in FY 27.
	Community Based Connections	333,975	248,256	85,719	74.33%	100.00%		UOS	Lower summer enrollment & attendance. Right-sized in FY 27.
	Firewall	2,104,970	2,087,489	17,481	99.17%	100.00%		UOS	
	FL International University	971,005	928,100	42,905	95.58%	100.00%		CR	
	FLIPANY	47,195	47,169	26	99.94%	100.00%		CR	
	Hallandale CRA	1,062,038	1,062,038	0	100.00%	100.00%			
	Hollywood Beach CRA	228,665	228,665	-	100.00%	100.00%			
	Jack and Jill	222,160	163,381	58,779	73.54%	100.00%		UOS	Lower-than-anticipated summer enrollment & attendance.
	Kids In Distress	203,620	200,584	3,036	98.51%	100.00%		UOS	
	Soref JCC	647,110	629,992	17,118	97.35%	100.00%		UOS	
	Sunshine Aftercare Program	1,849,695	1,562,124	287,571	84.45%	100.00%		UOS	Lower summer enrollment & attendance. Right-sized in FY 27.
	United Community Options	153,555	152,479	1,076	99.30%	100.00%		UOS	
	Volta Music Foundation	327,000	292,546	34,454	89.46%	100.00%		CR	Lower-than-anticipated summer enrollment & attendance.
	YMCA w/Deerfield Beach CRA	4,134,152	3,693,506	440,646	89.34%	100.00%		UOS	Lower summer enrollment & attendance. Right-sized in FY 27.
	Training	32,400	32,400	-	100.00%				PATHS and PBL training.

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Budget to Actual (Budgetary Basis)
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MOST 2026 RFP									
	Advocacy Network on Disabilities	23,219	23,219	-	100.00%	100.00%		UOS	
	After School Program	450,622	411,324	39,298	91.28%	100.00%		UOS	
	Boys & Girls Club	132,336	111,755	20,581	84.45%	100.00%		UOS	New RFP. Slower enrollment for Aug & Sep.
	Camp Wannado After School Prog	290,710	290,216	494	99.83%	100.00%		UOS	
	City of Hallandale	39,584	37,388	2,196	94.45%	100.00%		UOS	
	City of Hollywood	188,736	93,130	95,607	49.34%	100.00%		UOS	New RFP. Slower start-up. Carry-forward to FY27
	City of Miramar	26,250	18,005	8,245	68.59%	100.00%		UOS	New RFP. Slower start-up. Carry-forward to FY27
	City of Oakland Park	77,744	77,221	523	99.33%	100.00%		UOS	
	Comm After School	152,481	129,733	22,748	85.08%	100.00%		UOS	New RFP. Slower enrollment for Aug & Sep.
	Community Based Connections	55,008	22,668	32,340	41.21%	100.00%		CR	New RFP. Late program start.
	G.I.F.T. / FS Comm Based Conn	56,850	38,112	18,738	67.04%	100.00%		CR	New RFP. Late program start.
	Firewall	440,667	439,392	1,275	99.71%	100.00%		UOS	
	FLIPANY - CATCH	20,761	20,374	387	98.14%	100.00%		UOS	Carryforward to FY 27.
	FLIPANY	49,318	44,971	4,347	91.19%	100.00%		CR	
	Jack and Jill	50,536	39,514	11,022	78.19%	100.00%		UOS	New RFP. Slower enrollment for Aug & Sep.
	Kids In Distress	37,711	33,289	4,422	88.27%	100.00%		UOS	New RFP. Slower enrollment for Aug & Sep.
	Soref JCC	118,463	112,321	6,142	94.82%	100.00%		UOS	
	Sunshine Aftercare Program	278,998	216,803	62,195	77.71%	100.00%		UOS	New RFP. Slower enrollment for Aug & Sep.
	United Cerebral Palsy	24,414	17,457	6,957	71.50%	100.00%		UOS	New RFP. Slower start-up. Carryforward to FY27
	YMCA w/Deerfield Beach CRA	760,722	683,013	77,709	89.78%	100.00%		UOS	New RFP. Slower start-up. Carryforward to FY27
	Back to School Supplies	446,495	444,636	1,859	99.58%				
	Total Maximizing Out-of-School Time (MOST)	21,815,395	19,794,571	2,020,824	90.74%				
Summer Programs									
	Boys & Girls Club	769,650	762,746	6,904	99.10%	100.00%		UOS	
	Lauderdale Lakes, City of	145,975	116,702	29,273	79.95%	100.00%		UOS	Lower summer enrollment & attendance. Right-sized in FY 27.
	Urban League of BC	69,040	63,832	5,208	92.46%	100.00%		UOS	
	West Park, City of	96,445	96,445	-	100.00%	100.00%		UOS	
	Total Summer Programs	1,081,110	1,039,725	41,385	96.17%				
Total Out-of-School Time		**22,906,505**	**20,844,296**	**2,062,209**	**91.00%**				

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Budget to Actual (Budgetary Basis)
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Physical Health									
School Health									
	Florida Department of Health/w CRA	1,822,624	1,822,546	78	100.00%	100.00%		CR	
	Miami Lighthouse for the Blind	120,000	119,958	42	99.97%	100.00%		CR	
	Total School Health	1,942,624	1,942,505	119	99.99%				
Water Safety/Drowning Prevention									
	Florida Department Of Health	414,393	395,541	18,852	95.45%	100.00%		CR	Carryfoward to FY27.
	Broward County-Swim Central	877,813	699,132	178,681	79.64%	100.00%		CR	Limited pool availability and weather impacted lessons.
	Total Water Safety/Drowning Prevention	1,292,206	1,094,673	197,533	84.71%				
Kid Care Insurance Outreach									
	Florida Department Of Health	563,712	472,094	91,618	83.75%	100.00%		CR	Vacancies impacted utilization.
	Total Kid Care Insurance Outreach	563,712	472,094	91,618	83.75%				
Total Physical Health		**3,798,542**	**3,509,271**	**289,271**	**92.38%**				
Maternal & Child Health									
Screening/Assessment/Support									
	BHSC - Healthy Families Broward	1,516,921	1,183,416	333,505	78.01%	100.00%		UOS	Vacancies impacted utilization.
	North Broward Hospital District - NFP	165,180	129,929	35,251	78.66%	100.00%		CR	Vacancies impacted utilization.
	Total Screening/Assessment/Support	1,682,101	1,313,344	368,757	78.08%				
Mothers Overcoming Maternal Stress (MOMS)									
	Memorial Healthcare System - MOMS	1,469,007	1,385,577	83,430	94.32%	100.00%		UOS	
	Total Mothers w/Maternal Dep	1,469,007	1,385,577	83,430	94.32%				
Fetal Infant Mortality									
	Broward Healthy Start-SAFE SLEEP	269,577	268,855	722	99.73%	100.00%		CR	
	Total Fetal Infant Mortality	269,577	268,855	722	99.73%				
Total Maternal & Child Health		**3,420,685**	**2,967,775**	**452,910**	**86.76%**				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Physical, Developmental, & Behavioral Needs									
MOST/Special Needs									
	After School Programs	331,520	312,922	18,598	94.39%	100.00%		UOS	
	Ann Storck Center	582,235	575,659	6,576	98.87%	100.00%		UOS	
	ARC Broward	1,880,180	1,857,232	22,948	98.78%	100.00%		UOS	
	Broward Children's Center	731,455	716,916	14,539	98.01%	100.00%		UOS	
	Center for Hearing & Communication - FS KIDS	320,735	244,276	76,459	76.16%	100.00%		UOS	Low enrollment impacted utilization.
	Smith Community MH	960,065	925,705	34,360	96.42%	100.00%		UOS	
	United Cerebral Palsy	939,715	865,576	74,139	92.11%	100.00%		UOS	
	YMCA of S FL	4,780,880	4,717,323	63,557	98.67%	100.00%		UOS	
MOST/Special Needs 2026 RFP									
	After School Programs	121,573	91,993	29,580	75.67%	100.00%		UOS	New RFP. Slower start-up. Carry-forward to FY27
	Ann Storck Center	124,924	110,464	14,460	88.42%	100.00%		UOS	New RFP. Slower enrollment for Aug. & Sep.
	ARC Broward	355,141	249,868	105,273	70.36%	100.00%		UOS	New RFP. Slower start-up. Carry-forward to FY27
	Broward Children's Center Support	90,505	61,630	28,875	68.10%	100.00%		UOS	New RFP. Slower enrollment for Aug. & Sep.
	Center for Hearing & Communication - FS KIDS	35,836	33,670	2,166	93.96%	100.00%		UOS	
	JAFCO Children's Ability Center, Inc.	83,432	14,227	69,205	17.05%	100.00%		CR	New RFP. Slower start-up. Carry-forward to FY27
	Smith Community MH	131,909	113,528	18,381	86.07%	100.00%		UOS	New RFP. Slower enrollment for Aug. & Sep.
	United Cerebral Palsy	84,105	82,138	1,967	97.66%	100.00%		UOS	
	YMCA of S FL	754,352	598,520	155,832	79.34%	100.00%		UOS	New RFP. Slower start-up. Carry-forward to FY27
	Reserved for RFP- MOST SN	352,040	-	352,040	0.00%			UOS	
	Total MOST/Special Needs	12,660,602	11,571,645	1,088,957	91.40%				
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	145,258	742	99.49%	100.00%		UOS	
	JAFCO Children's Ability Center	415,435	399,549	15,886	96.18%	100.00%		UOS	
	Pembroke Pines, City of	164,625	151,250	13,375	91.88%	100.00%		UOS	
	Total MOST Summer Program/Special Needs	945,060	915,057	30,003	96.83%				
	Subtotal MOST Special Needs	13,605,662	12,486,702	1,118,960	91.78%				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
STEP									
	Ann Storck Center, Inc.	549,714	459,276	90,438	83.55%	100.00%	🟡	UOS	Low enrollment & inconsistent attendance impacted utilization.
	Arc Broward, Inc.	864,117	864,117	0	100.00%	100.00%	🟢	UOS	
	Center for Hearing & Communication, Inc.	233,073	231,830	1,243	99.47%	100.00%	🟢	UOS	
	Goodwill Industries of SF, Inc.	134,079	52,711	81,368	39.31%	100.00%	🔴	UOS	Low enrollment impacted utilization.
	Smith Mental Health Found	603,726	528,384	75,342	87.52%	100.00%	🟡	UOS	Inconsistent school year attendance impacted utilization.
	United Community Options	1,031,162	790,338	240,824	76.65%	100.00%	🔴	UOS	Inconsistent attendance and low enrollment impacted utilization.
	YMCA of South Florida	1,356,247	1,349,561	6,686	99.51%	100.00%	🟢	UOS	
	Total STEP	4,772,118	4,276,216	495,902	89.61%				
Information/Referral Network									
	First Call for Help BH	384,732	355,976	28,756	92.53%	100.00%	🟢	CR	
	First Call for Help SN	1,087,383	1,085,445	1,938	99.82%	100.00%	🟢	UOS	
	Total Information/Referral Network	1,472,115	1,441,421	30,694	97.91%				
Respite Services-BREAK									
	Memorial Healthcare System	131,919	131,919	-	100.00%	100.00%	🟢	UOS	
	Smith Community MH	109,359	92,391	16,968	84.48%	100.00%	🟡	UOS	Low enrollment impacted utilization.
	Total Respite Services-BREAK	241,278	224,310	16,968	92.97%				
Total Physical, Developmental, & Behavioral Needs		**20,091,173**	**18,428,650**	**1,662,524**	**91.73%**				
Child & Youth Safety									
Eliminate Bullying and Choose									
	United Way - Choose Peace	65,373	64,107	1,266	98.06%	100.00%	🟢	CR	
	Speak Life Performing Art Inc.	195,000	194,999	1	100.00%	100.00%	🟢	CR	
	Total Eliminate Bullying and Choose	260,373	259,106	1,267	99.51%				
Total Child & Youth Safety		**260,373**	**259,106**	**1,267**	**99.51%**				
Grand Total Service Goals		**130,650,548**	**117,902,539**	**12,748,009**	**90.24%**				

Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
System Goals:									
Seamless System of Care									
Single Point of Entry									
	First Call for Help GP	1,176,113	1,143,336	32,777	97.21%	100.00%	●	CR	
	Total Single Point of Entry	1,176,113	1,143,336	32,777	97.21%				
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	55,334	5,666	90.71%				
	Youth Summit	60,000	36,000	24,000	60.00%				Carryforward to FY 27.
	Unallocated-Strategic Plan	39,000	-	39,000	0.00%				
	Total Leadership/Resources-Strategic	170,000	101,334	68,666	59.61%				
Improve Provider Reporting									
	Data Systems	66,000	61,890	4,110	93.77%				Carryforward to FY 27.
	Software maintenance	22,310	18,260	4,050	81.85%				Carryforward to FY 27.
	Web hosting Fee	110,380	110,380	-	100.00%				
	Unallocated-Improve Provider Reporting	56,419	-	56,419	0.00%				
	Total Improve Provider Reporting	255,109	190,530	64,579	74.69%				
Promote Research Initiatives									
	ALHNH-ABCD/Lauderhill, Hollywood & Ft Lauderdale	199,532	194,321	5,211	97.39%	100.00%	●	CR	
	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. Carryforward to FY27
	Consultant	85,000	85,000	-	100.00%	100.00%	●	CR	
	Promote Research Initiatives	10,000	7,671	2,329	76.71%				
	Total Promote Research Initiatives	346,687	317,316	29,371	91.53%				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Integrated Data System									
	IDS -We Are Supported- CPAR Initiative	50,000	-	50,000	0.00%				Carryforward to FY 27.
	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**	**1,752,515**	**265,394**	**86.85%**				
Public Awareness & Advocacy									
Sponsorships									
	Sponsorship-High Impact	120,000	79,030	40,970	65.86%				Carryforward to FY 27.
	Sponsorship	154,000	116,100	37,900	75.39%				Carryforward to FY 27.
	Total Sponsorships	274,000	195,130	78,870	71.22%				
Educate Taxpayers									
	BECON - Future First	36,600	15,081	21,519	41.20%				
	MNetwork	1,338,550	1,314,882	23,668	98.23%				
	Marketing	936,949	905,651	31,298	96.66%				
	Other Purchased Services	3,000	1,929	1,071	64.31%				
	Outreach Materials	207,500	200,399	7,101	96.58%				
	Unallocated - Public Awareness	134,959	-	134,959	0.00%				
	Total Educate Taxpayers	2,657,558	2,437,942	219,616	91.74%				Carryforward to FY 27.
Advocacy/Outreach									
	FACCT Dues	80,000	80,000	-	100.00%				
	Travel / Dues & Fee	55,989	51,048	4,941	91.18%				
	Total Advocacy/Outreach	135,989	131,048	4,941	96.37%				
Pub Communication w/ Special Population									
	ADA Remediation	5,000	3,228	1,772	64.56%				Carryforward to FY 27.
	Other Purchased Services	18,440	13,615	4,825	73.83%				
	Unallocated - Public Comm w/ Spec. Pop	23,848	-	23,848	0.00%				
	Total Pub Communication w/ Spec Pop	47,288	16,843	30,445	35.62%				
Total Public Awareness & Advocacy		**3,114,835**	**2,780,964**	**333,871**	**89.28%**				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
Leveraging Resources									
	Consultant	30,000	-	30,000	0.00%				
	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**	**4,533,479**	**629,265**	**87.81%**				
	Unallocated General	4,969,481	-	4,969,481	0.00%				
Total All Goals		**140,782,773**	**122,436,018**	**18,346,755**	**86.97%**				
Special Revenue Fund Program Services Detail									
Financial Stability									
	OIC of South Florida - (Jan-Dec 26)	102,350	64,824	37,526	63.34%	75.00%		CR	12-month budget. Staff vacancy. Low travel & VA. CF to FY 27.
	United Way - (Jan-Dec 26)	97,931	69,569	28,363	71.04%	75.00%		CR	12-month budget. Carryfoward to FY 27.
	Urban League of BC - (Jan-Dec 26)	388,769	169,366	219,403	43.56%	75.00%		CR	12-month budget. Staff vacancy. Low travel & VA. CF to FY 27.
	OIC of South Florida-(Oct-Dec 25)	38,029	24,739	13,290	65.05%	100.00%		CR	Contract ended Dec 2025.Carryforward FY 27.
	United Way - (Oct-Dec 25)	40,412	35,587	4,825	88.06%	100.00%		CR	Contract ended Dec 2025.Carryforward FY 27.
	Urban League of BC - (Oct-Dec 25)	184,046	77,739	106,307	42.24%	100.00%		CR	Contract ended Dec 2025.Carryforward FY 27.
	Total Financial Stability	851,537	441,824	409,713	51.89%				
Youth FORCE									
	Firewall Centers, Inc - (Jan-Dec 26)	147,702	92,064	55,638	62.33%	75.00%		CR	12-month budget. Staff vacancy .Carryforward to FY 27.
	Urban League of BC - (Jan-Dec 26)	114,028	77,088	36,940	67.60%	75.00%		CR	12-month budget. Carryfoward to FY 27.
	YMCA of South FL - (Jan-Dec 26)	251,908	135,323	116,585	53.72%	75.00%		CR	12-month budget. Staff vacancy .Carryforward to FY 27.
	Firewall Centers, Inc - (Oct-Dec 25)	54,895	30,418	24,477	55.41%	100.00%		CR	Contract ended Dec 2025.Carryforward to FY 27.
	Urban League of BC - (Oct-Dec 25)	40,903	33,928	6,975	82.95%	100.00%		CR	Contract ended Dec 2025.Carryforward to FY 27.
	YMCA of South FL - (Oct-Dec 25)	102,313	51,961	50,352	50.79%	100.00%		CR	Contract ended Dec 2025.Carryforward to FY 27.
	Total Youth FORCE	711,749	420,782	290,967	59.12%				

Program Expenditures By Goals

Budget to Actual (Budgetary Basis)
For the Twelve Months Ended September 30, 2026

Goal & Objective	Agency/ Program Name	Fiscal Year 2025 - 2026 Annual Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Sep		Reimb. Type (Note #6)	Comments
LEAP High School									
	Boys & Girls Club - (Jan-Dec 26)	102,464	58,962	43,502	57.54%	75.00%	🟡	CR	12-month budget. Staff vacancy .Carryforward to FY 27.
	HANDY - (Jan-Dec 26)	102,249	64,403	37,846	62.99%	75.00%	🟡	CR	12-month budget: Lower summer activity. CF to FY27.
	Hispanic Unity of Florida, Inc. - (Jan-Dec 26)	72,090	52,546	19,544	72.89%	75.00%	🟢	CR	12-month budget. Carryfoward to FY 27.
	PACE Center for Girls - (Jan-Dec 26)	102,728	70,101	32,627	68.24%	75.00%	🟢	CR	12-month budget. Carryfoward to FY 27.
	Boys & Girls Club - (Oct-Dec 25)	30,906	18,843	12,063	60.97%	100.00%	🔴	CR	Contract ended Dec 2025.Carryforward to FY 27.
	HANDY - (Oct-Dec 25)	135,743	24,480	111,263	18.03%	100.00%	🔴	CR	Contract ended Dec 2025.Carryforward to FY 27.
	Hispanic Unity of Florida, Inc. - (Oct-Dec 25)	27,287	25,110	2,177	92.02%	100.00%	🟢	CR	Contract ended Dec 2025.Carryforward to FY 27.
	PACE Center for Girls - (Oct-Dec 25)	28,995	26,773	2,222	92.34%	100.00%	🟢	CR	Contract ended Dec 2025.Carryforward to FY 27.
	Total LEAP High School	602,462	341,218	261,244	56.64%				
Healthy Youth Transitions (HYT)									
	FLITE-FS KIDS - (Jan-Dec26)	102,055	56,868	45,187	55.72%	75.00%	🟡	CR	12-month budget; Underutilized contractual services. CF to FY 27.
	FLITE-FS KIDS - (Oct-Dec25)	47,515	20,303	27,212	42.73%	100.00%	🔴	CR	Contract ended Dec 2025.Carryforward to FY 27.
	Total Healthy Youth Transitions	149,570	77,171	72,399	51.60%				
Maximizing Out-of-School Time (MOST)									
	YMCA of South FL - (Jan-Dec26)	203,848	81,919	121,929	40.19%	75.00%	🔴	CR	12-month budget. Staff vacancy .Carryforward to FY 27.
	YMCA of South FL - (Oct-Dec25)	105,161	48,389	56,772	46.01%	100.00%	🔴	CR	Contract ended Dec 2025.Carryforward to FY 27.
	Total Maximizing Out-of-School Time (MOST)	309,009	130,308	178,701	42.17%				
Promote Research Initiatives									
	A Little Help Never Hurt - PN (Jan-Dec 26)	203,117	143,102	60,015	70.45%	75.00%	🟢	CR	12-month budget. Carryfoward to FY 27.
	A Little Help Never Hurt / UL FS - PN (Oct-Dec 25)	100,732	56,386	44,346	55.98%	100.00%	🔴	CR	Contract ended Dec 2025.Carryforward to FY 27.
	Unallocated-Promote Research Initiatives SR	5,119	-	5,119	0.00%				Carryforward to FY 27.
	Total Promote Research Initiatives	308,968	199,488	109,480	64.57%				
Total Expenditures Special Revenue Fund PS		**2,933,295**	**1,610,791**	**1,322,504**	**54.91%**				
	Unallocated Special Revenue Fund	817,455	-	817,455	0.00%				
Grand Total Expenditures Special Revenue Fund PS		3,750,750	**1,610,791**	**2,139,959**	**42.95%**				
	Grant Total All Funds	**144,533,523**	**124,046,809**	**20,486,714**	**85.83%**				

Notes to the Preliminary Financial Statements
September 30, 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 investment funds using the first method.

The Managed Investment Fund consists of longer-term securities for the core investments. This fund is managed by PFM in accordance with CSC's Investment Policy. US Bank provides custodial cash services. The investments are reported at Market Value. This longer-term portfolio maintains safety while adding additional yield to the overall investments. The Finance committee receives quarterly updates on this portfolio. The gain or loss on the Managed Investment Fund is reported separately in the monthly statements for ease of reference. As of September 30, 2026, the reported year-to-date gain on said funds is $528,633

(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.

Committed for Carryforward to FY27 includes significant encumbrances that will be appropriated in the FY27 for program services, program support, general administration and facilities reserves.

Committed for Programs in FY27 represents the amount of fund balance assigned for programmatic purposes and was appropriated in the FY 2026-2027 TRIM budget to offset additional ad valorem taxes.

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 O

For Council Meeting November 19, 2026

Issue:	Monthly Statements for the Managed Funds
Action:	Accept Monthly Statements for the Managed Funds from PFM and US Bank for October 31, 2026
Budget Impact:	N/A

Background: At the Council Meeting held on November 18, 2021, 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, approved by the Council at the June 2022 meeting, staff will present 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 full statements are available for review. PFM will present a fund performance report to the Finance Committee at the end of each quarter, to which any Council Member is welcome to attend.

Current Status: As of October 31, 2026, the balance of the Managed Fund is $29,015,708 and reflects a net increase of $263,430. 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 related to the various security trades.

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

pfm asset management

Managed Account Summary Statement

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

CSC BROWARD COUNTY CORE PORTFOLIO - 000000

Transaction Summary - Managed Account	
Opening Market Value	**$28,465,517.67**
Maturities/Calls	(174,081.14)
Principal Dispositions	(1,123,885.90)
Principal Acquisitions	1,345,827.88
Unsettled Trades	110,432.64
Change in Current Value	162,270.01
Closing Market Value	**$28,786,081.16**

Cash Transactions Summary - Managed Account	
Maturities/Calls	80,000.00
Sale Proceeds	1,235,969.14
Coupon/Interest/Dividend Income	89,849.73
Principal Payments	94,081.14
Security Purchases	(1,466,408.63)
Net Cash Contribution	(453.59)
Reconciling Transactions	0.00

Earnings Reconciliation (Cash Basis) - Managed Account	
Interest/Dividends/Coupons Received	102,526.72
Less Purchased Interest Related to Interest/Coupons	(2,519.23)
Plus Net Realized Gains/Losses	(12,238.47)
Total Cash Basis Earnings	**$87,769.02**

Cash Balance	
Closing Cash Balance	**$96,265.95**

Earnings Reconciliation (Accrual Basis)	Total
Ending Amortized Value of Securities	29,101,751.39
Ending Accrued Interest	240,517.00
Plus Proceeds from Sales	1,269,507.27
Plus Proceeds of Maturities/Calls/Principal Payments	174,081.14
Plus Coupons/Dividends Received	89,849.73
Less Cost of New Purchases	(1,593,029.59)
Less Beginning Amortized Value of Securities	(28,949,519.82)
Less Beginning Accrued Interest	(241,443.31)
Total Accrual Basis Earnings	**$91,713.81**

pfm asset management

Portfolio Summary and Statistics

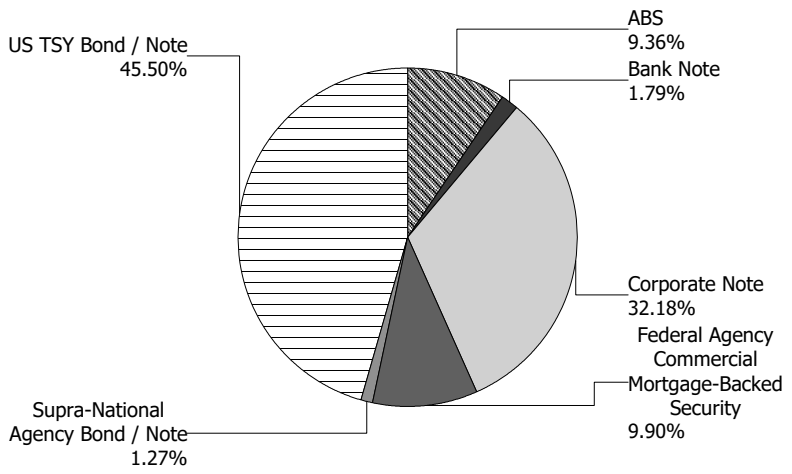
For the Month Ending **October 31, 2026**

CSC BROWARD COUNTY CORE PORTFOLIO - 000000

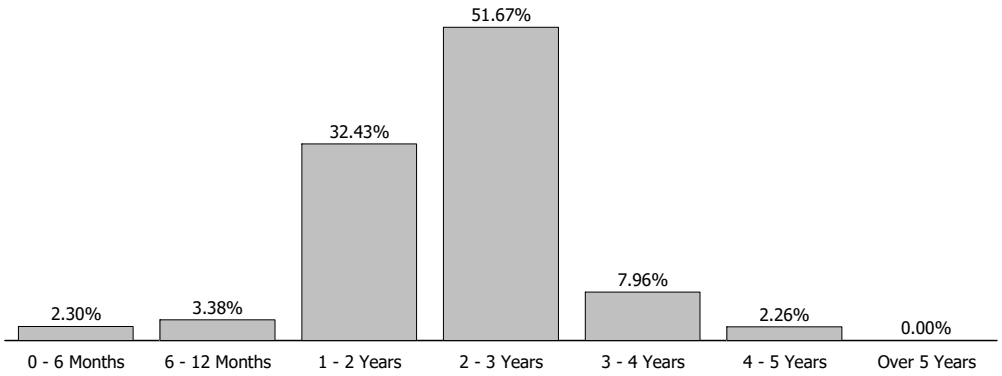
Account Summary

Description	Par Value	Market Value	Percent
U.S. Treasury Bond / Note	13,325,000.00	13,097,275.63	45.50
Supra-National Agency Bond / Note	365,000.00	365,172.28	1.27
Federal Agency Commercial Mortgage-Backed Security	2,906,930.62	2,850,651.56	9.90
Corporate Note	9,360,000.00	9,263,168.85	32.18
Bank Note	520,000.00	514,912.49	1.79
Asset-Backed Security	2,706,507.33	2,694,900.35	9.36
Managed Account Sub-Total	**29,183,437.95**	**28,786,081.16**	**100.00%**
Accrued Interest		240,517.00	
Total Portfolio	**29,183,437.95**	**29,026,598.16**	
Unsettled Trades	**245,000.00**	**245,098.15**	

Sector Allocation



Maturity Distribution



Characteristics

Yield to Maturity at Cost	4.20%
Yield to Maturity at Market	4.76%
Weighted Average Days to Maturity	810

pfm asset management

Managed Account Issuer Summary

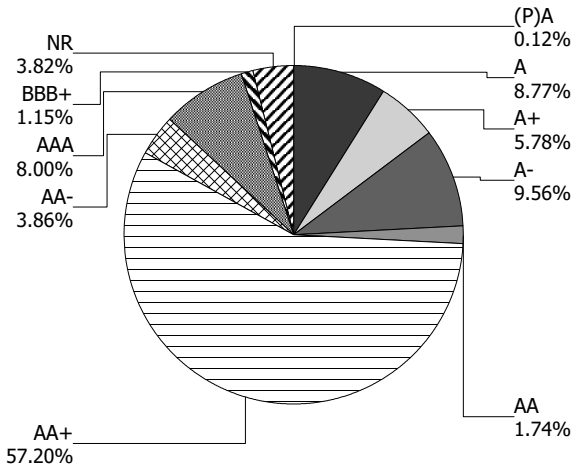
For the Month Ending **October 31, 2026**

CSC BROWARD COUNTY CORE PORTFOLIO - 000000

Issuer Summary

Issuer	Market Value of Holdings	Percent
Abbott Laboratories	233,541.12	0.81
AbbVie Inc	271,075.75	0.94
Accenture PLC	64,445.55	0.22
Adobe Inc	119,867.04	0.42
Advanced Micro Devices Inc	271,740.29	0.94
African Development Bank	365,172.28	1.27
Air Products and Chemicals Inc	198,499.80	0.69
Ally Auto Receivables Trust	27,040.99	0.09
Alphabet Inc	221,760.40	0.77
Amazon.com Inc	240,857.89	0.84
American Express Co	616,645.68	2.13
Analog Devices Inc	163,383.99	0.57
Apple Inc	292,289.54	1.02
Bank of America Corp	442,739.52	1.54
Bank of Montreal	149,094.30	0.52
Bank of Nova Scotia	243,663.68	0.85
BMW Vehicle Lease Trust	114,428.45	0.40
Canadian Imperial Bank of Commerce	214,371.34	0.74
Capital One Financial Corp	259,514.54	0.90
Caterpillar Inc	138,405.82	0.48
Chevron Corp	159,478.88	0.55
Cintas Corp	79,262.00	0.28
Citigroup Inc	204,162.78	0.71
CNH Equipment Trust	229,070.68	0.80
Confederation Nationale du Credit Mutue	195,859.40	0.68
Cooperatieve Rabobank UA	245,502.00	0.85
Cummins Inc	14,877.92	0.05
Deere & Co	265,301.19	0.92
Eli Lilly & Co	79,380.10	0.28
Federal Home Loan Mortgage Corp	2,562,909.15	8.89
Federal National Mortgage Association	287,742.41	1.00
Ford Credit Auto Owner Trust	209,763.75	0.73

Credit Quality (S&P Ratings)



MARKET AND COST RECONCILIATION

	10/31/2026 MARKET	10/31/2026 FEDERAL TAX COST
Beginning Market And Cost	**28,752,277.67**	**29,197,513.34**
Investment Activity		
Interest	100,007.48	100,007.48
Realized Gain/Loss	- 12,249.33	- 12,249.33
Change In Unrealized Gain/Loss	175,620.04	.00
Net Accrued Income (Current-Prior)	506.07	506.07
Total Investment Activity	**263,884.26**	**88,264.22**
Plan Expenses		
Trust Fees	- 453.59	- 453.59
Total Plan Expenses	**- 453.59**	**- 453.59**
Net Change In Market And Cost	**263,430.67**	**87,810.63**
Ending Market And Cost	**29,015,708.34**	**29,285,323.97**

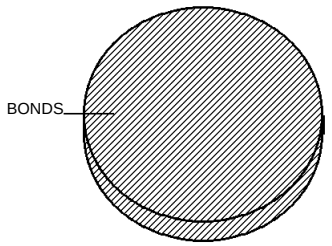
CASH RECONCILIATION

Beginning Cash	**- 18,655.27**
Investment Activity	
Interest	100,007.48
Cash Equivalent Purchases	- 494,846.69
Purchases	- 1,590,552.03
Cash Equivalent Sales	461,808.91
Sales/Maturities	1,432,258.55
Total Investment Activity	**- 91,323.78**
Plan Expenses	
Trust Fees	- 453.59
Total Plan Expenses	**- 453.59**
Net Change In Cash	**- 91,777.37**
Ending Cash	**- 110,432.64**

ASSET SUMMARY

ASSETS	10/31/2026 MARKET	10/31/2026 FEDERAL TAX COST	% OF MARKET
Cash And Equivalents	- 14,166.70	- 14,166.70	0.00
U.S. Government Issues	15,947,945.61	16,100,281.78	54.93
Corporate Issues	10,217,405.57	10,307,444.08	35.20
Foreign Issues	2,621,645.65	2,648,886.60	9.03
Total Assets	**28,772,830.13**	**29,042,445.76**	**99.16**
Accrued Income	242,878.21	242,878.21	0.84
Grand Total	**29,015,708.34**	**29,285,323.97**	**100.00**

Estimated Annual Income **1,174,273.62**



ASSET SUMMARY MESSAGES

Asset percentages are calculated for positive market values only.

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

Tab P

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

For Council Meeting November 19, 2026

Issue: CSC Monthly Purchases for Administrative Operations

Action: Approve CSC Monthly/Annual Purchases

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 was 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, Travel, Purchase Orders, Sponsorships, etc., for the month of November 2026. Some of these are under the CEO's approval authority but have yet to be Council-approved. The staff has segregated the items into various categories to facilitate reviewing the various purchases. All purchases listed are within the budget approved by the Council at TRIM, as amended from time to time.

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

Recommended Action: Approve CSC Monthly/Annual Purchases

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

List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
November 19, 2026

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Purchase Orders (Greater than $10,000):			
Findal Media & Technology Group	TV Future First Rebroadcast; Creole	$ 15,000	Same Vendor - Name change
Office Furniture Warehouse, Inc.	Purchase of office furniture for new offices	$ 24,000	See Issue Paper for details
Various	ASL Cadre Consultants for ASL Interpretation Services	$ 15,000	See Issue Paper for details
United Health Care, Guardian, and Unum	Employee Health Insurance, Dental, Vision, Life & LTD Insurance for FY 26/27	$1,400,000	See Issue Paper for details
Purchase Orders (less than $10,000):			
Toshiba	Lease for Multifunction Copiers & Print Management	$ 8,920	Toshiba Lease
Apple Inc	Mac Mini	$ 1,699	Replacing computer for Director of Management Information Systems
GFOA	Governmental Accounting, Auditing, and Financial Reporting (GAAFR) 2027 Edition Blue Book	$ 219	
Retell AI, Inc	AI Enhanced screening receptionist (Estimated call volume of 2400 minutes per month)	$ 4,000	Annual Cost
Facilities Operations:			
AVI Appliance Repair	Appliance Repair	$ 1,000	Blanket PO to be used as needed
Bernard's Reliable Moving Service	Office furniture move for new offices	$ 6,600	
Squeegee Squad	Pressure Washing Exterior of the CSC Building and Cleaning of Gutter	$ 3,500	
Program Related Purchases:			
Venngage	ADA Software/Platform	$ 2,000	Annual Renewal including licenses
Employee Travel and Training:			
Be Better Together	Maria Juarez, Sue Gallagher; Across the Table: Funders + Fundraisers. Illuminate Conversations; 11/18/2026; Sunrise, FL	$ 120	
Broward League of Cities	David Kenton, Kenneth King; Associate Member Night; 10/15/2026; Plantation, FL	$ 110	
Children's Funding Project	Cindy Arenberg Seltzer; Children's Funding Project Board Retreat; 12/3/2026-12/4/2026; Fort Lauderdale, FL	$ 464	
Collectively-A Radlauer Venture	Maya Berryhill-Porter, Mina Razavi; Learning to Lead; 1/29/2027-6/25/2027	$ 3,000	
Florida After School INC.	Dion Smith; Florida After School 2026 Annual Conference; 10/28/2026-10/30/2026; Kissimmee, FL	$ 1,647	
Florida Philanthropic Network	Maria Juarez; 2027 Statewide Summit on Philanthropy; 2/3/2027-2/5/2027; St. Petersburg, FL	$ 2,033	
GFOA	Alicia Williams; 2026 Annual Governmental GAAP Update; 11/5/2026; Virtual	$ 225	
Promise Neighborhoods and Full-Service Community Schools	Carl Dasse, Maya Berryhill-Porter, Michelle Hagues; 2026 Promise Neighborhoods and Full-Service Community Schools National Network Conference; 12/8/2026-12/10/2026; Washington D.C	$ 4,000	
Trainers:			
Group Victory, LLC	Coaching & Supervision for Workforce Success	$ 2,160	

List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
November 19, 2026

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Sponsorships:			
Broward Days	Broward Days; March 23–24, 2027; Tallahassee	$ 1,000	Broward Days returns to the Florida Capitol on March 23–24, 2027! Local business executives, public officials, and non-profit leaders will come together in Tallahassee to advocate for Broward County, connect with state lawmakers, and strengthen community partnerships.
Discover The Beauty Women Empowerment Inc (SPNR 26-90)	She Leads All Girl Expo; 4/24/2027; Margate	$ 2,000	The She Leads All Girl Expo is a youth empowerment and leadership event designed for middle-school girls in Broward County. The Expo will offer interactive workshops, mentorship, financial literacy, career and entrepreneurship exposure, wellness education, leadership activities, and engagement with positive female role models to strengthen confidence, healthy decision-making, educational goals, and future readiness.
South Florida Caribbean Conference, LLC (SPNR 26-93)	SFCC Christmas Cheers for the Kids; 12/13/2026; Sunrise	$ 2,000	The 10th Annual SFCC Christmas Cheers for the Kids is a large community holiday event designed to serve Broward County children and families through family-centered activities, social-emotional learning experiences, parent-child bonding, toy distribution, and opportunities for positive social connection.
Local Love (SPNR 26-94)	Give, Care, Love Hope for the Holidays; 12/19/2026; Pompano Beach	$ 2,000	The Give, Care, Love Hope for the Holidays initiative will provide holiday relief to families in economically challenged areas of Pompano Beach and Oakland Park through food baskets, supplemental snacks for children, clothing and shoes, toys, toiletries, and a community resource fair connecting parents and caregivers with housing, employment, healthcare, education, and financial-assistance services.
Step Up! Inc (SPNR 26-96)	Step Up! Pre-Employment Readiness Initiative Workshop; 1/19/2027	$ 2,000	The Step Up! Pre-Employment Readiness Initiative Workshop is designed to provide low-income middle and high school students in Broward County with workforce preparation, financial literacy, soft-skills development, career-pathway awareness, and connections to age-appropriate employment opportunities. The initiative seeks to provide youth with structured alternatives to informal street-level work and build practical skills that support economic opportunity and future readiness.
City of Lauderhill (SPNR 26-98)	City of Lauderhill MLK Taskforce 23rd Annual Spelling Bee; 1/23/2027; Lauderhill	$ 2,000	The 23rd Annual City of Lauderhill MLK Task Force Spelling Bee is an educational competition for elementary students in grades 3–5 from Lauderhill and surrounding Broward County communities. Students will demonstrate spelling skills while strengthening literacy, confidence, public speaking, academic achievement and sportsmanship, with parents, educators and community members participating in the event.
All Nets Foundation Inc. (SPNR 26-99)	Hoop DoJo — Building Leaders Beyond Basketball; 1/29/2027; Fort Lauderdale	$ 1,000	Hoop DoJo: Building Leaders Beyond Basketball is a two-day youth development event serving approximately 50 Broward County teens at the L.A. Lee YMCA/Mizell Community Center in Fort Lauderdale. The initiative combines basketball activities and mentorship with small-group education in Life Design, conflict resolution, financial literacy, community safety and gang prevention, and healthy living. CSC's funds would support educational materials, meals and refreshments, and participant learning resources.
Broward Partnership for Kids Events:			
Broward Human Trafficking Coalition (26-7)	BHTC Annual Community Awareness Event; 1/23/2027; Tamarac	$ 5,000	The BHTC will support its Annual Community Awareness Event, to be held on January 23, 2027, at the Tamarc Community Center. This event will focus on human trafficking and forced criminality (criminal exploitation), and will help Broward Communities understand the correlation between human trafficking, forced criminality, and how traffickers use coercion, threats, manipulation, and vulnerabilities to compel individuals to participate in criminal activities for someone else's benefit.
Memberships:			
FGFOA	New membership - Daniel Franzblau	$ 100	

For Council Meeting November 19, 2026

Issue:	Approve New Office Furniture Purchase
Action:	Approve Office Furniture Warehouse, Inc. for the purchase of furniture and office chairs for the newly reconfigured office spaces in an amount not to exceed $24,000.
Budget Impact:	$24,000 of $350,000 Available in Remodeling & Renovation for FY 26-27.

Background: CSC recently completed an office construction project to maximize the use of existing space and accommodate additional staff. The construction included renovations on both floors of the building. After construction was completed, the Operations team coordinated the return of furniture from storage and the transition of staff into the newly created and reconfigured spaces.

The project included:

- Dividing one existing upstairs office into two separate offices.
- Reconfiguring two upstairs offices into three offices.
- Dividing the downstairs computer lab into two offices.
- Creating a new MIS bullpen area to accommodate MIS staff, computers, equipment, and operational needs.

The construction project has been completed, and furniture previously placed in storage was moved back into the renovated areas as part of the post-construction transition. The MIS bullpen and other newly renovated spaces were among the areas prepared for occupancy.

Current Status: Although CSC was able to reuse existing furniture where possible, the newly created offices increased the number of individual workspaces that must be furnished. CSC does not currently have sufficient furniture in inventory to fully equip these additional offices. As a result, new desks and related office furniture are needed to make the spaces fully functional for staff. There is also a need to purchase appropriate office chairs. Several staff members are currently using conference room

chairs or other temporary seating because sufficient office chairs are not available. Some requests have originated from HR through employees as a part of the ADA accommodation requests as well. Purchasing proper office seating will provide staff with chairs designed for regular workstation use while also allowing conference room chairs to be returned to their intended spaces. In accordance with CSC purchasing policy, staff obtained two quotes for the required furniture and chairs. After reviewing the quotes, staff is recommending Office Furniture Warehouse, Inc.

Recommended Action: Approve Office Furniture Warehouse, Inc. for the purchase of furniture and office chairs for the newly constructed and reconfigured office spaces in an amount not to exceed $24,000.

For Council Meeting November 19, 2026

Issue:	Health Insurance and Related Benefits for All Employees
Action:	1. Approve Health Insurance with United Healthcare (UHC) and Neighborhood Health Partnerships (NHP), a subsidiary of United Health Group (UHG). 2. Approve Dental, Life, Vision, and Long-Term Disability Insurance with Guardian. 3. Approve Long-term Care with Unum.
Budget Impact:	$1,400,000 of $1,610,000 Available within Fringe Benefits for the remaining 9 months of FY 26-27. $500,000 Commitment for 3 months through 12-31-27 to be included in the Budget for FY 27-28. CSC is on a calendar year for benefits.

Background: Employee benefits include a base plan HMO health insurance for the employee and children (if applicable), paid for by CSC (97%), as well as a $96.00 per month Cafeteria allowance for employees to use towards Dental, Life, and Long-Term Disability insurance. Staff contributes 3% towards their health insurance premiums. Furthermore, CSC pays for a basic Long-term Care insurance policy for enrolled employees who are grandfathered in through January 31, 2026. Any premiums exceeding the Cafeteria Plan allowance are borne by the employee. The insurance renewal period is on a calendar period, effective January 1, 2027 - December 31, 2027.

Current Status: Staff worked closely with our brokers, Brown and Brown, to review the health insurance options for the upcoming year. CSC's current health insurance carrier, United Healthcare (UHC), initially proposed a 16% renewal rate increase, but after several negotiating sessions, CSC received a renewal rate increase of 9.1%. Staff contributions will increase for the new plan year. After reviewing the available information and exploring the various options, staff is recommending the following insurance carriers/products:

- Continue with United Healthcare and Neighborhood Health Partnerships. Continuing these plans allows staff to have a choice of three health plans,

maintains a relatively high level of benefits, and includes reasonable co-payments for all medical services, which are to be borne by the employee.

- ✓ CSC provides a base plan HMO plan through NHP (a subsidiary of United Health Group), with employees contributing 3% of the premium.
- ✓ For those employees who wish to have access to a national provider network, they would pay 3% of the HMO premium plus the additional premium to "buy-up" to a United Healthcare POS plan.
- ✓ For employees who wish to participate in the High Deductible Plan, because the premium is less than that of the HMO, CSC will contribute most of the difference in the HMO premium through NHP (with employees contributing 3% of the premium) to a Health Savings Account (HSA). Employees may make additional contributions to their HSAs up to the maximum allowed per the IRS.
- ✓ Vision insurance plan premiums remained level from the prior year and is offered through Guardian.
- ✓ Other ancillary Guardian insurance products include Dental, Life and Long-Term Disability. For the upcoming year, there is no premium increase for the Dental DHMO plan, and a 9% increase for the DPPO plan. There is a small decrease in premium for the Life and Long-Term Disability insurance plans. These ancillary insurance products are deducted from the Cafeteria Plan allowance, and any additional premium is borne by the employee.
- ✓ The Cafeteria Plan allowances are currently $96 per month for employees enrolled in health insurance plans, and $160 per month for employees not enrolled in health insurance plans offered by the CSC.
- ✓ The Long-term Care policy is through Unum, and those premiums remain flat for this next year.

Recommended Action: 1. Approve Health Insurance with United Healthcare (UHC) and Neighborhood Health Partnerships (NHP), a subsidiary of United Health Group (UHG).

2. Approve Dental, Life, Vision, and Long-Term Disability Insurance with Guardian.

3. Approve Long-term Care with Unum.

For Council Meeting November 19, 2026

System Goal: 2 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families.

Objective: 934 Provide communication alternatives for people with special needs including ADA compliance.

Issue: Renewal of American Sign Language Interpretation (ASL) Services Cadre

Action: Approve the renewal of Hearthands LLC and Hands of Accommodation LLC for on-call American Sign Language interpretation services as presented.

Budget Impact: $10,147 of $10,147 Available in Goal 934 for FY 26/27
$4,853 of $5,071,504 Available in Unallocated for FY 26/27
$15,000 Total Impact for FY 26/27

Background: CSC is committed to ensuring that its programs, meetings, events, and community engagement activities are inclusive and accessible to individuals who are Deaf or hard of hearing. American Sign Language interpretation services support CSC's ADA compliance efforts and help ensure that community members have meaningful access to CSC resources, information, and activities. In January 2025, Council approved the establishment of an on-call cadre of qualified ASL interpretation agencies. The cadre was created to provide CSC with access to multiple agencies when interpretation services are requested, particularly when scheduling conflicts, interpreter availability, or the need for in-person and virtual services prevent a single agency from meeting CSC's needs.

Current Status: CSC continues to experience an increase in requests for ASL interpretation services from CSC departments, funded providers, community partners, and members of the public. The frequency and timing of these requests can vary considerably, and interpretation services may be needed for meetings, trainings, events, presentations, and other CSC-supported activities. Hearthands LLC and Hands of Accommodation LLC are members of CSC's existing ASL Interpretation Services Cadre and are the two consultants currently used by CSC to fulfill these requests. Both consultants provide CSC with the flexibility needed to coordinate interpretation services based on availability, scheduling requirements, service format, and the specific needs of

each request. Both agencies were among the qualified agencies previously recommended for inclusion in the cadre.

Based on the increased demand for ASL interpretation services and CSC's utilization of the two consultants, staff recommends renewing both providers and allocating a total amount not to exceed $15,000. Of this amount, $12,000 would be allocated to Hearthands LLC, which receives the majority of CSC's interpretation assignments, and $3,000 would be allocated to Hands of Accommodation LLC to provide additional capacity and coverage when needed. Maintaining both consultants will help CSC respond to requests in a timely manner, reduce the risk of delays caused by interpreter availability or scheduling conflicts, and continue providing consistent and accessible communication to the community.

Recommended Action: Approve the renewal of Hearthands LLC and Hands of Accommodation LLC for on-call American Sign Language interpretation services as presented

Tab Q

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY
Location: Children's Services Council of Broward County
6600 W. Commercial Blvd., Lauderhill, FL 33319

Special Needs Advisory Coalition (SNAC) Meeting Minutes
October 16, 2026
9:00–10:30 a.m.

Members Present:

(See attachment)

Welcome and Introductions

Nikki Chiwara (SNAC Chair) and Demetria Rawls (CSC Strategy Manager, Special Needs) welcomed members and completed introductions. First-time attendees introduced themselves and their organizations.

CSC Presentation

Carl Dasse provided an educational overview of proposed Amendment 3 and its potential effect on property-tax-supported local services. He explained that the proposal would affect ad valorem property taxes and described possible funding impacts on the Children's Services Council (CSC), local governments, public safety, parks, and community programs. He emphasized the importance of sharing clear information with families and community members. CSC materials with QR codes and information about how local tax dollars are used were made available. It was noted that no decisions had been made regarding specific reductions in CSC programs.

- Participants shared examples of making the information easier to understand, including:
    - Creating simple, visual educational materials.
    - Producing accessible information for people who are deaf or hard of hearing.
    - Explaining how the issue could affect **renters as well as homeowners**.
    - Using information from individual municipalities and local leaders to illustrate potential community-level impacts.

Broward Partnerships for Kids (BPK) Website Registration

Demetria Rawls reminded members that future SNAC meeting information and special-needs community flyers will be posted on the BPK website. Members were encouraged to register on the Broward Partnerships for Kids (BPK) website, which is used for SNAC communications, calendars, and community event information. Members may submit community event information for posting to Demetria (strategy manager) by emailing DRawls@cscbroward.org.

Impact Teams Report-Out

Each Impact Team Chair provided a brief overview of what their team has been working on since the last SNAC meeting.

Early Transitions (Birth–5):

The team recently surveyed early childcare professionals and pediatric clinicians in Broward County, in English and Spanish, to identify training needs. Nearly 100 responses indicated that respondents were generally comfortable with screening and evaluation, but needed more guidance on referral pathways, timing, and difficult conversations with families. The team announced a November 12, 2026 training from 9:00 a.m. to 12:00 p.m. with Early Steps, Child Find, Help Me Grow, the Early Learning Coalition, and a parent/professional presenter. A post-training survey will assess outcomes and inform possible future sessions.

Tween Transitions / School Age (Ages 6–14):

With the Broward Collage Academy students, the team surveyed MOST and Youth FORCE providers and families regarding resource access, service gaps, and barriers. Reported concerns included limited awareness of available resources, eligibility challenges, financial barriers, waitlists, and transportation challenges. The Tween Transitions Impact team prioritized addressing the limited awareness of available resources.

This summer, the team partnered with Broward College Academy students to develop a more concise, parent-friendly special-needs resource website. Work completed included a database review, user experience planning, and wireframes. The original scenario-based concept was adjusted due to maintenance and liability concerns, while the overall goal remains to provide a simple, user-friendly resource for families.

Transition to Independence/Quality of Life (Ages 15–22):

The chair proposed renaming the team “Transition to Quality of Life” to reflect that meaningful transition planning should include individuals who may continue to need support. The team reviewed the HIREE employment event, which included job preparation, mock interviews, résumé assistance, on-site support, and employer participation. The team plans another weekday HIREE event and will also focus on adult day, social, and engagement opportunities for individuals with complex disabilities who age out of school-based services.

Community Outreach and Partnerships:

The team continues to connect and educate providers through monthly host-site meetings, agency presentations, facility tours, mindful moments, and voluntary donations for what an organization might need (i.e., candy for upcoming events, other collateral, etc.). The August 2026 community resource fair at JAFCO featured 148 attendees, 33 vendors, panelists, speakers, and screenings. Planning will begin for a future resource fair in response to positive feedback from families, vendors, and community partners.

Impact Team Breakout Sessions

Impact teams broke out into small groups.

The meeting adjourned at 10:12am.

Attachment

Full Name	Organization
Antionece Robinson	Broward County Public Schools
Ashley Naterpaul	Best Buddies
Barbara Slutsky	HAAPE
Berta Plantz	Memorial Healthcare System
Carl Dasse	CSC- Broward
Catherine Brucker	BCPS CTACE
Clara Alevy	Agency for Persons with Disabilities
Damien Hesler	Ohanacare PPEC
Demetria Rawls	CSC- Broward
Diane Choi	CSC- Broward
Edwidge Ryan	Broward County Public Schools
Erica Othello	Good Will Step Forewarning
Gabriela Pilarte	Memorial Healthcare
Janet Ward	Parents Information & Resource Center, Inc. (PIRC)
Janick Ferrier	Center for Hearing and Communication
Jessica Rincon	CSC- Broward
Joanne Ewart	FDLRS Child Find
Kim Werner	Children’s Diagnostic & Treatment Center
Kristen Ely	Children’s Diagnostic & Treatment Center
Liliana Ballesteros	ARC Broward
Mari Garcia	Starlight Kids PPEC- self
Melissa Bottge White	Children’s Diagnostic & Treatment Center
Nathalie Stanish	UM NSU CARD
Nikki Karatzas	SNAC &The Autism Hero Project
Patricia Lakomiak	Junior Achievement of South Florida
Priscilla Brown	CSC- Broward
Renzo Torrenga	Broward Behavioral Health Coalition
Sandra Mercedes Parra Trujillo	Broward Children’s Center
Seth Hyman	Douglas Elliman
Shana Lorde	Diversified Swimming Inc
Shaymonica Jones	YMCA of South Florida
Shira Fowlkes	CSC- Broward

Stacy Demartino-Triangolo	Broward County Public Schools
Teresa Marrero	Fusion Academy
Teresa Spitler	YMCA of South Florida
Tracy Perez	Center for Hearing and Communication
Tresa Palmer	Goodwill Industries
Van Gray III	Advocacy Network on Disabilities
Vicky van Diermen	LEV
William Forbes	Broward County Talking Book Library
Yalpri Ortega	Family Network on Disabilities

Tab R

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

Agency Capacity Building (ACB) Committee Meeting
Minutes
November 4, 2026
1:00 PM – 2:30 PM

Participants in Attendance: Traci Leon (Young at Art Museum); Myrna Meeroff (South Florida Chamber Ensemble); Gloria Gonzalez (Harmony Development); Katarina Rice (Hands On South Florida); Opal Ferron (High Grade Global Learning Center); Ana Valladares (Mujeres Latinas); Jolene Mullins (South Florida Hunger Coalition); Brianna Holland (Florida Health Department); Lashonna Brooks (Community Reconstruction); Vargabi Ghei (Pedeatrix Medical Group); Angine Moss (Hosanna4Youth); Linda German-Bannister (Ebony & Ivory Consultants); Sophia Smart (Smart Lifeskills and Mentoring); Pat Murphy (Ann Storck Center); Kimberly Adams Goulbourne (CSC Broward); Francisco Isaza (211 Broward); Claudia Fernandez (Florida Health Department); Krystal Jordan (Krystal Jordan Enterprise); Anna Henry; Bach Todaro (Broward Gold Coast Down Syndrome Organization); Daniella Agudelo (Mental Health America Southeast Florida); Alex Duran (Fitwize for Kids); Gail Moore (211 Broward); Jacqueline Conliffe (FamilyTing Productions); Keisha Grey (Grey & Associates); Vicky van Diermen (Lev Children's Museum); Jolanda Jackson (Karing for a Cause); Love Ondusko-Levy (Florida Health Department); Mrs. Kennedy (Community Reconstruction); Denise Panariello (Bit-By-Bit); MariaVictoria Chacon-Briceno (PRISM FL); Joan Li; Jacqueline Reed-Stills (Oasis for Hope Community Development).

Presenters:

Cynthia Reynoso, Assistant Director of Communications and Outreach, Children's Services Council of Broward County (CSC); Demetria Rawls, Strategy Manager for Special Needs, Research and Planning, CSC; and Kandyss Torrence, Training Manager, CSC.

Council Members in Attendance: N/A

CSC Staff in Attendance: Kimberly Adams Goulbourne, Roxanne Smith

Agenda

Welcome and Opening Remarks:

The meeting opened with a Moment to Arrive by Roxanne Smith, providing participants with an opportunity to reflect, practice gratitude, and prepare for the meeting.

- Kimberly Adams Goulbourne, Director of Public Affairs and Organizational Development, welcomed attendees and thanked them for their continued

participation and commitment to strengthening organizations serving children and families throughout Broward County.

- Kimberly Adams Goulbourne noted that this was the final ACB Committee meeting of the calendar year and emphasized the importance of using the meeting to share resources, strengthen partnerships, and identify opportunities for continued collaboration.
- The August 27, 2026, meeting minutes were presented and approved following a motion by Jolene Mullins and a second by Ana Valladares.
- The meeting featured presentations on collaborating with CSC, connecting with the community through Broward Partnerships for Kids, and identifying future ACB professional development opportunities.
- Kimberly introduced the meeting's two featured presenters:
    - Cynthia Reynoso, Assistant Director of Communications and Outreach, Children's Services Council of Broward County (CSC)
    - Demetria Rawls, Strategy Manager for Special Needs, Research and Planning, CSC

Collaborating with CSC

Overview and Purpose

Cynthia Reynoso, Assistant Director of Communications and Outreach, provided an overview of CSC's community engagement initiatives and opportunities for nonprofit organizations to collaborate with CSC.

Cynthia explained that the Communications and Outreach team serves as a connection between CSC, community organizations, and Broward County residents. She emphasized the importance of ensuring that families understand the services available through CSC and how taxpayer funding supports children and families. She encouraged organizations to leverage existing partnerships, participate in community outreach initiatives, and share information about CSC-funded programs and services.

CSC Resources and Publications

Cynthia highlighted several resources available to nonprofit organizations and community partners.

Family Resource Guide

- CSC's Family Resource Guide provides families with information about available community services and resources.
- The guide is available in English, Spanish, Haitian Creole, and Portuguese.
- Information included in the guide is obtained from the 211 Broward database.
- Organizations were encouraged to update their 211 profiles before the end of the calendar year to ensure their information is accurately reflected in the next publication.
- The guide is available electronically through CSC's website, and printed copies are distributed throughout the community.

CSC Funded Program Directory

- The directory provides information about CSC-funded programs, services, and contact information.
- It is designed primarily for community partners and service providers to strengthen referrals and coordination.
- Organizations were encouraged to use the directory to identify potential partnerships and connect families with appropriate services.
- Copies are available online, with printed copies accessible through CSC.

Community Outreach and Resource Fairs

Cynthia emphasized CSC's commitment to collaborating with organizations already conducting community events rather than duplicating existing efforts.

Organizations were encouraged to invite CSC to participate in resource fairs, community celebrations, informational events, and other activities serving Broward County families.

Key points included:

- CSC welcomes opportunities to participate in community events and share information about available programs and services.
- Organizations are encouraged to submit event participation requests at least 30 days in advance to allow adequate time for staffing and preparation of informational materials.
- Requests can be submitted through the "Get Involved" section of CSC's website.
- Organizations may also request CSC representatives to speak at community events and provide information about CSC programs and funding opportunities.

- CSC maintains a network of community organizations interested in receiving information about outreach opportunities, donated resources, and community events.

CSC Sponsorship Opportunities

Cynthia provided information about CSC's sponsorship program and encouraged eligible nonprofit organizations to review available funding opportunities.

- Eligible 501(c)(3) organizations serving Broward County may apply for sponsorship support for qualifying community events and initiatives.
- Organizations receiving other CSC funding, including Agency Capacity Building grants, may still be eligible for sponsorships.
- Organizations may receive one sponsorship per fiscal year, subject to eligibility requirements and funding availability.
- Sponsorship levels vary depending on the nature, reach, and anticipated community impact of the proposed event.
- Applications are submitted electronically through OpenGov, where organizations can review sponsorship policies, application requirements, and post-event reporting expectations.

Kimberly clarified that sponsorship requests are reviewed for compliance with CSC's established policies and guidelines; however, final approval rests with the Council. Applicants receive notification of approval or denial through OpenGov following the Council's decision.

Broward Aware - Child Abuse and Neglect Prevention

Cynthia discussed Broward Aware, CSC's community awareness initiative focused on preventing child abuse and neglect and strengthening protective factors for children and families.

The initiative brings together community organizations to coordinate awareness activities, promote available resources, and increase public understanding of issues affecting child safety and family well-being.

The campaign focuses on several themes from January through April:

- **January - Human Trafficking Prevention:** Raising awareness of human trafficking, prevention strategies, and available community resources.

- **February - Domestic and Dating Violence Awareness:** Collaborating with organizations to educate families and young people about domestic violence, teen dating violence, and healthy relationships.
- **March - Family Strengthening:** Promoting positive family relationships, supportive environments, and activities that strengthen family connections.
- **April - Child Abuse Prevention:** Coordinating community education, resource fairs, workshops, and awareness activities that connect families with prevention resources.

Cynthia encouraged organizations to participate in Broward Aware planning meetings, generally held on the first Thursday of each month, and to share information about related community activities.

Zoe Lewis was identified as the CSC contact for organizations interested in participating in Broward Aware.

Drowning Prevention and Water Safety

Cynthia also highlighted CSC's ongoing drowning-prevention efforts and the importance of promoting water safety year-round.

- CSC supports WaterSmart Broward and provides access to swimming lesson vouchers for eligible children.
- Organizations were encouraged to promote water safety information and share available resources with families.
- CSC provides educational materials and Water Watcher lanyards that organizations can distribute during community events.
- Information about swimming lesson vouchers and drowning prevention resources is available through CSC's website.

Summer Resource Fairs

Cynthia shared plans for CSC's upcoming summer resource fairs, anticipated during April and May 2027.

The resource fairs are designed to connect families with summer camps, enrichment programs, recreational activities, and other opportunities for children and youth.

- Organizations offering summer programming were encouraged to participate and provide registration information directly to families.
- Agency Capacity Building organizations were specifically invited to share information about their summer programs.

- Additional information regarding dates, locations, and participation opportunities will be shared as planning progresses.

Back-to-School Initiatives and Resource Distribution

Cynthia discussed CSC's annual back-to-school initiatives, which provide essential items to children and families preparing for the school year.

CSC purchases approximately 10,000 backpacks annually, along with other supplies such as shoes, uniforms, undergarments, and household essentials.

The presentation emphasized the importance of coordinating community back-to-school efforts to ensure resources are distributed equitably across Broward County.

Organizations were encouraged to:

- Notify CSC of planned back-to-school events
- Explore opportunities to collaborate on resource distribution
- Identify communities where families may have limited access to back-to-school assistance
- Connect families experiencing immediate needs with available CSC resources

School-Based Resource Boutique

Cynthia highlighted CSC's school-based resource boutique, which provides school social workers with access to backpacks, uniforms, school supplies, and other essential items for families.

The initiative allows social workers to respond to identified family needs without unnecessary delays.

Community organizations were encouraged to contact CSC's Outreach team when families they serve need assistance accessing these resources.

Communications and Promotional Support

Cynthia encouraged nonprofit organizations to utilize CSC's communication platforms to increase awareness of their programs and community activities.

Resources highlighted included:

- **Weekly Newsletter:** Organizations can submit information about community events, workshops, and training opportunities for inclusion in CSC's weekly newsletter.
- **Social Media:** CSC can assist in promoting eligible community initiatives and organizational activities through its social media platforms.
- **Community Outreach Materials:** Organizations may request informational materials for distribution to families.
- **Community Partnerships:** CSC can connect organizations with opportunities to participate in outreach events and distribute available resources.

Alexia Bridges was identified as the contact for newsletter submissions, while Tracy was identified as a contact for social media and promotional support.

Additional Opportunities and Announcements

Cynthia invited organizations to participate in CSC's upcoming **25th Anniversary Impact Summit in January 2027**, which will recognize the Council's impact and provide opportunities to discuss future priorities for Broward County children and families.

She also shared that CSC has children's books available for distribution, including books in Haitian Creole. Organizations serving families who may not have received these resources were encouraged to contact the Outreach team.

Broward Partnerships for Kids (BPK)

Overview and Purpose

Demetria Rawls, Strategy Manager for Special Needs within CSC's Research and Planning Department, presented an overview of Broward Partnerships for Kids (BPK), the countywide collaborative initiative formerly associated with the Broward Children's Strategic Plan.

Demetria explained that BPK brings together community organizations, government agencies, businesses, faith-based institutions, residents, and other stakeholders to address challenges affecting children and families in Broward County.

The initiative emphasizes collective impact, shared accountability, community engagement, and data-informed decision-making.

CSC serves as the backbone organization for BPK, providing strategic coordination and technical assistance to support collaborative initiatives.

Collective Impact and Results-Based Accountability

Demetria explained that BPK operates through a collective impact framework that encourages organizations to work collaboratively rather than independently.

The initiative also incorporates results-based accountability to ensure strategies are informed by data and focused on measurable community outcomes.

CSC supports BPK committees through:

- Strategic planning and coordination
- Project management
- Data collection and analysis
- Connecting organizations with community partners

Demetria emphasized that the collaborative structure allows community members and organizations to identify systemic barriers, share expertise, and develop strategies that can influence policies, practices, and funding decisions.

BPK Community Results and Priorities

Demetria highlighted the importance of aligning collaborative efforts with outcomes that support children and families.

The priorities discussed included:

- Promoting safe, stable, and nurturing families
- Supporting healthy and connected communities
- Improving children's and families' physical and mental health
- Ensuring children are prepared to enter school
- Supporting young people's successful transition into adulthood

She emphasized that community voice, partner expertise, and data are essential to identifying priorities and developing effective solutions.

BPK Committees and Community Engagement

BPK currently includes more than 30 committees addressing a wide range of community needs.

Some committees are directly coordinated by CSC, while others operate through community partnerships with CSC participation and support.

Examples highlighted included:

- Agency Capacity Building
- Broward Aware
- Special Needs Advisory Coalition
- Human trafficking prevention initiatives
- Domestic violence prevention
- Fatherhood, men, and boys initiatives
- Homeless youth and family initiatives

Demetria encouraged participants to identify committees aligned with their organizational missions and become involved in collaborative efforts.

She also reported that BPK membership has increased by approximately 150 members since the initiative's rebranding, reflecting growing community interest and engagement.

Special Needs Advisory Coalition (SNAC) – Employment Initiative

Demetria highlighted the Special Needs Advisory Coalition (SNAC) as an example of how BPK committees identify community needs and implement collaborative solutions.

SNAC identified employment barriers affecting teenagers and young adults with disabilities and developed an employment fair designed to connect participants with employers and workforce development resources.

The inaugural event, held in March 2026, brought together more than 150 students and approximately 25 businesses.

Community Participation and Collaboration

Demetria emphasized that BPK provides organizations with opportunities to:

- Participate in community-driven discussions
- Identify gaps and barriers affecting children and families
- Collaborate with organizations working toward similar goals
- Share resources, expertise, and best practices
- Contribute to the development of community strategies

Participants were encouraged to visit BrowardPartnershipsForKids.org to explore available committees and opportunities for involvement.

ACB Transition to the BPK Online Platform

Following the presentation, Kimberly Adams Goulbourne reminded participants that the ACB Committee is transitioning from its previous online platform to the BPK website.

The transition is intended to enhance communication, strengthen collaboration, and provide members with improved access to committee information.

Participants were encouraged to register on the new platform and utilize its features to remain connected between meetings.

Members were reminded that registration information has been shared through the ACB newsletter.

Future ACB Offerings: Committee Discussion and Feedback

Introduction and Leadership Transition

Kimberly introduced Kandyss Torrence, CSC Training Manager, as the incoming lead for ACB Committee coordination.

She explained that Kandyss will assume a greater role in coordinating ACB meetings, strengthening community engagement, and identifying professional development opportunities.

Kimberly Adams Goulbourne emphasized that CSC intends to evaluate and enhance ACB programming for 2027 to ensure meetings remain relevant, practical, and responsive to the needs of participating organizations.

2027 Committee Engagement and Planning

Kandyss shared her interest in strengthening relationships with participating organizations and expanding ACB Committee engagement.

She acknowledged the importance of reconnecting with previous participants while also attracting new organizations to the Committee.

Although approximately 30 individuals participated in the November meeting, Kandyss expressed a goal of increasing future participation to 60 or potentially 100 attendees.

The discussion focused on identifying opportunities to:

- Increase participation in ACB meetings
- Reengage organizations that have not participated recently
- Attract new community-based organizations
- Identify professional development topics relevant to nonprofit operations
- Strengthen networking and collaboration among participating organizations
- Ensure meetings provide actionable resources and information
- Improve communication and engagement between scheduled meetings

Participant Feedback Poll

Kandyss facilitated a six-question poll to gather participant feedback and inform the Committee's 2027 planning efforts.

The poll followed an earlier survey distributed to ACB members that received limited responses.

Participants were asked to provide feedback on future engagement and professional development opportunities, including an open-ended question inviting recommendations for topics to include in upcoming meetings.

Approximately 22 participants completed the poll.

Kandyss emphasized that participant input is essential to ensuring future ACB offerings address the needs and interests of community organizations.

The responses will be reviewed and used to guide planning for upcoming meetings and professional development activities.

Closing: The meeting ended at 2:20 p.m.

End of Meeting Summary

- Kimberly Adams Goulbourne and Roxanne Smith thanked the presenters for sharing information about CSC resources, community collaboration, and opportunities for nonprofit engagement.
- Participants were encouraged to take advantage of the resources presented, strengthen relationships with community partners, and share information with their respective organizations.

- Members were reminded to register on the new Broward Partnerships for Kids platform to receive committee updates and information about upcoming activities.
- The ACB team will review participant feedback to inform meeting topics and professional development offerings for 2027.
- The next ACB Committee meeting is scheduled for **February 2027** and is expected to include information about CSC's Agency Capacity Building Grant, along with additional topics identified through participant feedback.
- Participants were thanked for their continued commitment to strengthening Broward County's nonprofit sector and improving outcomes for children and families.

Tab S

Funders Forum Meeting Summary

November 6, 2026

Members Present:

Amy Moore, Early Learning Coalition; **Carl Dasse,** Children's Services Council (CSC)**; Cassandra Evans**, Broward County Human Services Department; **Dion Smith**, CSC; **Elida Segrera,** Broward Behavioral Health Coalition (BBHC); **Julie-Ann Waweru**, CSC; **Kimberly Adams Goulbourne**, CSC; **Larry Rein**, ChildNet; **Lisa Bayne**, CSC; **Monica King**, Broward Healthy Start Coalition (BHSC); **Neiko Shea**, ChildNet; **Tara Williams**, Broward County Human Services; **Tiffany Lawrence,** BBHC**; Traci Schweitzer**, DCF.

Guests Present:

Sue Gallagher, CSC.

Welcome and Introductions

Dion S. welcomed members.

Approval of October 2, 2026, Meeting Minutes

Neiko S. made a motion to approve the previous meeting's minutes as presented, with Tara W. seconding. The minutes were approved unanimously.

CSC 25 Year Impact Research Studies Presentation

Dion S. introduced Dr. Sue Gallagher, Chief Innovation Officer from CSC Broward. Sue G. presented findings from three studies completed for CSC's 25-year impact research studies. She explained her presentation would highlight the procurement of three research teams, the provision of long-term data, and key findings on CSC's leadership, advocacy, and resources; program effectiveness; and return on investment. The original procurement was last summer, which resulted in contracting with different organizations to complete the qualitative, quantitative, and ROI research. Sue G. noted that although the goal was to evaluate 25 years of historical data, earlier data was not sufficiently accessible, standardized, or easily cleaned for analysis. Due to this, the impact studies were completed on data from the last 11 years. Sue G. commended CSC's Research, Analysis and Planning (RAP) team for their work on putting together thousands of rows of data for the analysis done in the 3 studies.

Qualitative Impact Study

The first study examined what community leaders say about CSC's impact and included interviews with approximately 40 community leaders representing government, nonprofit organizations, funders, system partners, and community stakeholders. Sue G. explained that the findings indicated that CSC was a trusted leader and the backbone organization for child-centered funding. The major findings also indicated that CSC has strengthened and expanded the system of care. Additionally, CSC's prevention strategy provided long-term value. Sue G. explained that the researchers' analysis found that CSC strengthens the entire nonprofit sector, benefiting both small and large nonprofits.

Community partners identified increased community awareness, continued flexibility and accountability, improved provider coordination, innovation, and workforce development as priorities for the future. The researchers added that CSC has a strong reputation across stakeholder groups and consistency with positive feedback.

Quantitative Impact Study

Sue G. next presented findings from the quantitative impact study, which analyzed 11 years of program data using statistical models, controlling for a wide range of variables, to determine whether observed outcomes could reasonably be attributed to program participation rather than to other participant characteristics or circumstances. The analysis provided statistically significant evidence that CSC's Family Strengthening and New DAY programs produced improvements in intended participant outcomes. The findings show improvements correlated with the number of hours of services provided.

Monica K. asked if there was data on the families who were referred to Family Strengthening services but did not remain sufficiently engaged to reach the service-hour thresholds reflected in the analysis. Sue G. confirmed that the data does exist but would be a part of future analysis opportunities.

Return on Investment Study

The last impact study looked at ROI. The study estimated that every $1 invested generated approximately $6.18 in community benefits, representing approximately $5.5 billion in economic value across more than 2.5 million participant service instances. Sue G. also explained that the research team created a framework for RAP to continue to calculate this ROI.

The researchers used the Washington State Institute for Public Policy (WSIPP) methodology as a primary basis for cost-benefit modeling. The analysis incorporated Florida cost-of-living adjustments and inflation adjustments using the Consumer Price

Index for All Urban Consumers (CPI-U). CSC-funded programs were matched with applicable research available through WSIPP and other high-quality literature and meta-analyses when appropriate. Benefits included estimated savings and economic value associated with areas such as child abuse and neglect prevention, education, criminal justice, public assistance, employment, and other community outcomes.

Sue. G concluded her presentation explaining that the collective research demonstrated CSC's significant contribution to Broward County's child- and family-serving system and provided evidence supporting the effectiveness and economic value of its investments. The studies also established methods that can support continued evaluation of CSC programs and long-term outcomes.

Funders Forum Member Updates

Broward County Community Partnerships

Cassandra E. provided an update on the 2 RFAs recently released by Broward County's Human Services through the Community Partnerships Division. The first RFA is for the Opioid Settlement Funds. The Opioid Settlement Fund RFA was released on Monday, November 2nd, and will close on December 13th. The procurement is for a total of $15 million over the next 3-5 years. Cassandra E. indicated that the Human Services team at Broward County will be seeking assistance from subject matter experts who are not applicants to serve as raters. The second RFA is for Youth Emergency Shelter and Support Services (YESS). The RFA opened on Monday, October 26th, and it will close on Sunday, December 6th.

Cassandra E. also reminded everyone of the upcoming Partners in Progress event. She thanked the funders who agreed to participate as panelists during the event. There are around 340 registrants so far, and the event will take place on Wednesday, December 2nd at the Broward County Convention Center. This event will help providers understand each other's services, recognize resources, and increase resident engagement. Addressing resource gaps will improve access and outcomes. A brief training session will cover effective collaboration and its benefits for both residents and organizations.

Funders Forum 2027 Schedule

Dion S. announced that the proposed Funders Forum 2027 schedule was sent out and asked Julie-Ann W. to provide an overview of the dates. She provided the dates, as they were emailed to members earlier in the week with no objections.

The schedule for the 2027 Funders Forum meeting is as follows:

- The January meeting is canceled.
- February 5, 2027 at 2:00 PM
- The March meeting is canceled. (Annual Community Care Plan Non-profit Awards Event)
- April 2, 2027 at 2:00 PM
- May 7, 2027 at 2:00 PM
- June 4, 2027 at 2:00 PM
- The July meeting is canceled (Summer Break)
- August 6, 2027 at 2:00 PM
- The September meeting is canceled (Annual DCF Summit)
- October 1, 2027 at 2:00 PM
- November 5, 2027 at 2:00 PM
- December 3, 2027 at 2:00 PM

Next Funders Forum Meeting

The next meeting will be held **virtually** on December 4, 2026, from 2:00 p.m. to 4:00 p.m. Members should contact Julie-Ann Waweru at jwaweru@cscbroward.org to include any additional agenda items.

The meeting adjourned at 2:37 p.m.

Children's Services Council at 25: What Community Leaders Say About CSC's Impact

Presented by:
Kimberly Nelson, Distinguished Professor
Amy Wade, Assistant Teaching Professor
University of North Carolina, Chapel Hill



Study Intent

- How has CSC Broward helped build a continuum of care for children and families over the past 25 years?
- How do stakeholders perceive CSC Broward's values-driven governance, partnerships, and decision-making?
- What priorities should guide CSC Broward's strategic direction over the next five years?



Summary

Stakeholders describe CSC as:

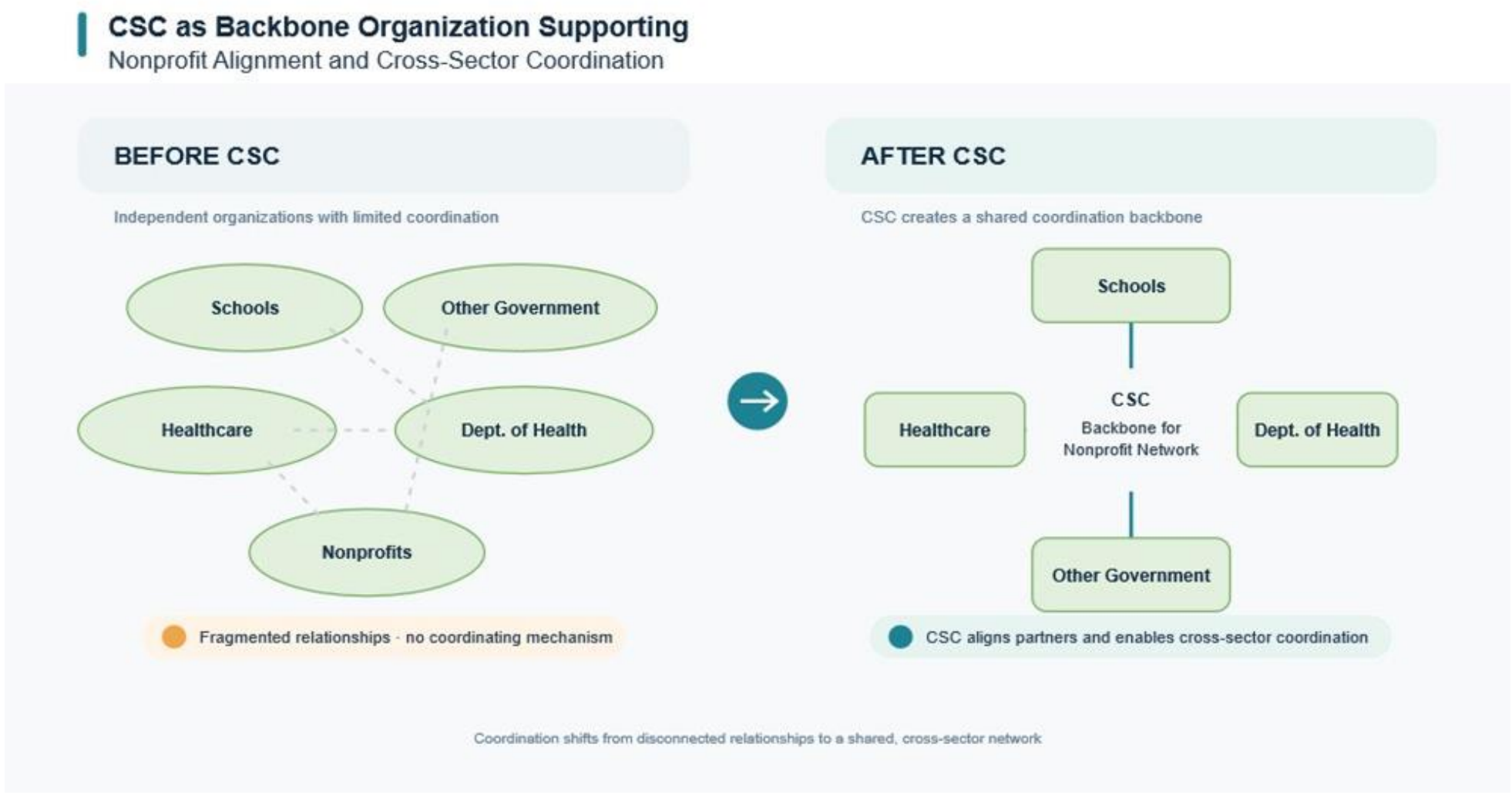
- A backbone organization for the child- and family-serving system
- A leader in prevention and early intervention
- A trusted convener that drives collaboration
- A strong steward of taxpayer resources
- A data-driven organization focused on accountability.

Stakeholders recommend CSC build on these strengths.

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

Major Finding #1:

CSC Built and Strengthened Broward's Continuum of Care



Major Finding #2:
CSC's Prevention Strategy Creates Long-Term Value





Major Finding #3: Positive Outcomes for Children and Families

1. Improved literacy
2. Expanded childcare access
3. Greater family stability
4. Foster care prevention
5. Improved behavioral health supports
6. More youth opportunities

Major Finding #4:
CSC Strengthens the Entire Nonprofit Sector

- Increased organizational capacity
- Better accountability systems
- Improved sustainability
- Stronger service delivery infrastructure
- Growth among both small and large nonprofits



Major Finding #5:
Collaboration and Accountability Are CSC Hallmarks



- Convening power
- Cross-sector partnerships
- Data-driven decision making
- Research and evaluation
- Accountability for outcomes

Governance and Trust:
Why Stakeholders Trust CSC

- Transparency
- Responsiveness
- Accessibility
- Adaptability
- Stewardship of public funds



Looking Ahead: Opportunities for the Next Five Years

Stakeholders identified four priorities:

1. Increase Public Visibility
2. Balance Accountability and Flexibility
3. Improve Provider Network Coordination
4. Invest in Innovation and Workforce Development





Our Perspective:
How CSC Compares to Other Organizations

- CSC's unusually strong reputation across stakeholder groups.
- Consistency of positive feedback.
- Strong emphasis on prevention.
- Exceptional focus on research, evaluation, and accountability.
- Distinctive ability to convene diverse sectors around shared goals.

Closing and Q & A

After 25 years, stakeholders view CSC as:

- Trusted
- Influential
- Collaborative
- Prevention-focused
- Accountable



Kimberly Nelson

Albert and Gladys Coates Distinguished Professor

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Amy Wade

Teaching Assistant Professor of

Public Administration and Governance

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University of North Carolina-Chapel Hill

School of Government

Impact of New Day and Family Strengthening Programs on Juvenile Justice Outcomes

Alexander Kroll, Ph.D.
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Purpose

- Program evaluation
  - Commissioned by the Children's Services Council of Broward County (CSC)
  - Programs "New Day" and "Family Strengthening"
- Impact focus
  - Did program improve the intended outcomes?
- Quantitative approach
  - On average, were youth better off after program completion?

Programs to Be Evaluated

Program	New Day	Family Strengthening
Purpose	Divert youth from the juvenile justice system and reduce reoffending	Support families and prevent child maltreatment and family crises
Referrals	By law enforcement, juvenile justice, and schools	By schools, community agencies, and healthcare providers
Activities	Diversion, counseling, and therapy	Parenting education and family therapy
Outcomes	Reduce recidivism and improve youth behavior	Foster stronger family functioning and reduce child risk

Methodology

- Data on youth, spanning 2015 to 2026
  - Anonymized, at the level of the individual
  - Observations across programs and sub-samples: 4,000 - 12,000
- Identify the effect of programs' service hours on intended outcomes
  - Do more hours improve outcomes?
  - Separate program effects from alternative factors
  - "control for" (= hold constant) up to 13 variables
    - Age, gender, race/ethnicity, household composition, household income… pre-program scores, annual shocks
  - "Different outcomes of two youth can be attributed to varying program exposure if the youth are otherwise very similar"

Results “New Day” (1)

	Met Case Closure		No Law Violation During Program		No Law Violation 12 Months Post	
	All Juveniles	With Felonies Only	All Juveniles	With Felonies Only	All Juveniles	With Felonies Only
Did New Day significantly improve outcomes?	**Yes**	**Yes**	**Yes**	**Yes**	Not Conclusive	**Yes**
Observations	9,999	2,512	9,943	2,501	6,811	1,635

	Emotional Vulnerability	Personal Competence	Social Connectedness	Resilience Resources	Overall Vulnerability
Did New Day significantly improve outcomes?					
All Juveniles	**Yes**	**Yes**	**Yes**	**Yes**	Not Conclusive
With Felonies Only	**Yes**	**Yes**	Not Conclusive	Not Conclusive	Not Conclusive
Observations					
All Juveniles	4,053	4,052	4,057	4,043	3,193
With Felonies Only	1,412	1,410	1,412	1,408	1,044

Results “New Day” (2)

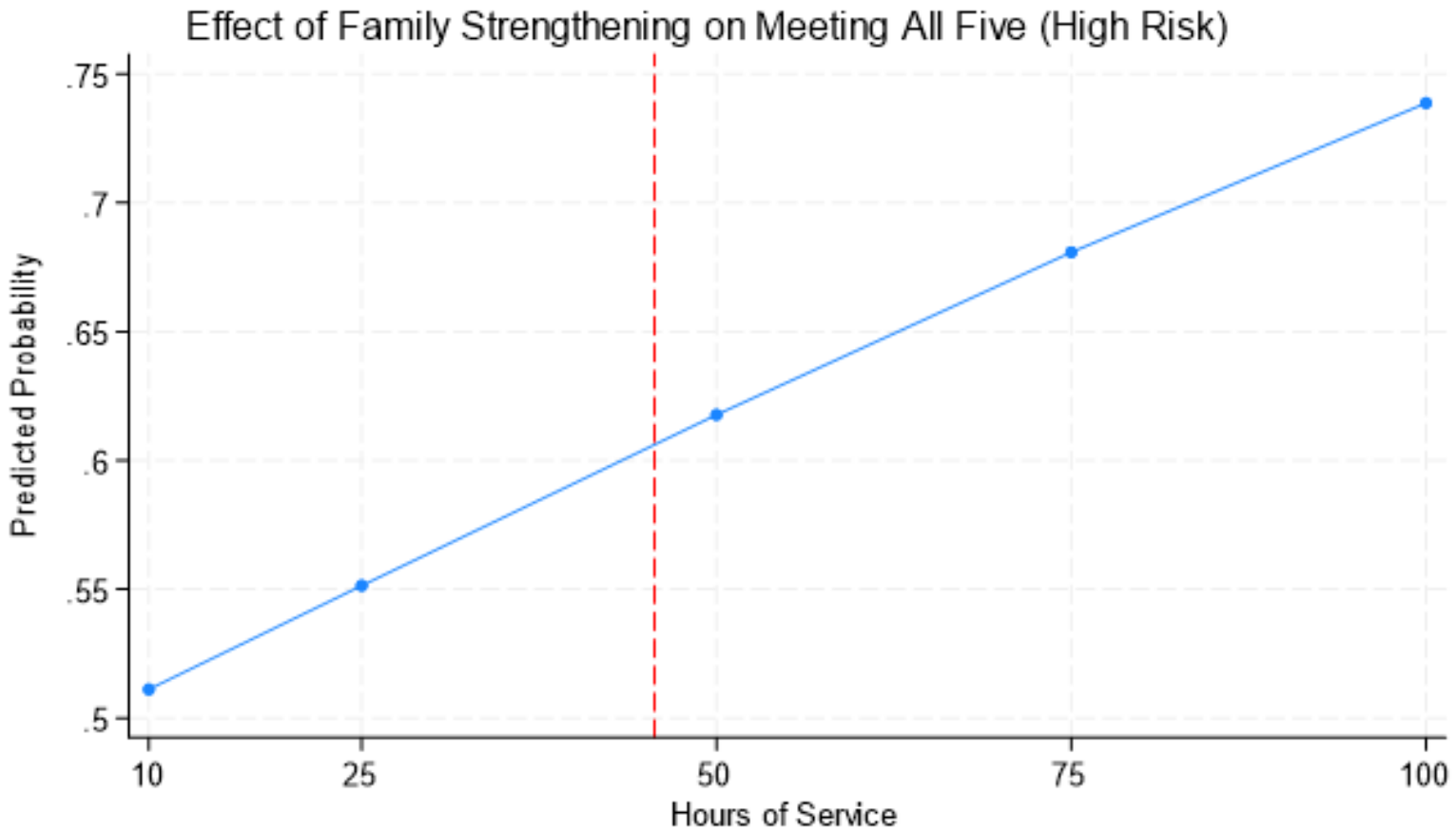
- More program hours make successful case closure more likely
  - 10 hours ⇨ success case probability: **73%**
  - 50 hours ⇨ success case probability: over **92%**
- Average program hours are associated with an 88% probability of no law violations 12 months post program
- New Day works for all youth regarding improving Emotional Vulnerability and Personal Competence
  - It works better for youth without felony when it come to Social Connectedness and Resilience Resources

Results "Family Strengthening"

	Met all Five	Child Functioning	Living Conditions	Family Relationships	Safe Family Environment	Parenting Capacity
Did Family Strengthening significantly improve outcomes?						
All Juveniles	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
At-Risk Referrals Only	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Observations						
All Juveniles	12,141	12,225	12,239	12,238	12,151	12,238
At-Risk Referrals Only	4,251	4,261	4,269	4,270	4,260	4,270

- "Met all five"
  - = scores in all five outcomes are on the positive side of the scale
- More hours make positive scores in all five dimensions more likely
  - For at-risk referrals, increasing hours from 10 to 100 ⇨ increase in probability to "meet all five" by **45%** get the highest score regarding family relationships outcome
- More hours make achieving the highest score more likely
  - E.g., for at-risk referrals, increasing hours from 10 to 100 ⇨ **doubles** probability to get the highest score regarding family relationships outcome

Family Strengthening Effect on Probability of Meeting All Five NCFAS Criteria



Note: Sample: At-risk referrals

Conclusion

- Both programs have been effective in achieving the intended outcomes
- Using robust methods, we find consistent evidence that effects are positive (= significantly different from zero)
- Looking ahead:
  - Data was received in excellent shape. We commend the hard work and meticulous work done by the CSC staff
  - Additional analysis could help determine which program models are more successful
  - More in-depth analysis to determine best practices
  - Cost-benefit analysis could help assess the return on the program

2026 CSC Council of Broward County:
Return on Investment Study

Dr. Kasey Hammock, MPA
& Sarah Smith, MPA

DO MORE GOOD Partner for Better

Our Team



Kasey Hammock

- Phd in Social Work with a focus on data driven decision making
- Adjunct professor at the University of Missouri



Sarah Smith

- Master's in Public Affairs with a focus in Public Policy Analysis
- 30 years of experience to the nonprofit sector



Purpose

The purpose of this report is threefold:

1. to demonstrate the economic value
2. to provide a rigorous, evidence-based assessment of their investment; and
3. establish a replicable framework

Return on Investment Model

- **Data**
  - 11 years of data on CSC funding programs (FY's 2014-2025)
- **Core Framework**
  - Adapted the Washington State Institute for Public Policy (WSIPP) cost-benefit model
- **Adjustments**
  - Florida Cost-of-Living
  - Inflation: All figures adjusted to 2025 dollars using CPI-U.
- **Process**
  - Matched CSC programs to research-backed interventions based on intervention description, target population, and key outcomes.
  - Used literature review where direct matches were unavailable.

Benefits = ($ benefit per participant × inflation adjustment × cost-of-living adjustment) × number of participants

Cost = (total spending × inflation adjustment)

ROI = Benefits ÷ Cost

Interpreting the Results

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.

A ratio greater than $1.00 means the program generated more economic value than it cost to deliver.

ROI Results: High School Initiatives

Funding Category	Benefit-Cost Ratio	Participants	Total Benefit
High School Initiatives	$11.34	17,750	$394,555,475

CSC Broward's LEAP High programs provide academic and personal enrichment services at 18 high-need high schools. The goal is to help youth graduate on time and achieve their post-secondary goals. For this analysis the spending was across 3 organizations with 1 program.

Benefits are in savings associated with the following categories:

- Criminal justice system
- Food assistance
- Labor market earnings
- Public assistance

Over the 11 fiscal years, every $1 spent generated an average of $11.34 in community benefits, totaling approximately $394,555,000.

ROI Results: 11-year Total

Funding Category	Benefit-Cost Ratio	Participants	Total Benefit
Total *(Weight-Adjusted)*	$6.18	2,561,954	$5,516,887,278

The spending was across 125 organizations with 28 programs

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

Over the 11 fiscal years, every $1 spent generated an average of $6.18 in community benefits, totaling approximately $5.5 billion in economic value.



Partner for Better

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Tab T

For Council Meeting November 19, 2026

Service Goal	5 Improve the educational success for young children.
Objective:	051 Increase the availability and quality of financially assisted childcare for families of working poor to improve school readiness and promote educational success for children.
Issue:	Results from the Collaboration with the Early Learning Coalition of Broward County, the Florida Chamber Foundation, and the Broward Workshop on an Assessment of the Early Learning Landscape and a Roadmap for Future Action
Action:	FYI – Presentation of the Broward County Early Learning Landscape Analysis and Roadmap
Budget Impact:	None

Background: On October 16, 2025, the Council approved Match Funding to the Broward Workshop Early Learning Fund at the Community Foundation of Broward in support of the Broward County Early Learning Study and Roadmap. Over the past year, the Early Learning Coalition of Broward County (ELC) and the Florida Chamber Foundation conducted a comprehensive Early Learning Landscape Analysis to assess the current state of early learning programs and related data on enrollment and child outcomes for School Readiness and Voluntary Prekindergarten children. The research included surveys of parents and caregivers, early childhood educators, and childcare providers, as well as five stakeholder focus groups.

Current Status: The Early Learning Landscape Analysis and Roadmap has been released as a 32-page report: https://www.flchamber.com/broward-county-early-learning-landscape-analysis-and-roadmap/. Renee Jaffee, CEO of the Early Learning Coalition of Broward County, will present on the report during the Council Members' Roundtable.

The Executive Summary states that Broward County already holds many of the building blocks of a strong early learning system: a diverse provider network, dedicated educators, and active community organizations. However, challenges were also cited: affordability, workforce sustainability, access for infants and toddlers, and the difficulty of navigating available support. The findings also point to a shared opportunity: aligning employers, educators, service providers, philanthropy, and families around a

coordinated strategy to expand access, strengthen the workforce, and improve outcomes for children. No single organization can solve these challenges alone, but together the community can build an early learning system that supports both family economic stability and long-term economic vitality.

Recommended Action: FYI – Report on the Broward County Early Learning Study and Roadmap

BROWARD COUNTY







EARLY LEARNING LANDSCAPE ANALYSIS AND ROADMAP

PREPARED BY
THE FLORIDA CHAMBER FOUNDATION
IN PARTNERSHIP WITH BROWARD WORKSHOP,
THE EARLY LEARNING COALITION OF BROWARD COUNTY,
AND THE FLORIDA BUSINESS ALLIANCE FOR EARLY LEARNING

BrowardWorkshop
Business Leaders Working for a Better Community

elc EARLY LEARNING COALITION of Broward County, Inc.
Early Learning. Early Success.

FLORIDA CHAMBER Foundation

FLORIDA BUSINESS ALLIANCE FOR EARLY LEARNING
Florida's Future Starts Early.

BROWARD COUNTY EARLY LEARNING

AT A GLANCE

A single-page snapshot of Broward County's early learning system, population, capacity, cost, and the child-outcome metrics decision-makers care about most. Each figure is tagged by data confidence (see key below).

1.99M
RESIDENTS

108,262
CHILDREN UNDER 5

758
LICENSED PROVIDERS

89,128
LICENSED SLOTS, AGES 0-12

1,444
SCHOOL READINESS WAITLIST

63,472
KIDS IN POVERTY

$13K
INFANT TUITION / YR

40%
UNAWARE OF AVAILABLE CHILD CARE ASSISTANCE

508
SCHOOL READINESS PROVIDERS

64%
3RD-GRADE READING PROFICIENCY (FAST)

45%
OF KINDERGARTENERS READY FOR KINDGARTEN

199
GOLD SEAL PROGRAMS

Provider counts describe overlapping categories, not a single hierarchy. Licensed providers (758) are all programs licensed to operate in the county; School Readiness providers (508) are the licensed providers holding an active School Readiness contract, a subset of the licensed count, and may understate participation because license-exempt public school and faith-based programs that accept the subsidy do not appear in the state licensing file; Gold Seal programs (199) are a quality-recognized subset of providers holding recognized national accreditation. Provider and capacity counts are from the Florida DCF Statewide Child Care Provider List, September 4, 2026; Gold Seal counts are from the Florida DOE Gold Seal list, December 2025.

DATA CONFIDENCE KEY

- **Administrative** — Operational systems, official public counts & the Florida Chamber Foundation's Florida Scorecard.
- **Survey Findings** — Parent, educator & provider surveys (3,700+ responses).
- **Estimated** — Modeled or derived from multiple sources.

EXECUTIVE SUMMARY

Early learning is a foundational contributor to children's educational progress, family stability, and future workforce readiness, and one of the strongest predictors of a child's long-term educational success and overall well-being. For families, access to affordable, high-quality child care supports employment, financial stability, and economic mobility. For communities, a strong early learning system contributes to a more prepared future workforce and a stronger local economy. The Florida Scorecard identifies 38,410 net new jobs needed in Broward County by 2030. A strong early learning system supports this economic goal by providing jobs for early childhood educators and dependable child care that enables parents to participate in the workforce

The Florida Chamber Foundation's Business Alliance for Early Learning conducted the Broward County Early Learning Landscape Analysis for 2026. This report offers a comprehensive assessment of Broward County's early learning landscape. The research included surveys of parents and caregivers, early childhood educators, and childcare providers, along with five stakeholder focus groups. Together, these sources open a window into the availability, affordability, quality, and workforce conditions that shape the county's early learning system, and point to where partners can collaborate.

The findings show that Broward County already holds many of the building blocks of a strong early learning system: a diverse provider network, dedicated educators, and active community organizations. At the same time, families, providers, and educators named the same challenges again and again affordability, workforce sustainability, access for infants and toddlers, and the difficulty of navigating available supports:

Slot availability & access gaps. Fifty-two percent of provider respondents currently maintain a waitlist, with a combined 1,161 children waiting across all age groups (waitlist placements may count a child at more than one provider). Among parents who reported difficulty finding care, 63% cited cost and 39% cited limited availability or waitlists, and infant capacity is the most constrained, with reported enrollment at just 32% of licensed infant slots.

Affordability pressures. Sixty-three percent of surveyed parents cited high cost as the biggest barrier to finding care; 56% of respondents reported receiving no financial assistance; and 40% of respondents were unaware of financial-assistance programs such as School Readiness (SR), Florida's primary child care subsidy. Providers consistently noted middle-income, "working-middle" families who earn too much to qualify yet still cannot afford care.

Workforce instability. Thirty-two percent of educators seriously considered leaving the field in the past year, and 33% work a second job (60% of providers pay assistant teachers under $15 an hour). Behavioral challenges among children are a top reported job challenge (41% of educators), and 45% report that children frequently or very frequently need additional behavioral or developmental support.

The findings point toward a shared opportunity: aligning employers, educators, service providers, philanthropy, and families around a coordinated strategy that expands access, strengthens the workforce, and improves outcomes for children. No single organization can solve these challenges alone, but together the community can build an early learning system that supports both family economic stability and long-term economic vitality. Improving these conditions will help more Broward children arrive at kindergarten ready while strengthening workforce participation, two outcomes directly connected to Florida's long-term economic competitiveness.



"The future of Broward County is in early learning today, and today's learners are tomorrow's earners. The leaders in Broward County want better outcomes. Broward has so much potential, and unlocking the power of early learning can be a major strategic advantage for Broward."

– Mark Wilson
President & CEO, Florida Chamber of Commerce and Foundation

RESEARCH METHODOLOGY

The research approach combined quantitative and qualitative methods. Three surveys targeting parents/caregivers, early childhood educators, and child care providers were conducted in partnership with the Florida Business Alliance for Early Learning, Broward Workshop, and the Early Learning Coalition of Broward County and distributed via SurveyHero through community partner networks. The effort drew an exceptionally large response: 3,724 people participated by completing surveys, including completed and partial responses, and stakeholder focus groups complemented the effort. Parent and educator materials were offered in English, Spanish, Haitian Creole, and Portuguese to reflect the county's substantial linguistic diversity.

2,449
PARENT / CAREGIVER
Family experience finding, affording, and using care; program awareness; backup care needs

998
EDUCATOR
Workforce experience, retention drivers, credential levels, professional development (PD) needs, job challenges

277
PROVIDER
Capacity, enrollment, waitlists, tuition, staffing, expansion barriers

Most of the data in this report comes from the **Florida Chamber Foundation's Florida Scorecard**, which serves as the primary source for county-level early learning data. Additional information comes from the 2023–2024 American Community Survey (ACS), Florida Department of Education FAST assessment results, DataUSA.io, and the Florida EDR County Profile.

Child care capacity by ZIP code was calculated using the Florida DCF Statewide Child Care Provider List from September 4, 2026. The report also includes insights from focus groups with educators, child care directors and owners, families, community partners, and employers.

Surveys were collected in spring 2026 and reflect a large but self-selected sample, not a census, of the county's families, educators, and providers. For full methodology details and data limitations, see **Appendix A**.

HOW TO READ THIS REPORT

Access
The availability of program slots and their alignment with family needs, proximity, hours, and specialized services.

Affordability
The extent to which families can bear the cost of care without sacrificing other essential household expenses.

Quality
The workforce, environment, and supports that shape children's developmental and kindergarten-readiness outcomes.

HOW TO USE THIS REPORT

This analysis is designed for action. Each audience can draw on the same shared evidence base, and the collective-action roadmap on pages 19-26, to take a coordinated next step. The starting points below preview the full **Recommendations** section and are drawn directly from this report's survey findings and data analysis.

- **Policymakers** should fund School Readiness at a level that matches the newly expanded State Median Income eligibility standard, and invest in educator compensation.
- **Providers & Educators** should target staffing, behavioral-health supports, and professional development.
- **Families & Advocates** should navigate program options and share testimony that drives local change.
- **Employers** should assess whether the Florida Child Care Tax Credit fits your workforce, expand family-friendly scheduling and direct support for employees, and partner with the ELC and community leaders to help more families afford child care to strengthen the workforce.
- **Funders & Philanthropy** should fund scholarships for families on the School Readiness waitlist and above the eligibility threshold, and expand behavioral-health professional-development, and other classroom support, capacity.

HOW CHILDREN FINISH VPK

KEY INDICATORS

74%
BROWARD ELIGIBLE VPK CHILDREN KINDERGARTEN READY, SPRING PM3

72%
FLORIDA ELIGIBLE VPK CHILDREN KINDERGARTEN READY, SPRING PM3

54%
OF OF VPK NON-COMPLETERS MET THE READINESS BENCHMARK

76%
FLORIDA, ATTENDED 90%+ OF PROGRAM

Among eligible children with reportable Progress Monitoring 3 (end of year) results at Broward County VPK providers, 74% met the kindergarten-readiness benchmark in Spring 2025, compared with 72% of tested VPK completers statewide. The two figures use different participation criteria and should be read as contextual comparisons, not identical measures. **These are exit results: what children demonstrated at the end of the program, before summer.**

GROWTH ACROSS THE VPK YEAR



Share of tested VPK completers scoring 707+ at each administration, 2024–2025 program year, statewide. Scale 0–80%. Source: FDOE VPK Data Packet 2024– 2025, p. 5.

READINESS BY COMPLETION STATUS

FDOE defines a completer as a child receiving at least 70% of VPK instructional hours. Statewide, completers and non-completers finish the year far apart.



Share scoring 707+ at the final VPK assessment, statewide. Scale 0–80%. Source: FDOE VPK Data Packet 2024–2025, p. 6.

50% Half of Florida's VPK children attend less than 90% of the program. Readiness climbs from 73% among those attending at least 70% to 76% among those attending at least 90%.

THE STATEWIDE TREND

69% 2022–23 **70%** 2023–24 **72%** 2024–25

Statewide exit readiness has risen in each of the last three years, which FDOE estimates as roughly 4,500 more children leaving VPK ready. Share of tested VPK completers scoring 707+ at PM3, statewide. Broward's 74% is for 2024–2025, the most recent year for which a county figure is available.

WHAT THIS MEANS FOR EMPLOYERS

VPK helps children build kindergarten-readiness skills, and consistent participation is linked to stronger outcomes. Employers can help families maintain attendance through predictable schedules, flexible leave, child care benefits, and support for dependable early learning arrangements.

This page and the following presents two related but separate snapshots, not a longitudinal measure of the same children. The Spring PM3 figure covers eligible children tested at Broward County VPK providers; the Fall PM1 figure covers children enrolled in Broward public-school kindergarten, grouped by prior VPK participation. Because the populations and inclusion criteria differ, the 74% PM3 result and the 58% PM1 result on the following page should not be read as a 16-point decline.

VPK PARTICIPATION & READINESS AT KINDERGARTEN ENTRY

KEY INDICATORS

55%
NOT KINDERGARTEN-READY (BROWARD)

58%
VPK COMPLETERS READY FOR KINDERGARTEN

30%
READY, NOT FOUND IN VPK RECORDS

31%
READY AFTER STARTING VPK WITHOUT FINISHING

On the Fall 2025 FAST kindergarten screener, 45% of Broward kindergartners met the readiness benchmark and 55% did not. The district sits fractionally ahead of the state, where 44% arrived ready.

WHAT KINDERGARTEN PARENTS REPORTED

1,198 surveyed parents and caregivers had at least one child currently in kindergarten.

92%
SAID THEIR CHILD ATTENDED AN EARLY LEARNING PROGRAM BEFORE KINDERGARTEN

74%
SAID THEIR CHILD ATTENDED VPK

89%
FELT THEIR CHILD WAS READY FOR KINDERGARTEN

66%
SAID THE THREE-HOUR VPK SCHEDULE CREATED CHALLENGES*

Among VPK families who answered the schedule question, 549 of 827 reported challenges. Percentages are based on valid responses and vary by question. Source: Broward Parent and Caregiver Survey, Spring 2026.

ARRIVAL BY PRIOR VPK PARTICIPATION

Among Broward public-school kindergarten students, 58% of children who had completed VPK met the Fall 2025 readiness benchmark, compared with 30% of children not found in Florida VPK records and 31% of children who started but did not complete VPK.



READINESS DIFFERENCES BY PRIOR VPK PARTICIPATION

These results show an association between VPK completion and kindergarten-entry readiness; they do not independently establish that VPK participation caused the differences. Differences are larger within every subgroup below than across the population as a whole.

	PERCENT READY FOR KINDERGARTEN			
STUDENT GROUP	ALL STUDENTS	COMPLETED VPK	NOT IN VPK RECORDS	GAP
All students	45%	58%	30%	28 pts
Economically disadvantaged	36%	49%	25%	24 pts
Limited English proficiency	25%	36%	18%	18 pts
Students with disabilities	25%	42%	20%	22 pts

Economically disadvantaged is eligible for free and reduced-price lunch; gap is completers minus not-found-in-VPK. Covers children enrolled in public-school kindergarten, about 70% of VPK completers statewide.

SECTION 03 · ACCESS

AVAILABILITY OF EARLY LEARNING PROGRAMS & GEOGRAPHIC DISPARITIES

KEY INDICATORS

277	1,161	52%	18%
PROVIDERS SURVEYED	WAITLIST PLACEMENTS	PROVIDERS WITH A WAITLIST	PROVIDERS WITH TODDLER WAITLIST

Access to early learning is about far more than whether a seat exists. For a family, real access means finding a program they can afford, near where they live or work, open when they need it, and ready to help their child grow. Broward County has a wide network to draw on: licensed centers, family childcare homes, school- and faith-based programs, and publicly funded options like School Readiness, VPK, Head Start, and Early Head Start. But that network doesn't feel the same in every neighborhood. Across the county's 31 municipalities, demand still outpaces what many families can find, with more than half of surveyed providers (52%) keeping a waitlist, and roughly 1,161 waitlist placements are recorded, most often for the youngest, in infant and toddler rooms. Because families often apply to several providers at once, this likely overstates the number of unique children waiting. These results are based on the survey responses and may not represent the county as a whole.

Head Start & Early Head Start

Head Start and Early Head Start remain a cornerstone of Broward's early learning system, built for the children and families who need the most support. Alongside high-quality early education, they provide family engagement, health, nutrition, and developmental services that help children arrive at school ready and keep families steady, a combination focus-group participants consistently iterated as essential. Locally, **Early Head Start serves infants and toddlers from birth through age three, and Head Start serves preschoolers**. The application-to-slot gap indicates demand exceeds available funded Head Start and Early Head Start capacity: Broward's Head Start and Early Head Start programs received 4,247 applications for roughly 2,120 funded slots. Because families may apply to more than one center, applications overstate the number of unique children seeking placement.

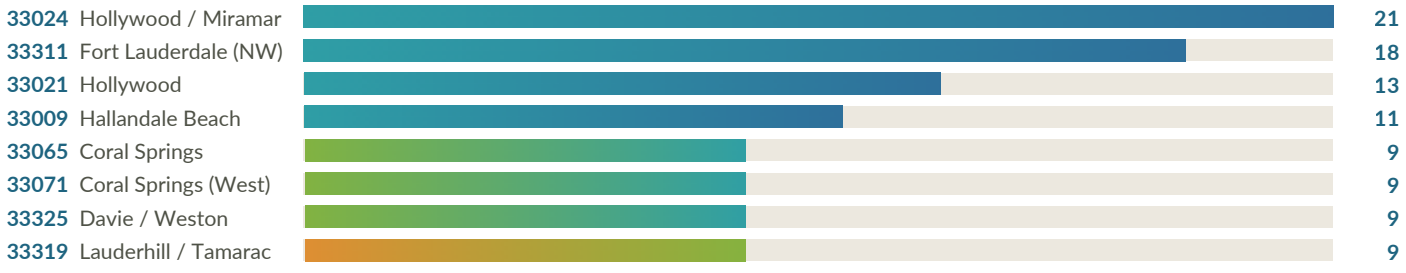
63% COST IS THE TOP BARRIER

39% LIMITED SLOTS / WAITLISTS

Cost is the top barrier to finding care, cited by 63% of the 2,449 parents surveyed, followed by limited availability or waitlists (39%), a combined access-and-affordability challenge that falls hardest on Broward's working-middle families.

Where Surveyed Providers Operate

Unlike a small county anchored by a single hub, Broward's providers span dozens of municipalities. The 277 surveyed providers reported locations across 53 ZIP codes, heaviest in the Hollywood–Hallandale corridor and central/northwest Fort Lauderdale.



53 ZIP CODES · 277 PROVIDERS

Top 8 shown

WHAT THIS MEANS FOR EMPLOYERS

Waitlists and a shortage of infant–toddler slots translate directly into lost work hours. Parents delay returning to work, miss shifts when care falls through, and leave jobs when no placement exists. In a county as large and dispersed as Broward, **where employees live and commute determines whether they can find care near work**, making local capacity a direct workforce-participation issue for every major employer.

CAPACITY, ENROLLMENT & WAITLISTS

Licensed capacity tells us how big Broward's early learning system is, not how many seats families can actually use. Staffing, teacher-to-child ratios, age-specific classrooms, reimbursement rates, and location all shape whether a licensed seat is truly open. Across 277 surveyed providers, about **12,051 children** ages 0–4 are enrolled against roughly **24,431 licensed seats**, an overall utilization rate of 49%. But that county-wide average hides a sharp age-band story: toddler rooms are the fullest at 67%, followed by three-year-olds at 51% and four-year-olds at 43%, while infant classrooms sit lowest at 32%, a reflection of the extra staffing and licensing the county's youngest children require.

AGE BAND	ENROLLED	CAPACITY	UTILIZATION
Infants (0–12 mo.)	932	2,898	32%
Toddlers (1–2 yrs)	3,646	5,458	67%
3-year-olds	3,677	7,176	51%
4-year-olds (Pre-K)	3,796	8,899	43%
TOTAL (0–4)	**12,051**	**24,431**	**49%**

Table 1 — Reported capacity, enrollment, and utilization by age band. Figures are self-reported by 277 provider respondents; blank or non-numeric entries were excluded per age band, so counts reflect only providers reporting for that band. Aggregate utilization below 100% reflects surplus seats in older age groups and is not evenly distributed: infant capacity is the most constrained, and waitlists coexist with unfilled seats because of staffing, location, age-band, and subsidy mismatches. Source: Provider survey, 277 responses (2026).

Understanding the Waitlists

Among providers who answered the question, 37% (79 of 211) keep a waitlist for at least one age group. Together they report 1,161 children waiting, with four-year-olds the largest group, followed by toddlers, three-year-olds, and infants.

Max capacity
the most-cited reason, classrooms are simply full

Teacher shortages
seats exist but cannot be staffed to required ratios

School Readiness reimbursement
below-cost rates limit how many subsidized families can be served

Children Waiting for Placement by Age Band



Across age bands, more than 1,160 children sit on Broward waitlists, 18% of providers maintain a toddler waitlist, and 11% an infant waitlist. Licensed capacity does not equate to available care. Infant rooms report the lowest utilization rate, yet families still encounter waitlists, suggesting that staffing, required ratios, location, and affordability prevent some licensed capacity from functioning as available capacity. Because many families apply to several programs at the same time, a single child can appear on more than one provider's waitlist, so these totals likely overstate the number of unique children waiting.

Child care access is also a workforce issue. When families cannot secure dependable care, parents may face barriers to entering employment, maintaining work schedules, or pursuing training. Addressing staffing and affordability constraints can help turn licensed capacity into usable care that supports Broward's workforce needs.

> *"That parents don't wait such a long time to get off the waiting list, 7 months now and still waiting."*
>
> PARENT, ON WHAT WOULD MAKE ACCESS EASIER · BROWARD COUNTY SURVEY

WHAT FAMILIES REPORT & GEOGRAPHIC DISPARITIES

For families, access is the daily work of finding care they can afford, near enough to reach, that fits around a job, and the survey shows most are juggling several of those pressures at once. Among the **2,449 parents** surveyed, the barriers named most often were:



846 parents

reported that child care availability has impacted their ability to work or attend school, occasionally or frequently.

28%

of parents rated finding a child care program difficult or very difficult.

Geographic Distribution & Transportation

Where families live shapes what they can reach. Broward's providers stretch across all 31 municipalities, but surveyed providers cluster most heavily in the Hollywood–Hallandale corridor and central Fort Lauderdale. Because the survey reflects responding providers only, these counts show where respondents operate, not where families lack options. In a place this large, travel time can decide whether an "available" program is realistically within reach. Community partners pointed to transportation as one of the barriers families face most often, tied closely they noted to housing, work, and overall family stability.

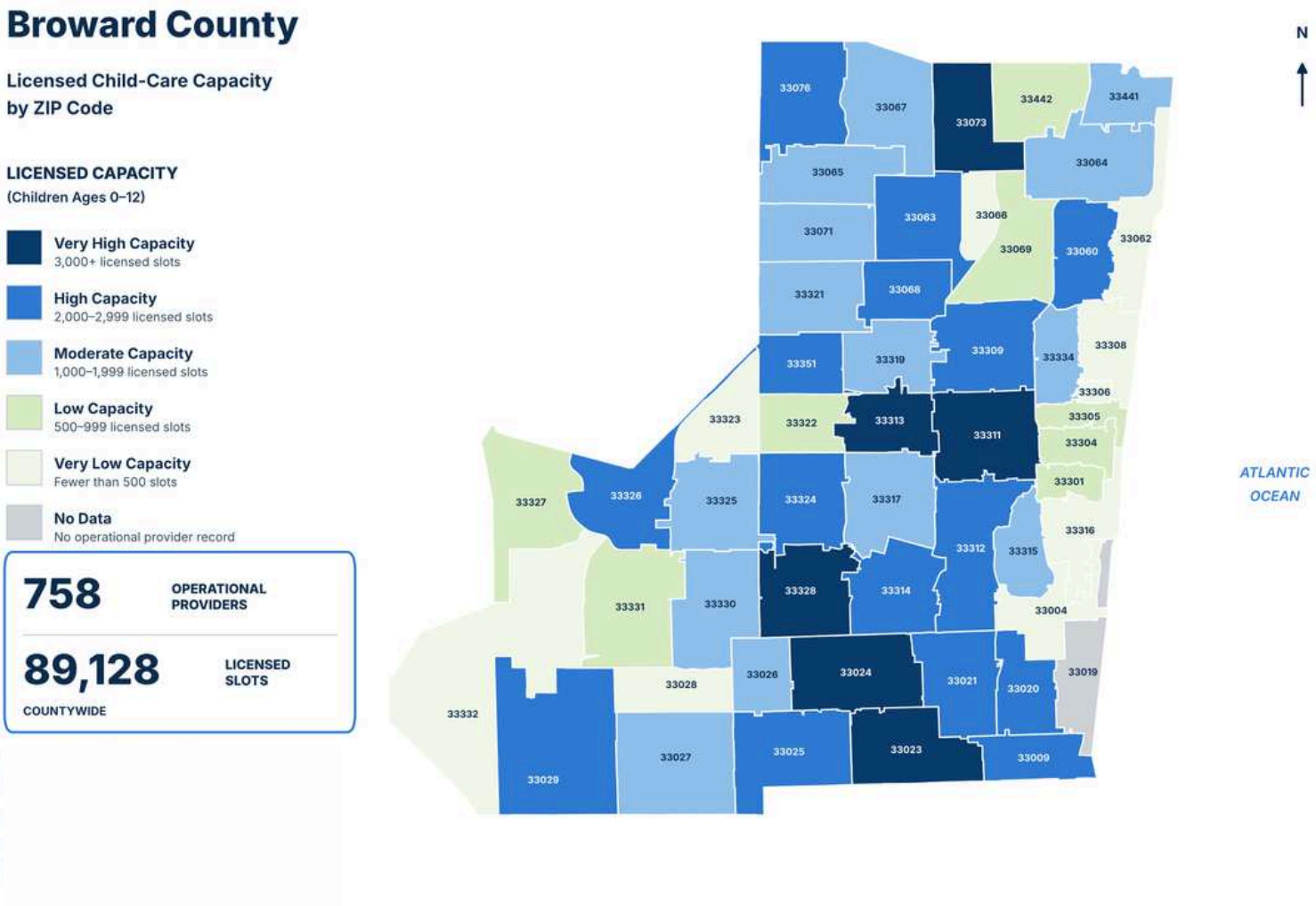
FROM THE COMMUNITY-PARTNER FOCUS GROUP

- Transportation is a common barrier to reaching available care.
- Many families must choose between paying rent and paying for child care.
- Paperwork and navigation challenges cause families to disengage.
- Child care shapes housing stability, workforce participation, and family well-being.

> *"Lower cost, more centers, flexible hours, shorter waitlists, easier enrollment, and transportation support."*
>
> PARENT, ON WHAT WOULD MAKE ACCESS EASIER · BROWARD COUNTY SURVEY

GEOGRAPHIC CONCENTRATION OF CAPACITY

Licensed capacity is distributed unevenly across Broward County. The largest concentrations are in ZIP codes 33024, with 4,440 licensed slots; 33311, with 3,708; 33313, with 3,508; 33023, with 3,442; 33073, with 3,271; and 33328, with 3,063. Countywide, 758 operational providers report a combined capacity of 89,128 slots for children from birth through age 12. The map displays 88,931 slots across 739 providers with publicly reported ZIP codes. An additional 197 slots across 19 home-based providers are included in the countywide total but cannot be mapped because their addresses are suppressed. Because this measure includes school-age capacity, it should not be interpreted as the availability of early learning care for children from birth through age five.

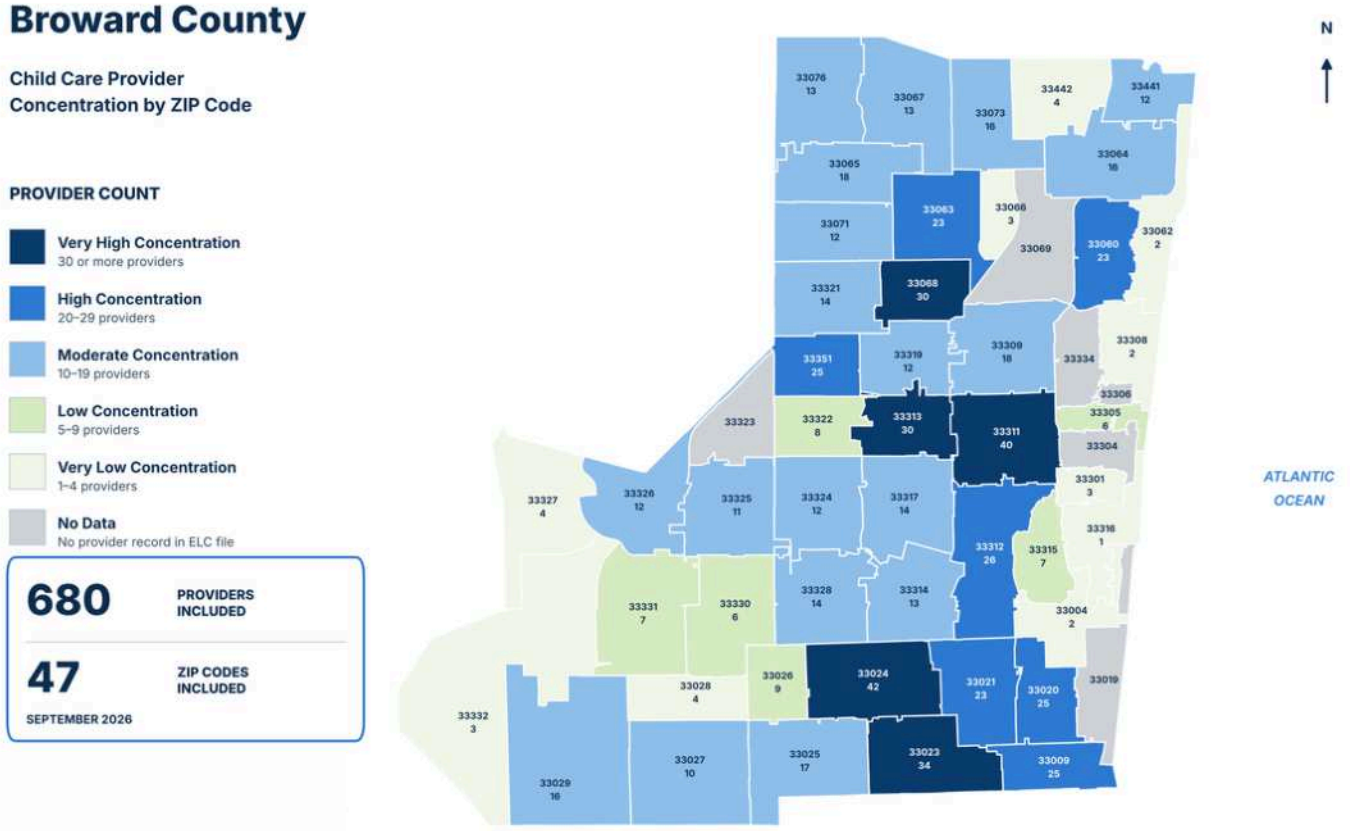


Source: Florida DCF statewide child care provider list (September 4, 2026). ZIP boundaries: U.S. Census Bureau ZIP Code Tabulation Areas.

Note: Map displays 88,931 slots across 739 providers with public ZIP codes. Another 197 slots across 19 home-based providers are included only in the countywide total.

GEOGRAPHIC CONCENTRATION OF CAPACITY

Child care providers are distributed unevenly across Broward County. The map shows 680 providers across 47 ZIP codes, based on the Early Learning Coalition of Broward's provider file. Five ZIP codes have 30 or more providers each: 33311 (46), 33024 (42), 33023 (34), 33068 (30), and 33313 (30). These are concentrated in central Fort Lauderdale and Lauderhill, North Lauderdale, and the southern corridor around Hollywood, West Park and Miramar. Provider counts are much lower in the western suburbs, including 33332 (3), 33330 (6), 33327 (6) and 33331 (7), and in several coastal ZIP codes. Because the map counts providers rather than slots, it shows where programs are located, not how many children they can serve; a ZIP with fewer but larger centers may offer more seats than one with many small home-based programs. The map also does not reflect demand. A ZIP code with few providers is not necessarily underserved, and one with many providers may still have unmet need, depending on how many young children live there and where their parents work.



Source: Early Learning Coalition of Broward County, provider ZIP-code file (September 2, 2026). ZIP boundaries: U.S. Census Bureau ZIP Code Tabulation Areas.

Note: Map displays the number of child care providers in each ZIP code. It does not show licensed capacity, enrollment, available seats or family demand. Families may use care outside of their home or work ZIP.

SECTION 05 · AFFORDABILITY

COST BARRIERS TO ACCESSING CHILD CARE

KEY INDICATORS

63%
REPORT COST IS THE TOP BARRIER

56%
RECEIVING NO FINANCIAL ASSISTANCE

40%
UNAWARE OF ASSISTANCE

44%
PARENTS RECEIVING FINANCIAL ASSISTANCE

If supply sets the ceiling on access, cost decides who can reach it. Affordability is the barrier Broward families raise more than any other. Parents, providers, and community partners all describe the cost of care as a strain, and not only for low-income households. As housing, transportation, and everyday expenses climb across South Florida, families up and down the income scale are making hard choices to hold onto reliable, high-quality care.

Even with a county median household income of about $81,488, center-based infant care can take 15% or more of a family's gross income. This local finding aligns with a Federal Reserve Bank of Atlanta analysis estimating that **85.4% of Florida families with children age five and younger would need to spend more than 7% of their income on full-time, center-based child care**. The estimated median burden for Florida families is 16.8% of household income, more than twice the federal affordability benchmark.

Source: Federal Reserve Bank of Atlanta, The Cost of Working: Childcare Affordability Analysis of Florida and Georgia (2026). Florida statewide estimate; not specific to Broward County.

> *"We offer high-quality services and serve high-income families, our enrollment hasn't changed. But our middle-class families are struggling with affordability. We are offering discounts to support them."*
>
> CHILD CARE PROVIDER · BROWARD COUNTY SURVEY

What Families Report

1,535 / 2,449

(63%) named high cost as the biggest barrier to finding care

1,366 / 2,449

(56%) receive no financial assistance for child care

974 / 2,449

(40%) were unaware that assistance programs exist

KEY TAKEAWAYS

Cost is a whole-budget problem
Cost is the top barrier to accessing care, cited by 63% of parents, a challenge the focus groups linked to South Florida's rising cost of living.

Assistance rarely reaches families
56% receive no financial help and 40% were unaware that assistance programs exist; awareness and navigation gaps compound eligibility limits.

Providers see it among families
61% of providers who answered have observed families struggling to afford care; some now discount their own rates to keep middle-class families enrolled.

Rising cost of living compounds it
Providers tie family struggles to South Florida's overall cost of living and to below-cost School Readiness reimbursement rates that limit subsidized enrollment.

THE COST OF CARE & FINANCIAL SUPPORTS

For many Broward families, child care is one of the largest costs in the budget after housing, and what it costs depends on a child's age, the type of program, and the hours needed. Provider-reported tuition puts full-time infant care at roughly **$10,000 to $15,600 a year**, easing gradually as children get older. Those figures line up with statewide market-rate data and make plain the size of the commitment full-time care requires.

Estimated Annual Cost of Full-Time Care

Range of provider-reported tuition by age band (scale 0 – $16,000)

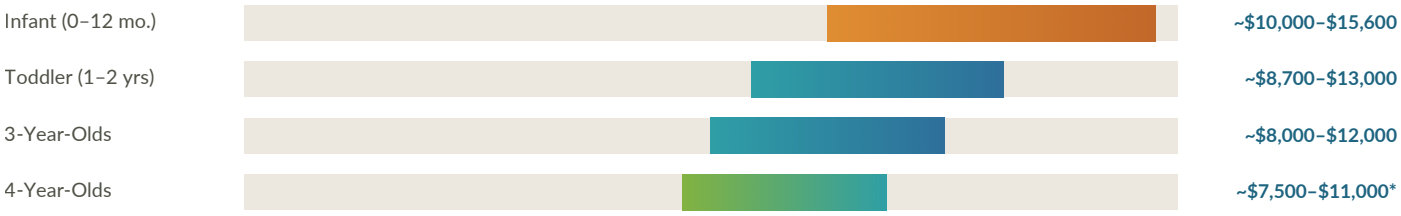


*Fig. 2 — Reported annual tuition ranges by age band. *4-year-olds are eligible for Florida's free VPK program (540 hours, typically 3 hours a day during the school-year program); wrap-around care costs apply for full-day needs. Source: Provider survey (2026); ACF Market Rate Survey (2025); FLDOE Market Rate Survey 2023–2024.*

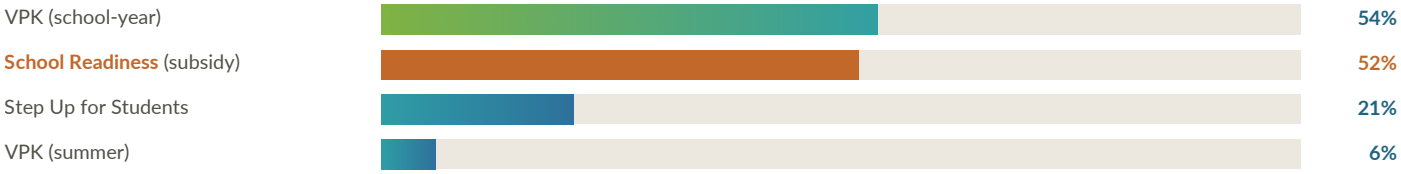
17-26%
OF GROSS INCOME

For a family of four earning near the School Readiness threshold ($59,467), infant care alone could consume 17-26% of gross household income, roughly 2.5 to 4 times what federal guidelines consider affordable.

Financial Supports & Program Access

Financial help eases the cost for some families, but it does not reach everyone who needs it. Florida's School Readiness program is aimed at the lowest-income households. With a county median household income of **$81,488**, well above the program's $59,467 threshold for a family of four, many working families fall just outside of it while still struggling to pay. And eligibility is only part of the story: **40% of parents surveyed did not know assistance existed at all.**

Where families can use a subsidy also depends on which providers accept one. Among the 277 surveyed providers, the publicly funded programs most commonly accepted were:



Share of 277 surveyed providers accepting each publicly funded program. School Readiness, the subsidy most able to offset cost for low-income families, is accepted by roughly half, and below-cost reimbursement rates limit how many subsidized children those providers can serve.

> *"School Readiness reimbursement fees are below our rate, and many parents struggle to pay the difference, while staff and overhead costs keep increasing."*
>
> CHILD CARE PROVIDER · BROWARD COUNTY SURVEY

WHAT THIS MEANS FOR EMPLOYERS

Most families priced out of care are **ALICE households**, Asset Limited, Income Constrained, Employed: above the subsidy cut-off, still unable to afford care. The Atlanta Fed cautions that unaffordable child care can cause parents to reduce work hours, leave jobs, or relocate, potentially constraining regional economic growth. The **Florida Child Care Tax Credit** reimburses employers up to 50% of the cost of direct subsidies for staff, turning an affordability gap into a recruitment-and-retention advantage at partial cost. Access the Guide for Employers: Florida's Child Care Tax Credit.

ISSUES IMPACTING QUALITY PROGRAMS & SERVICES DESIRED BY FAMILIES

WORKFORCE, KEY INDICATORS

32% SERIOUSLY CONSIDERED LEAVING THE FIELD IN THE PAST YEAR

33% WORK A SECOND JOB

41% TOP CHALLENGE: BEHAVIORAL

74% WANT HIGHER WAGES TO STAY

QUALITY & OUTCOMES, KEY INDICATORS

67% EDUCATORS SATISFIED

45% KIDS NEED BEHAVIORAL SUPPORT

58% TRAINING NEED: CHALLENGING BEHAVIOR

60% OF PROVIDERS PAY ASSISTANT TEACHERS $15/HR OR LESS

Program Quality in Broward

Quality in early learning is measured in more than one way. School Readiness contracted providers undergo periodic program assessment, and those results determine contract standing. Separately, 199 Broward programs hold recognized national accreditation through Florida's Gold Seal Quality Care designation.

English Language Learners & Bilingual Supports

Broward County is one of Florida's most diverse communities: roughly **one-third of residents are Hispanic**, alongside a large Haitian and Caribbean population, and Creole- and Spanish-speaking households are common. That diversity showed up directly in this study, which was conducted in English, Spanish, Haitian Creole, and Portuguese: hundreds of educators and parents responded in Spanish, Haitian Creole, and Portuguese. Providers consistently noted challenges recruiting bilingual staff, and parents who speak English as a second language reported difficulty completing enrollment and financial-assistance paperwork, accessing community resources, and communicating with classroom teachers, barriers that affect both access and quality of care.

The Early Childhood Educator Workforce

The cost pressure families describe is inseparable from the pay pressure educators face. High-quality early learning rests on the people who deliver it, and Broward's educators bring real commitment to the work. The educator survey, 998 responses, an unusually deep look at the workforce, found **67% satisfied** with their jobs, a strong sense of purpose. That commitment sits alongside financial strain: **32% seriously considered leaving** the field in the past year, and 33% work a second job (14% of them regularly). Most expect to stay over the next three years, but the share who are unsure is a genuine retention risk, especially for smaller programs, a reminder that dedication and financial pressure can, and do, coexist.

Classrooms are also getting more complex. Nearly **45% of educators** report children who need extra behavioral, developmental, or social-emotional support, and **58%** name training for challenging behaviors as one of their highest priorities. Focus groups echoed this: educators and directors described rising behavioral needs, thin access to specialists, and a real desire for stronger partnerships with families. Passion, they were quick to add, cannot carry retention on its own without competitive pay and more support in the room.

KEY TAKEAWAYS

One in three weighed leaving
32% of educators seriously considered leaving the field in the past year — a real turnover risk for smaller programs.

Wages don't add up
33% work a second job to make ends meet — a signal that pay alone cannot sustain this workforce.

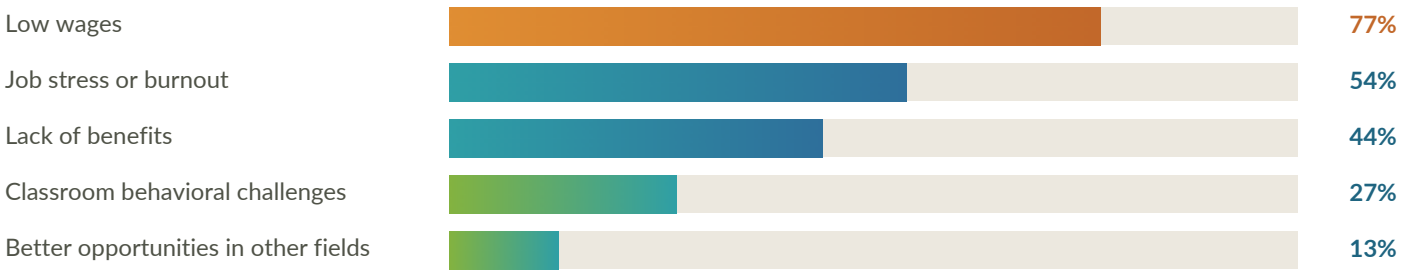
WHAT THIS MEANS FOR EMPLOYERS

A workforce paid **$12–15/hr** with one in three considering leaving is an unstable talent pipeline for the skilled talent employers will need a decade from now. Employer-sponsored slots, tuition support for educators, and non-traditional-hour care options stabilize both the early-childhood workforce and the working parents already on payroll.

WHY EDUCATORS LEAVE, & WHAT KEEPS THEM

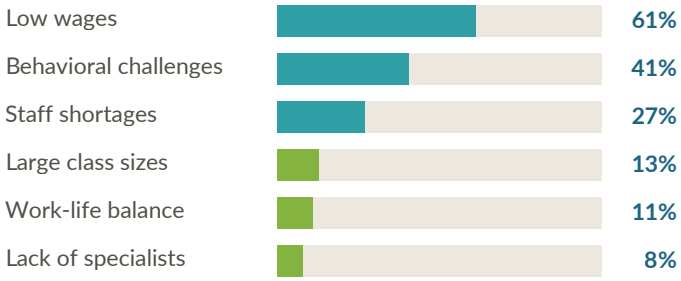
Factors Influencing Departure Consideration

Among the 319 educators who seriously considered leaving (% citing each factor)



Low wages are the leading reason Broward educators consider leaving, but burnout and classroom behavioral challenges follow close behind. **Wage increases alone will be insufficient to retain educators** unless paired with meaningful classroom supports and behavioral-health resources.

Biggest Day-to-Day Challenges



Most-Needed Training & Supports

of educators, support for children with behavioral challenges *(top need)*	58%
of educators, child development & early learning strategies	38%
of educators, classroom management	29%
of providers, behavioral / mental health support strategies	42%
of providers, classroom management *(top training need)*	41%

58% of educators identify behavioral-challenge support as their top professional development need, and 45% report children frequently or very frequently needing additional behavioral or developmental support.

> *"[We need] more support with behavioral issues, which seem to be increasing every year."*
>
> EARLY CHILDHOOD EDUCATOR · BROWARD COUNTY SURVEY

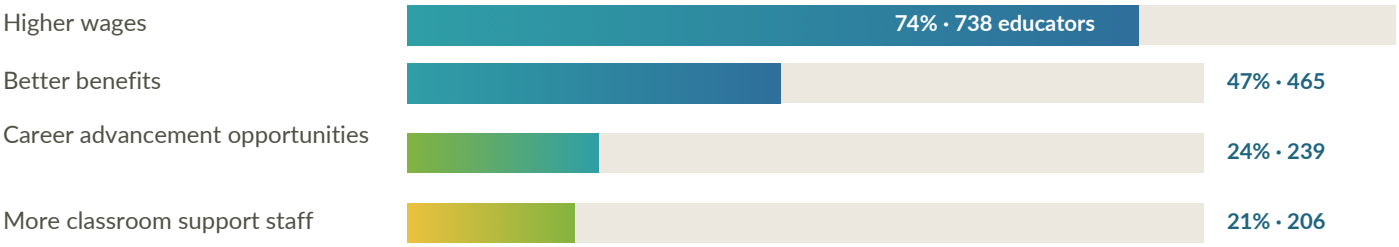
Broward educators' experience reflects a statewide concern. Florida Chamber research finds that half of all mental health conditions emerge by age 14, yet most people do not receive care until roughly a decade after symptoms first appear. Florida also ranks 43rd nationally in mental health workforce availability, and Florida employers report that children's emotional needs affect parents' ability to work. Equipping early educators to support young children's behavior is among the earliest opportunities to act.[1]

[1] Florida Chamber Health Council and Meadows Mental Health Policy Institute, Making Florida the National Leader for Mental Health and Well-Being (2024).

RETENTION, WAGES, & EDUCATIONAL OUTCOMES

What Would Most Improve Educator Retention

Educators selecting each factor (n=998)



Teacher Shortages & The Structural Wage Gap

Providers feel the same pressure from the hiring side. Among those answering, **41% report current teacher shortages**, and the reasons cluster tightly: too few qualified candidates (35%), wages that can't compete (35%), limited benefits (30%), and competition from other industries (20%). At the wage levels below, many educators stay stretched even while working full time.

$12–15/hr
the most common assistant-teacher wage, paid by 57% of providers

$16–18/hr
the most common wage for credentialed (CDA) lead teachers

$24,960–31,200
annual full-time pay at $12–15/hr, less than the median individual income, and less than a year of infant care at many of the same facilities

A full-time assistant teacher can earn little more than the annual cost of infant child care in Broward County, underscoring why recruiting and retaining educators remains so difficult.

A Strong K–12 Foundation, & the Upstream Opportunity

Broward County Public Schools is the sixth-largest school system in the United States, according to the district's 2026–2027 overview. Its scale, existing infrastructure, and experience implementing programs across hundreds of schools demonstrate substantial capacity to coordinate and expand early learning initiatives. These strengths provide a foundation for large-scale implementation, although they do not by themselves establish that coordinated investment caused the outcomes described here.

250K Students in the nation's sixth-largest district. Broward's K–12 scale demonstrates capacity for large-scale coordinated implementation. The opportunity now is to extend that same commitment further upstream, ensuring children arrive at kindergarten prepared to benefit from the system already in place.

> *"[We need] a pool of substitute teachers all agencies and centers could access for the excessive call-outs occurring."*
>
> EARLY CHILDHOOD EDUCATOR · BROWARD COUNTY SURVEY

QUALITATIVE FINDINGS

VOICES FROM THE COMMUNITY

To complement more than 3,700 survey responses, focus groups brought together educators, directors and owners, families, community partners, and employers. Their conversations add the human texture behind the numbers, surfacing not just what is happening across Broward's early learning system, but how it feels to live or work inside it.

EDUCATORS TEACHERS & CLASSROOM STAFF

- Entered the field out of passion, or because it fit their role as a parent.
- Need more help addressing increasingly challenging behaviors.
- Experiencing burnout from low wages, staffing shortages, and classroom complexity.
- Compensation is low and administrative support is limited.
- Report rising numbers of children needing behavioral, developmental, and social-emotional support.
- Passion alone is not enough to sustain long-term retention.

DIRECTORS / OWNERS PROGRAM LEADERS

- Driven by a love for the work; most have 10+ years of experience.
- Reimbursement rates are low relative to the cost of operating.
- Concerned about workforce recruitment and retention.
- Many have held multiple roles teacher, administrator, and owner.
- Challenging child behaviors have increased in recent years.
- See growing need for specialized services, evaluations, and teacher training.

> *"[We need] higher pay and more support, lower child-to-teacher ratios."*
>
> EARLY CHILDHOOD EDUCATOR · BROWARD FOCUS GROUP

VOICES FROM THE COMMUNITY, CONTINUED

FAMILIES PARENTS & CAREGIVERS

- Safety, trust, and knowing their child is loved are the top priorities.
- Prioritize social-emotional development and play over academic acceleration.
- Many reduce work hours, delay advancement, or make sacrifices to afford care.
- Value caring educators, stable staffing, and strong communication.
- Report significant financial strain from child care costs across income levels.
- Find eligibility, applications, and recertification confusing to navigate.

COMMUNITY PARTNERS SERVICE & NONPROFIT ORGANIZATIONS

- Families struggle to complete required paperwork; transportation is a common barrier.
- Frustration with the system often leads families to disengage.
- See significant challenges for families navigating available programs.
- Many must choose between paying rent and paying for child care.
- Child care shapes housing stability, workforce development, and poverty reduction.
- Frequently observe affordability barriers undermining family stability.

EMPLOYERS BUSINESS LEADERS

- Schedule flexibility is a top priority for employees; remote work helps but is not enough.
- Understand flexibility alone cannot solve care challenges for non-remote workers.
- Recognize child care as a workforce issue affecting attendance and productivity.
- Support broader community and policy solutions to strengthen child care access.

CROSS-CUTTING THEMES

Across all groups, the same threads surfaced again and again, a striking consistency between what the data show and what the community feels.

Essential infrastructure
Child care underpins workforce participation, economic mobility, family stability, and community well-being.

The "working middle" is overlooked
Families earning too much to qualify for assistance still cannot afford care, the report's central structural gap.

Navigation is too hard
Participants called for expanded eligibility, tiered assistance, and reduced benefit cliffs to simplify access.

Behavioral needs are rising
More children need behavioral, developmental, and social-emotional support than the system can currently meet.

Invest in educators
Stronger investment is needed to address burnout, retention, and workforce sustainability.

Partnership drives outcomes
Strong family–school partnerships and parent engagement are critical to positive child outcomes.

The Biggest Takeaway

Participants consistently framed child care as far more than an educational service: it is a foundation for children's development, family stability, workforce participation, and economic growth. Educators and directors repeatedly urged decision-makers to visit preschools and child care centers in person to better understand the day-to-day realities of providers and families. Across every group, the call was the same: improve affordability, strengthen supports for educators, expand access, and adopt policies that reflect the realities facing working families today.

The numbers describe the scale of Broward's early learning challenge. The voices describe its stakes, and point, with remarkable consensus, toward the same solutions.

ROADMAP

STRATEGIC RECOMMENDATIONS

Broward County already has a great deal to build on: a diverse provider network, committed educators, engaged community partners, and a large, well-established school system. Across every part of this study, families, providers, educators, employers, and community partners pointed to the same opportunities: to strengthen access, affordability, workforce stability, and coordination across the birth-to-five system.

The recommendations that follow are grounded in the surveys, focus groups, and public data throughout this report. They are meant to guide shared action among public agencies, philanthropy, employers, providers, educational institutions, and community organizations. These priorities should be treated as part of Broward's economic development strategy: strengthening early childhood employment while reducing child care barriers that limit parents' ability to work and pursue career opportunities.

1 Improve Affordability for Working Families

Why it matters · Child care costs continue to exceed what many working families can reasonably afford, and many households remain ineligible for assistance even while feeling financial strain. Florida's move to a State Median Income eligibility standard expands the number of families who qualify, but it was not accompanied by an increase in the School Readiness allocation, so a larger eligible population is competing for the same funding.

- Continue to expand awareness of financial-assistance programs, building on ELC Broward's existing multilingual outreach.
- Explore local and employer-supported affordability initiatives, including scholarships for families above the eligibility threshold and children on the School Readiness waitlist.
- Advocate at the state level for a more navigable School Readiness and VPK application and recertification process. (These forms are created by the state to meet federal requirements; coalitions are required to use the state system.)
- Advocate for School Readiness funding to grow alongside the expanded eligibility threshold, so that broader eligibility does not translate into a longer waitlist.

2 Strengthen the Early Childhood Workforce

Why it matters · Educators consistently named compensation, benefits, classroom supports, and professional growth as the factors that most influence whether they stay. Wages and benefits are set by individual programs. The early learning landscape in Broward is driven largely by small businesses, so compensation gains depend on program-level decisions, employer participation, and the public and philanthropic funding that makes them possible. Advocating to the state for higher reimbursement rates for SR and VPK providers would also help drive compensation up.

- Expand professional development capacity. ELC Broward already trains educators over 2,000 and offers coaching, a CDA program, and director and owner training; state, local, and program-based training add further capacity.
- Improve access to substitute-teacher pools.
- Support local implementation of Florida's new early childhood professional recognition system. Help Broward educators navigate the statewide registry, document competencies and credentials, access aligned training, and identify clear opportunities for career advancement.
- Support competitive compensation at the program level, recognizing that wages and benefits are set by individual employers rather than by the coalition or the district.
- Increase access to behavioral and instructional supports, including training for educators working with children who have challenging behaviors or suspected developmental delays.

STRATEGIC RECOMMENDATIONS, CONTINUED

3 Expand Equitable Access to High-Quality Early Learning

Why it matters · Availability alone does not determine access. Geography, transportation, operating hours, and family circumstances all shape whether a program is truly reachable. State licensing data (Florida DCF provider list) show substantial licensed capacity across the county; the survey findings in this report reflect responding providers only, and families routinely cross municipal lines for care, so ZIP-level survey counts should not be read as a map of unmet need.

- Before investing in new sites, review countywide licensed capacity, actual enrollment, staffing constraints, family demand, transportation, operating hours, and age-specific needs to identify where meaningful access gaps exist.
- Encourage flexible service models that reflect family work schedules.
- Prioritize communities where that review confirms a gap.
- Explore transportation partnerships where community partners identify a barrier. (Transportation was raised by community-partner focus-group participants; it was not among the top barriers parents named in the survey.)

4 Continue & Strengthen Family Navigation & Community Coordination

Why it matters · Families, that completed the survey, frequently described difficulty understanding available programs, eligibility requirements, and enrollment processes. Broward already has substantial navigation infrastructure, ELC Broward operates Child Care Resource & Referral, produces plain-language materials in English, Spanish, Haitian Creole, and Portuguese, and communicates with providers weekly, so the opportunity is to fund and extend what works rather than build parallel systems.

- Sustain and expand ELC Broward's Child Care Resource & Referral function as the county's front door for families.
- Continue and expand multilingual outreach, building on ELC Broward's existing Spanish, Haitian Creole, and Portuguese materials.
- Continue the regular provider communication ELC Broward already maintains, and extend it where partners identify specific gaps.

5 Build a Shared Early Learning Strategy

Why it matters · No single organization can address these challenges on its own; progress depends on partners moving together toward common goals. Broward is already a highly collaborative community, and the shared strategy below is meant to align existing partnerships around common measures rather than convene new ones.

- Continue cross-sector collaboration.
- Use future landscape analyses to measure progress over time.
- Continue and increase sharing data across organizations.
- Continue regular engagement with families, providers, educators, employers, and community partners.

Taken together, these five priorities point to a single path forward, a coordinated, community-wide strategy that strengthens access, supports the workforce, and serves every child and family.

A FLORIDA CHAMBER-LED POLICY CHANGE EXPANDED ACCESS TO SCHOOL READINESS

In October 2025, Florida replaced the School Readiness Program's initial eligibility standard of 150% of the Federal Poverty Level with 55% of State Median Income. The change better reflects Florida's economic conditions and allows more working families to qualify for child care assistance.

CURRENT INITIAL ELIGIBILITY THRESHOLDS

FAMILY SIZE	55% OF FLORIDA STATE MEDIAN INCOME CURRENT ENTRY LIMIT
Family of 2	$40,438
Family of 3	$49,952
Family of 4	$59,467
Family of 5	$68,982

Effective October 1, 2025. Sources: CS/CS/HB 1255 (2025); Florida Department of Education, Division of Early Learning; Early Learning Coalition of Broward County. Income limits shown are for initial entry; other eligibility requirements apply.

$59,467

CURRENT INITIAL ELIGIBILITY LIMIT FOR A FAMILY OF FOUR

Florida's move to 55% of State Median Income increased the family-of-four threshold above the former poverty-based limit, helping preserve access to child care assistance as wages and living costs rise.

STRATEGIC OPPORTUNITIES

1 Strengthen & Sustain the Early Childhood Workforce

Seventy-four percent of educators named higher wages as the single most important factor for staying. The opportunity is to expand flexible workforce investments through locally funded retention bonuses, stipends for eligible professional development, and support for educators pursuing credentials and degrees. Because training and stipend eligibility may vary across state and local initiatives, ELC Broward should retain the flexibility to fund coalition-specific training that responds to local workforce needs. ELC Broward can also help educators and providers navigate available scholarship and professional-development opportunities while preserving flexibility to support locally identified workforce needs.

2 Strengthen Behavioral Health Supports in Early Learning Settings

Fifty-eight percent of educators and 42% of providers identified behavioral-challenge support as their top professional development need. A shared behavioral health consultation model, bringing mental health and early-intervention specialists into early learning settings on a consultative basis, would address both educator burnout and child developmental outcomes. Referral infrastructure already exists, pathways run through FDLRS and Early Steps, and ELC Broward provides behavior and trauma training, developmental and sensory screenings, and connections to therapeutic services. The opportunity is to strengthen and better resource those pathways so that every one of Broward's 758 licensed providers can use them consistently.

3 Strengthen Outreach While Expanding Assistance Capacity

Forty percent of surveyed parents were unaware that financial assistance programs exist. ELC Broward already conducts outreach through Child Care Resource & Referral, multilingual materials, and partnerships with libraries, schools, pediatric offices, hospitals, WIC sites, and other community organizations. The opportunity is to coordinate and expand these existing outreach efforts while clearly communicating eligibility requirements, funding limitations, and potential wait times. Because successful outreach can generate additional applications, outreach expansion should be paired with advocacy and investment to increase the number of families who can receive assistance and avoid extending an already lengthy waitlist.

4 Tuition Assistance & Scholarship Investments

Above-and-beyond School Readiness programs, such as Alachua County's Tuition Assistance Fund and ELC Miami-Dade and Monroe's scholarships with The Children's Trust, can serve as models. Two populations need this support: families eligible for School Readiness who sit on the waitlist because funding is exhausted, and families above the eligibility threshold who still cannot afford unsubsidized care, including ALICE households. Florida's SR+ program, serving families between 55% and 100% of State Median Income, is designed to address the benefit cliff between them. Fully funding eligible children on the waitlist is the first priority; scholarship funds for families above the threshold extend the reach further. Local philanthropy, employer partnerships through Broward Workshop, and School Readiness match donations are natural funding vehicles.

5 Assess & Support Multilingual Educator Capacity

Providers reported difficulty recruiting bilingual staff, and parents who speak English as a second language described barriers to enrollment, paperwork, and classroom communication. Broward already has multilingual capacity in place: ELC Broward delivers training in multiple languages, provides year-round professional development across the county, staffs family-facing roles with multilingual personnel, and subscribes to an interpreter service for languages its staff do not cover. Before building a new pipeline, ELC should determine if there are multilingual gaps in programs utilizing ELC provider and enrollment data and obtaining additional feedback from programs if needed. Where a gap is confirmed, partnerships with post-secondary institutions, local adult education, and community organizations can create credential pathways for bilingual and multilingual educators.

BRINGING THE COMMUNITY TOGETHER

Access gaps, affordability pressures, workforce instability, and behavioral support deficits are interconnected and cannot be solved by any single organization alone. Broward has the scale, institutions, and civic infrastructure to address them collectively. The following convening strategies build shared ownership and coordinated action.

6

Convene a Cross-Sector Early Learning Forum

Convene ELC Broward, Broward Workshop, Broward County Public Schools, Head Start & Early Head Start, major employers, the County Commission, and philanthropic partners around a shared picture of the county's early learning data. An annual convening of all early learning partners, paired with quarterly working sessions for business partners who want to support the work, would keep the data in front of decision-makers. The purpose is visibility and resource development, not oversight of existing operations. Broward Workshop's cross-sector relationships make it the natural convener. Partners, including chambers, economic development organizations, community foundations, and the School Board, can reinforce this by using the Florida Chamber Foundation's Talent Center Data Hub early learning data in their own meetings, so early learning is treated as a shared community priority.

7

Host an Annual Employer Child Care Roundtable

Convene major employers, starting with Health Care & Social Assistance (~140,000 workers), Retail Trade (~115,000), and Accommodation & Food Services (~105,000), around the economic case for child care as a workforce issue. Connect employer engagement to Broward's broader jobs needs by identifying child care barriers affecting recruitment and retention and matching employer investments to those needs. Two concrete employer roles emerged from this study: serving as a conduit of information — new-hire packets, break-room materials, payroll-system messaging — and providing direct financial support to employees or to local scholarship funds. Employers should also evaluate whether the Florida Child Care Tax Credit fits their circumstances; it is a useful starting point but does not benefit every employer, and should be presented with that caveat. Broward Workshop is a natural convener.

8

Expand the Provider Community of Practice

ELC Broward already convenes providers through monthly provider meetings and existing communities of practice, and trains educators at scale on behavioral support, state program navigation, staffing, and professional development. The 58% of educators naming behavioral-challenge training as their top need is a natural audience for more of it. ELC has the expertise to expand this peer learning; what limits it is staffing and funding. Additional investment would let more providers participate across Broward's 758 licensed programs.

9

Activate Parents as Voices for Change

The parent survey, with **2,449 responses**, revealed both significant barriers and engagement potential. A parent advisory network connected to Head Start, school-based programs, and community organizations can channel parent experiences into advocacy and peer navigation. Testimonials shared with the legislative delegation and County Commission are among the most powerful tools for demonstrating the urgency of eligibility reform and educator compensation investment. Multilingual engagement is essential.

10

Fund the Outreach Already Reaching Families

ELC Broward runs an extensive multilingual outreach operation, including a substantial social media presence, targeted at the communities with the greatest need, and has the data to document its reach. At the same time, 40% of surveyed parents were unaware financial assistance exists. Closing that distance is a question of scale and of new channels rather than of a new campaign: partnerships with WIC, the Health Department, pediatric practices, libraries, and employer HR would extend ELC's existing outreach into settings families already visit. ELC Broward's existing outreach measures, supplemented by periodic parent-survey findings on awareness, can help partners identify which channels are reaching families and where additional investment is needed.

COMMUNITY ASSETS & EXISTING STRENGTHS

Broward County does not start from zero. A coordinated strategy can build on a strong base of institutions, proven models, and funding tools already operating in the community. The table below maps the assets this roadmap is designed to connect and amplify.

ASSET / ORGANIZATION	ROLE IN THE EARLY LEARNING SYSTEM	STRENGTH TO BUILD ON
Early Learning Coalition of Broward County	Administers School Readiness and VPK; maintains program, provider-contract, enrollment, referral, and outreach data	Backbone coordinating organization and key contributor to shared measurement
Broward Workshop	Cross-sector business leadership; report co-author	Natural convener for employer engagement and Tax Credit uptake
Broward County Public Schools	Sixth-largest school district in the nation; 250,000 students	Proof that large-scale coordinated investment produces outcomes; VPK infrastructure
Head Start & Early Head Start	Serves lowest-income, homeless, and foster families with whole-family services	Federal funding stream and wraparound health, nutrition & family infrastructure
Post-Secondary Institutions	Credential and degree pathways for the local workforce	Bilingual educator and workforce pipeline partner
Local Philanthropy & Funders	Scholarship and School Readiness match capacity	Flexible funding for ALICE tuition assistance and retention bonuses
Major Employers (health care, retail, hospitality)	Represent Broward's largest workforce sectors	Natural partners for Child Care Tax Credit uptake
199 Gold Seal Programs	High-quality providers with demonstrated quality standards	Quality anchors for replication and professional development leadership

> *The work ahead is less about creating new institutions than about connecting the capable ones Broward already has around a shared agenda.*

IMPLEMENTATION & FUNDING FRAMEWORK

Each strategic opportunity pairs a lead organization with a realistic funding vehicle and an implementation horizon. **Immediate** actions establish the structure; **near-term** spans 0–12 months; **mid-term** spans 1–3 years.

STRATEGIC OPPORTUNITY	LEAD & PARTNERS	FUNDING VEHICLE	HORIZON
Cross-sector Early Learning Forum	All partners; Broward Workshop + ELC Broward co-chairs	In-kind + backbone funding (philanthropy)	IMMEDIATE
Strengthen & sustain the workforce (wages, retention)	ELC Broward, providers, employers	State, local, philanthropic, and provider-based workforce investments	NEAR-TERM
Community behavioral-health consultation model	ELC Broward, health partners, providers	Philanthropy + braided public funds	NEAR/MID
Strengthen existing family outreach and referral coordination	ELC Broward	Philanthropy + employer sponsorship	NEAR-TERM
School Readiness waitlist and affordability-gap assistance.	ELC Broward, philanthropy, employers	SR match donations + employer Tax Credit	MID-TERM
Assess and support multilingual educator capacity	Post-secondary institutions, adult ed, providers	Workforce grants + scholarships	MID-TERM
Annual Employer Child Care Roundtable	Broward Workshop, major employers	Florida Child Care Tax Credit	ANNUAL
Expand the Provider Community of Practice	ELC Broward	In-kind + professional-development funds	ONGOING
Parent advisory network + outreach/enrollment	ELC Broward, WIC, Health Dept, libraries, pediatric practices	Philanthropy + public outreach funds	NEAR-TERM
State policy advocacy (SR eligibility reform)	Florida Chamber Foundation, Broward Workshop, ELC Broward	Advocacy + legislative engagement	NEAR-TERM

Two of these vehicles, the Florida Child Care Tax Credit and shared scholarship funds, are employer-activated. Engaging through the Roundtable lets a business match its investment to the credit and to the workforce sectors it draws from.

The statewide School Readiness Match pool is capped at $30M across all coalitions, and Broward already maximizes its share through most Broward municipalities, Broward County government, United Way, and CSC Broward.

SUCCESS MEASURES & SHARED DASHBOARD

Partners track a shared set of indicators, reviewed at least annually against the 2026 baselines below. Tracking the same numbers across organizations turns coordinated intent into measurable progress, and gives funders and employers the outcome data needed to sustain investment.

INDICATOR	BASELINE (2026)	TARGET DIRECTION	DATA SOURCE
Waitlist placements	1,161 placements across 277 providers (may include duplicates)	▼ Reduce	Provider survey (annual)
3rd-grade reading	64% at or above level (FAST)	▲ Increase	FLDOE FAST
Infant slot utilization	32% (structurally constrained)	▲ Increase capacity	Provider survey
Increase usable infant capacity / reduce infant access constraints	44% (56% none)	▲ Increase	Parent survey / ELC enrollment
Assistance awareness	40% of surveyed parents and caregivers were unaware of available child care assistance programs.	▲ Increase awareness	Parent survey
Educators who considered leaving	32% in past year	▼ Reduce	Educator survey
Assistant-teacher wages	60% paid under $15/hr	▲ Toward living wage	Provider survey
Behavioral-support training access	58% name it top unmet need	▲ Increase access	Educator / provider survey
Kindergarten readiness	45% ready	▲ Increase	FLDOE FAST / district

Baselines reflect the 2026 surveys and data sources documented in this report.

CONCLUSION

Broward County stands at an important moment. The community has demonstrated its ability to improve educational outcomes through collaboration, innovation, and sustained investment. The same spirit can be applied to strengthening the early learning ecosystem.

By aligning families, providers, educators, employers, philanthropy, and public-sector partners around a shared vision, Broward County can create a system where children enter school ready to succeed, families can fully participate in the workforce, and businesses have access to the talent they need to thrive.

The Florida Chamber Foundation's Florida Scorecard identifies 38,410 net new jobs needed in Broward County by 2030. Supporting that growth requires attention to the early childhood workforce and the child care that enables parents to work. Broward should prioritize recruiting and retaining early childhood educators, strengthening training pathways, and addressing compensation and classroom support needs.

Every stakeholder has a stake in the outcome. For families, affordable, high-quality early learning is a foundation for stability and upward mobility. For employers, child care directly shapes who can show up, stay, and advance. And for the county as a whole, investing early builds a stronger, more resilient economy. By working together around shared priorities and measurable goals, Broward can keep building a system that supports every child and every family.

"Broward County's opportunity is to build an early learning system in which every family can access quality care, every educator can thrive, and every child enters school prepared, strengthening the region's families, workforce, and economy."

-Corrie Melton, Vice President of Talent Development for the Future of Work, Florida Chamber Foundation

APPENDIX A

RESEARCH METHODOLOGY & LIMITATIONS

Research Methodology

Survey data were collected via SurveyHero in spring 2026 across three instruments: a parent/caregiver survey (2,449 responses), an educator survey (998 responses), and a provider survey (277 responses), one of the largest such samples assembled in Florida. The effort was complemented by stakeholder focus groups spanning educators, directors/owners, families, community partners, and employers. Surveys were distributed via SurveyHero through community partner networks in partnership with Broward Workshop and the Early Learning Coalition of Broward County. Parent and educator materials were available in English, Spanish, Haitian Creole, and Portuguese.

Administrative and child-outcome metrics are drawn primarily from the **Florida Chamber Foundation's Florida Scorecard**, the report's principal data source. These were supplemented with the U.S. Census Bureau's 2023–2024 American Community Survey (ACS), the Federal Reserve Bank of Atlanta's 2026 child care affordability analysis, DataUSA.io, the Florida EDR County Profile, and Florida Department of Education FAST assessment results. Licensed child care capacity data were compiled for Broward County by ZIP code.

Data Limitations

Survey respondents represent a large but self-selected sample, not a census, of the county's early learning providers, educators, and parents. Provider capacity and enrollment figures are self-reported; blank or non-numeric entries were excluded per age band, so each band reflects only the providers reporting for it. Aggregate enrollment-to-capacity ratios below 100% reflect surplus seats in older age groups and are unevenly distributed, infant capacity is the most constrained, and waitlists coexist with unfilled seats because of staffing, location, age band, and subsidy mismatches.

Tuition data were submitted in varied formats. ELC Broward maintains market rate data for Broward County that could be used to validate these figures in future iterations of this report. These limitations do not change the direction of findings or recommendations.

APPENDIX B

POPULATION & DEMOGRAPHICS

Broward County has a total population of approximately **1.99 million residents** (ACS), the **second-most populous county in Florida**, spread across 31 municipalities with Fort Lauderdale as the county seat. It is one of Florida's most diverse communities, a majority-minority county with large Hispanic, Black, and Caribbean (including Haitian) populations, and that diversity is reflected throughout this report's survey and focus-group findings.

DEMOGRAPHIC INDICATOR	BROWARD COUNTY	FLORIDA
Total Population	**~1.99 million**	~22.6 million
Median Age	**~43 yrs**	~42.2 yrs
Median Household Income	**$81,488**	$74,568
Poverty Rate (all ages)	**~12.5%**	12.1%
Children Under 18 in Poverty	**~17%**	15.7%
White (Non-Hispanic)	**~31%**	51.4%
Hispanic	**~31%**	27.0%
Black or African American	**~30%**	15.1%
Median Home Value	**~$420,000**	~$320,000

Industry & Employment

INDUSTRY SECTOR	EMPLOYMENT	RELEVANCE TO CHILD CARE
Health Care & Social Assistance	**~140,000**	Largest sector; includes non-traditional hours
Retail Trade	**~115,000**	Often includes evenings and weekends
Accommodation & Food Services	**~105,000**	Tourism economy; lower wages, most reliant on affordable care
Professional, Scientific & Technical	**~75,000**	Higher wages; still affected by care gaps
Construction	**~65,000**	Variable hours; limited employer benefits

*Sources: Florida Chamber Foundation Florida Scorecard (primary); U.S. Census Bureau ACS 2024; DataUSA.io; Florida EDR County Profile; Florida Demographics (Cubit Planning, 2026). For more information about this report or the Florida Chamber Foundation's Business Alliance for Early Learning, visit **flchamber.com**. For local child care navigation, eligibility help, and family resources in Broward County, visit the Early Learning Coalition of Broward County at **elcbroward.org**.*

RESEARCH PARTNERS AND FUNDERS

The Broward County Early Learning Landscape Analysis and Roadmap was commissioned and funded by:

Broward Workshop

RESEARCH PARTNERS

FLORIDA CHAMBER Foundation

elc EARLY LEARNING COALITION of Broward County, Inc.
Early Learning. Early Success.

PLATINUM FUNDING PARTNERS

JM Family Enterprises

Setnor Byer Family Charitable Fund

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

COMMUNITY FOUNDATION OF BROWARD

CITY HOME

GOLD FUNDING PARTNERS

HUDSON CAPITAL GROUP

MERRIMAC VENTURES

PNC

SILVER FUNDING PARTNERS

THE STEVEN HALMOS FAMILY FOUNDATION

TRANSWORLD Business Advisors

BROWARD WORKSHOP EDUCATION COMMITTEE CO-CHAIRS

Cressman Bronson - Katherine Koch - Jennifer O'Flannery Anderson

FLORIDA CHAMBER FOUNDATION
FLORIDA BUSINESS ALLIANCE FOR EARLY LEARNING
BROWARD WORKSHOP

THE PATH FORWARD

“Broward County’s size, diversity, and economic strength create an opportunity to strengthen and expand the early learning system already supporting its families and workforce. By building on existing progress, aligning resources, and continuing to work across sectors, Broward can ensure that every child has a strong start and every family has the support needed to thrive.”

— Mark Wilson, President & CEO,
Florida Chamber of Commerce and Foundation

PREPARED BY COLLECTIVE AGORA

For more information about this report or the Florida Chamber Foundation's Florida Business Alliance for Early Learning, please visit flchamber.com/earlylearning.

2026

Tab U

DRAFT

Broward Reads Coalition Campaign for Grade-Level Reading

Meeting Minutes
October 7, 2026
9:30 am
The meeting was conducted via Zoom

Participants: Kimberly Adams Goulbourne, Deidre-Ann Burell, Liza Khan, Kim Reid, Yolanda Meadows (CSC of Broward County); Commissioner Nan Rich (Co-Chair), Harrison Grandwilliams, Eugenia Nikitina (Broward County Commission); Dr. Lori Canning (Co-Chair), Wanda Robinson (BCPS); Renee Jaffe (Co-Chair), Allison Metsch (Early Learning Coalition); Kimberly White (Broward County Libraries); Kathy Wint, Bari Goldberg, Caitlin Benjamin (HandsOn South Florida); Roni Tanenbaum (University of Florida-New Worlds Reading); Lisa Maraj (City of Pembroke Pines), Denise Horland (City of Plantation); Lenore Russo (City of Parkland); Penny Bernath (South Florida PBS); Maggie de Cambre Borges (United Way); Odalys Calleja (FIU Reading Explorers); Bob Mayersohn (Broward Legislative Delegation); Anthony Montogomery (The Brenda Faye Initiative); Glenda McKoy (City of Lauderhill); Sharon Hughes (YMCA); Dudly Etienne-Harvard (Chic Garden Services LLC); Denise Barrett (City of Weston)

Welcome

Commissioner Nan Rich convened the meeting at 9:33 AM and welcomed all attendees. Lori Canning moved to approve the August meeting minutes. Renee Jaffe seconded the motion, and it passed without objection.

Partner Updates

Broward County Commission

Presenter: Commissioner Nan Rich

Commissioner Rich emphasized the importance of educating the community about the potential impact of Amendment 3, noting that elected officials may educate but cannot advocate.

Her key points included:

- Broward County's property tax revenue supports many essential services, with public safety receiving the largest portion of the county budget. The Sheriff's budget was noted as more than 50%, totaling approximately $878 million.
- Libraries and parks are not considered Core Services under the amendment, raising concerns about how these important community resources would be funded if property tax revenues are reduced.
- Paratransit and libraries were highlighted as particularly important services for seniors and other residents.

- Revenue from the port, airport, and tourist development is restricted to those specific operations and cannot be redirected to support general property tax-funded services.
- Residents and community partners were encouraged to visit Broward.org to learn more about county funding, property taxes, and the potential impacts of the amendment.

Senator Rich encouraged everyone to educate themselves about how Broward County services are funded and to understand the potential effects that changes to property tax revenue could have on important community services.

Children's Services Council (CSC) of Broward County

Presenters: Kimberly Goulbourne

Kim Goulbourne provided the following highlights:

- CSC submitted its Grade-Level Reading Report, highlighting literacy efforts throughout the community.
- Special recognition was given to the Summer Reading Challenge, A Day in K, and Countdown to Kindergarten.
- Planning is underway for the Florida Grade Level Reading Campaign Annual Symposium, scheduled for June 29 - July 1 in Orlando. Early registration is expected to open before the end of the year.
- Read for the Record preparations are underway. Copies of "*Brave Like a Lion"* are expected to arrive soon, with delivery and book-packing coordination planned at Gulfstream.
- Megan Baptiste recently visited the Gulfstream Early Learning Center and was featured at the library conference.
- Production has begun on commercials and social media promotions to build awareness and excitement for the next Read for the Record campaign.

Broward County Public Schools (BCPS)

Presenters: Dr. Lori Canning

Dr. Canning welcomed everyone and thanked them for attending the meeting, reminding the group that we are here because of our passion for early childhood education and our commitment to ensuring that all children have a strong foundation for reading.

Dr. Cannings provided the following information:

- Read for the Record continues to grow through strong participation from community organizations and literacy advocates.
- Book Packing Day: Scheduled for January 16, beginning at 9:00 a.m. Volunteers will sort, label, and prepare books for distribution to schools. The goal is for every pre-K-4

and kindergarten student to receive a book for Read for the Record Day on February 25.

- Book Distribution: Private schools and childcare centers will participate in drive-through book pickup on January 26 - 28.
- All In for Early Learning: The Children's Movement is encouraging Floridians to pledge their support for early learning. Broward Reads members were asked to wait to take the pledge until the statewide challenge runs from October 20 to November 7.
- Early Learning Celebration: Activities are being planned around January 25, including opportunities for school board and other board members to visit childcare centers and participate in early learning activities.
- Family Fun Day: Broward County Public Schools' 6th Annual Family Fun Day is planned for November 15, from 1:00 - 4:00 p.m. at Delevoe Park. The event will include community vendors, family activities, resources, food, and toy distribution, and a Broward Reads table providing books and reading tips.
- Volunteer Opportunities: Community partners will have opportunities to assist with book packing, distribution, and Family Fun Day activities.

Early Learning Coalition (ELC)

Presenters: Renee Jaffe, Allison Metsch

Renee Jaffe's gave the following updates:

- CLASS Assessments: FY26 School Readiness programs averaged 5.54 out of 7, exceeding the state average of 5.3. VPK providers averaged 5.65, also above the state average of 5.38.
- VPK Program Performance: 79% of VPK programs were rated Excellent or Above Average, 13% met expectations, 5% were incomplete, and only 3% were below expectations or unsatisfactory. Additional support will be provided to programs needing improvement.
- Kindergarten Readiness: 78% of students completing VPK in May achieved FAST scores indicating readiness for kindergarten.
- The Early Learning Coalition continues to provide quality improvement support to providers and is increasing its focus on addressing behavioral challenges and special needs before children enter kindergarten.
- The organization has undergone some restructuring to provide more intensive support in these areas, with additional information expected as the initiative develops.

Allison Metsch provided the following updates:

- Kindness Campaign: October is being celebrated as a month of kindness, with participating preschools encouraged to complete a daily act of kindness.

- Finding Kindness: Preschools are invited to participate in a simultaneous reading of *Finding Kindness* on November 5, along with activities focused on kindness and character development.
- New Educator Boot Camp: New preschool educators with less than one year of experience participate in a week-long intensive training covering classroom requirements, CLASS, challenging behaviors, trauma, and strategies for creating successful classrooms.
- The Boot Camp concludes with a celebration/graduation, where educators share what they learned and how they will apply it in their classrooms.
- This year's Boot Camp will coincide with All in for Early Learning Week, reinforcing the importance of supporting and preparing early childhood educators.
- Continued efforts include Help Me Grow developmental screenings and support for young children and families.

Broward County Libraries

Presenter: Kimberly White

Kim White excitedly reported that she is reporting from the arena because their STEM days were taking place there. Her additional updates included:

- The Library Journal Public Libraries Summit, held in September, was a success with approximately 300 attendees over the two-day event. The Read for the Record author, a Jumpstart representative, and Broward partners highlighted the county's Read for the Record efforts.
- The 25th Annual Storybook Festival, celebrating *Alice in Wonderland*, is planned for November 14 at Southwest Regional Library.
- Preparations are underway for the Books and Bears Program, which will provide books and bears to approximately 3,500 preschoolers in December.
- Books and Bears activities are planned for December 3 - 4 at the arena, along with programming at 35 library locations.
- The library has also been completing reports and wrapping up activities from its successful summer programming.

HandsOn South Florida

Presenter: Kathy Wint, Bari Goldberg

Kathy Wint began by introducing their new point person for literacy, Caitlin Benjamin, and then gave her major highlight.

- CSC, with support from staff volunteers during its All-Staff Retreat, helped create a new literacy-focused space at Treetops Park.
- The space includes a butterfly literacy garden/outdoor classroom with a butterfly structure and benches where children can sit and read.
- A Story Walk begins at the literacy garden and continues along a trail through the park.

- The featured Story Walk book is Brave Like a Lion, connecting the space with the Broward Reads initiative.
- The literacy space is nearing completion, with photos to be shared once the project is finished.
- Community members were encouraged to visit the new space and enjoy the Story Walk.

Bari Goldberg provided the following highlights:

- HandsOn South Florida has partnered with Kids in Distress to provide monthly literacy activities for preschool-aged children.
- Each month, a representative or community volunteer will read a story with the children, followed by a related hands-on craft.
- Activities will align with the preschool's monthly learning themes.
- The first event focused on Community Helpers**,** with children enjoying a story followed by creating their own community-helper hats.
- The partnership will continue throughout the year to provide engaging literacy experiences for young learners.

City of Plantation

Presenter: Denise Horland

Denise Horland provided the following updates:

- Community education efforts continue regarding Amendment 3 and its potential impact on local services, including libraries and CSC.
- Planning is underway for the next Super Reader event, with a Miramar school being considered and HandsOn South Florida supporting volunteer activities.
- A Reading Buddies initiative is being planned at Plantation Elementary School, providing students with books and reading buddies to encourage reading aloud at home.
- Appreciation was expressed to community partners for their continued collaboration and commitment to improving literacy throughout Broward County.

Open Mic

- Penny Bernath (South Florida PBS): Penny announced that two CSC-funded field trips received Emmy Award nominations, with winners to be announced on December 5. In addition, 10 space-themed field trips have been adapted into children's books, with plans for an online preschool book club that combines interactive read-alouds with short educational videos to support different learning styles.

- Bob Mayersohn (Broward Legislative Delegation): Bob advised that a fundraising effort is underway to support Tomorrow's Rainbow, which is an organization that serves

children experiencing grief through animal-assisted therapy. He informed the group that once again, he and Cindy would be locked up in Pony Jail. He also talked about “Mystery of the Missing Slice,” a children’s book written by a Parkland Buddy Sports volunteer to help introduce young readers to neurodiversity.

- Dudley Etienne-Harvard (SHE Garden Services): Dudley introduced their signature program “When Nature Meets Engineering,” a hands-on program combining gardening, STEM, problem-solving, and communication. She expressed interest in partnering with schools and organizations to incorporate literacy through vocabulary building, reading, reflection, and hands-on learning.

- Maggie de Cambre Borges (United Way Broward): Maggie shared that United Way of Broward's Reading Pals program currently serves 19 schools and is working to expand to additional schools and students. The program has 83 returning volunteers and 47 new volunteers, supporting continued growth.

- Ronnie Tanebaum (University of Florida/New World Reading): Roni shared updates on the University of Florida’s Books and Cooks program, a free program for Broward families with children in kindergarten through fifth grade that combines literacy, parenting, and nutrition education. The program is enrolling families for spring and was recently recognized by the Library of Congress as an Emerging Strategies Honoree.

- Denise Barrett (City of Weston): Denise shared plans to partner with BSO community outreach representative Danielle Quinones and her therapy dog, Olivia, for a “Reading with Olivia” literacy program. Four interactive reading events are planned, where children can read along and engage with Olivia in a welcoming community setting.

- Glenda McKoy (City of Lauderhill): Glenda reported that the City of Lauderhill hosted a successful read-in event at St. George Park for children ages 5 - 11, with support from CSC, Agent 8 Inc., and the library. Due to the strong turnout, plans are underway to hold additional read-in events two to three times per year and explore partnerships with other community organizations.

Meeting Schedule for FY 26-27

The next meeting is scheduled for **Wednesday, December 2, 2026, at 9:30 a.m.**

Subsequent meetings are scheduled for:

- **Wednesday, February 3, 2027**
- **Wednesday, April 7, 2027**
- **Wednesday, June 2, 2027**
- **Wednesday, August 4, 2027**

The meeting adjourned at **10:43 a.m.**



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

COMMUNITY IMPACT

Rcvd-CSC-Brwd OCT 9 H36PM 1 09

NSU Florida
NOVA SOUTHEASTERN UNIVERSITY

ADVANCEMENT AND COMMUNITY RELATIONS
3300 S. University Drive
Fort Lauderdale, FL 33328-2004
PHONE: (954) 262-2100
WEB: nova.edu

September 23, 2026

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

Dear Cindy,

On behalf of Nova Southeastern University, it is my privilege to thank you and the Children's Services Council of Broward County for your support of the upcoming A Day for Children at the Alvin Sherman Library. Your generosity helps create a warm and welcoming environment where children can learn, explore, and discover the meaning of health and wellness.

Through your compassion and kindness, you play a vital role in making A Day for Children a memorable and enriching experience for children and their families. Your commitment enables us to provide engaging educational programs, interactive learning opportunities, and resources that grow public health education across our community. We are deeply grateful for your dedication to supporting young learners, encouraging lifelong wellness, and ensuring that the library remains a vibrant resource for students, families, and community members alike.

Thank you for your partnership and for the lasting impact you continue to make on the lives of those we serve. We are profoundly appreciative of all that you do to champion the next generation and expand the library's reach across our community.

Sincerely,

Alissa Hechter

Alissa Hechter

Vice President for Advancement and Community Relations

AH/eo

Broward Children's Council Shows $6 Billion Payoff, Faces $47 Million Tax Hit

By Alec Novak

Published on October 20, 2026



Source: Google Street View

A new independent analysis finds that the Children's Services Council of Broward County has delivered nearly $6 billion in economic benefit to the county over the past 11 years, generating an average of $6.18 in economic impact for every dollar of taxpayer spending. The finding arrives just two weeks before Broward voters, along with the rest of Florida, decide the fate of a constitutional amendment that could strip the agency of tens of millions of dollars in funding it relies on to keep running.

A Return-On-Investment Study With Big Numbers Behind It

The council commissioned the return-on-investment analysis itself, and according to Miami's Community Newspapers, the study found that services funded across 17 different areas served more than 2.56 million participants over the 11-year period. Some of those service areas delivered especially striking returns: studies commissioned by Florida International University and the University of North Carolina found that children's health insurance outreach returned more than $104 in realized impact for every dollar

the council invested, while school health services generated $54 of economic impact for each dollar spent, per the same report.

Cindy Arenberg Seltzer, the council's president and CEO, framed the findings around what the spending prevents rather than just what it produces. She said prevention benefits the community by avoiding costly outcomes such as juvenile crime, foster care entry and child drownings, according to the report. That framing tracks with longer-term local trends: juvenile arrest numbers in Broward County fell from more than 12,000 children arrested over 14,000 times in 2001 to roughly 2,500 to 2,800 children arrested in 2026, a decline local officials credit in part to youth intervention programs funded by the council, as reported by CBS News Miami.

What the Council Actually Funds

The Children's Services Council of Broward County funds over 200 community programs that together serve roughly one in three Broward County children, per CBS News Miami's reporting, including water-safety instruction and school nurses. The agency was created by Broward County voters on September 5, 2000, as an independent special taxing district under Florida Statute 125.901 and Chapter 2000-461, Laws of Florida, with a voter-approved tax cap of 0.50 mills, according to the council's own authorizing documents. For the 2023–2024 fiscal year, the council set its operating millage rate at 0.4500 mills, per the council's published financial report. The organization has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for 23 consecutive years through 2025.

Amendment 3 Threatens the Funding Model

Voters across Florida, including in Broward, are preparing to vote on Amendment 3 on November 3, a measure that would amend the state constitution's property tax rules. The proposal was placed on the ballot by the Florida Legislature via House Joint Resolution 1-F in June 2026 and requires a 60 percent supermajority to pass, according to the Koolik Group. If approved, it would reduce the taxable value of primary residences by $150,000 in 2027 and by $250,000 in 2028, while capping annual assessment growth on non-homestead properties at 5 percent instead of the current 10 percent, CBS News Miami reports.

Per Miami's Community Newspapers, Amendment 3 would cause the Children's Services Council of Broward to lose roughly $15 million in 2027 and $30 million in 2028 if it passes. A separate analysis from the Florida Policy Institute put the numbers even higher, projecting the council would lose $16,995,948 in fiscal year 2027-28 and $30,841,780 in fiscal year 2028-29, for a combined loss of more than $47.8 million over

two years — the third-largest dollar loss among Florida's children's councils, trailing Miami-Dade's and Palm Beach's. The council is subject to a 0.50-mill cap.

A Statewide Problem for Children's Trusts

Broward's situation is not unique. A September 2026 study by the Florida Policy Institute calculated that Amendment 3 would cut more than $278.1 million over two fiscal years from the state's 13 independent Children's Services Councils and Trusts combined, a 15 percent reduction in total revenue statewide. State economists project the amendment would cut recurring property tax revenue across Florida's local governments and special taxing districts by nearly $12 billion overall, with cities such as Hollywood projecting annual losses of roughly $34 million, according to the same institute's voter guide. Florida's non-school taxing entities, including children's councils, would receive no state replacement funding to cover those losses.

The contrast facing Broward voters is stark: an agency that funders say has returned $6.18 for every dollar spent over 11 years, built on prevention programs tied to measurable drops in juvenile arrests, now stands to lose tens of millions in annual revenue with no backup funding source if the amendment passes next month.

Study Shows Children's Services Council of Broward Provides Nearly $6 Billion in Economic Benefit to the County Over the Last 11 Years

By **Community News Releases**
October 20, 2026



A new return-on-investment analysis shows that Broward County taxpayers received nearly $6 billion dollars of economic benefit from the investments the Children's Services Council of Broward (CSC Broward) has made in the community of the last 11 years. The organization commissioned an independent study which shows that across the 17 CSC Broward-funded service areas, and more than 2.56 million participants, there is an average of $6.18 of economic benefit for every $1 of taxpayer dollars that were spent by the voter-approved organization serving children and families for the last 11 years.

"These data points demonstrate the value of prevention. When juvenile crime, entry into foster care, child drownings, and other costly outcomes are prevented, the community as a whole reaps the benefits," said Cindy Arenberg Seltzer, President/CEO of CSC. "There are real costs to taxpayers when children are incarcerated or put into foster care. On the other hand, when those things are all kept in check, then the old adage remains true, 'an ounce of prevention is worth a pound of cure.'"

A deep dive into specific CSC Broward investment areas reveals that while the return on investment varies based on the service, every funded area delivers significant impact. For example, according to studies commissioned by FIU and UNC, etc.. Every dollar CSC Broward invests into Children's Health Insurance Outreach results in more than $104 of realized impact. School Health Services brings $54 of economic impact for each dollar spent.

The study's results come as voters across the State prepare to vote on Amendment 3, an amendment to the State of Florida's constitution that, if passed, would result in the loss to CSC Broward of roughly $15 million in 2027 and $30 million in 2028.

Zero Suicide Broward County Town Hall

Oct 24, 2026 10:00 AM

Hazelle P. Rogers Multipurpose Community Center4340 NW 36th Street, Lauderdale Lakes, FL 33319 , Lauderdale Lakes, Florida



United Way Broward's Coalition on Behavioral Health & Drug Prevention and the Broward Suicide Prevention Coalition invite the community to the inaugural Zero

Suicide Broward County Town Hall on Saturday, October 24, from 10 a.m. to 2 p.m. at the Hazelle P. Rogers Multipurpose Community Center in Lauderdale Lakes.

• This free public event will bring together mental health experts, community leaders and residents for meaningful conversations about suicide prevention, mental wellness and the importance of early intervention.

• Attendees will gain practical tools and resources through educational sessions addressing SafeTALK, Talk Saves Lives and Adverse Childhood Experiences (ACEs), along with opportunities for networking and collaboration.

• With Moderator Cassandra Evans, Broward County Community Partnerships Division, the Town Hall will feature speakers, a panel of experts and community advocates, including:

Panelists:

o Dr. Francisco Isaza, 2-1-1 Broward

o Paul Jaquith, Mental Health Association Southeast Florida

o Laura Castro, Henderson Behavioral Health

o Captain Juan Velez, City of Lauderhill

o Marisa Sotelo, Broward County Public Schools

o Jessica Jackson, Sandy Hook Promise

o Lara Underwood, NAMI Broward

o Alan Mednick, American Foundation for Suicide Prevention

o Shantigra “ Shae” Williams, Children’s Services Council

o Sonia Phillip, The Fire Watch

o Aisha T. McDonald, United Way Broward

Speakers

o Cassandra Evans, Broward County Community Partnerships Division

o Mayor Veronica Edwards Phillips, Mayor of Lauderdale Lakes

o Suzette Fleischmann, Broward Behavioral Health Coalition

o Jessica Durant, Department of Children & Families, Substance Abuse & Mental Health Southeast Region

o Alan Mednick, American Foundation for Suicide Prevention

o Aisha T. McDonald, United Way Broward

o Maggie de Cambre Borges, United Way Broward

o Dr. Joan Osborne, BSPC Member & Family

• The event invites all parents, students, educators, veterans, first responders, faith leaders, health care professionals and community members who are committed to building a healthier, more supportive Broward County, to attend.

• Continental breakfast and lunch will be provided.

DETAILS: Register here: https://www.unitedwaybroward.org/zero-suicide-broward-county-inaugural-town-hall-meeting

For questions or more information, please contact Maggie Borges at mborges@unitedwaybroward.org or 954-308-9262

From: Idelma Quintana <IQUINTANA@hollywoodfl.org>
Sent: Monday, October 26, 2026 3:02 PM
To: Ricky Engle <RENGLE@hollywoodfl.org>
Cc: Jovan Douglas <JDOUGLAS@hollywoodfl.org>; Joann Hussey <JHUSSEY@hollywoodfl.org>; Nakeanya Knowles <NKNOWLES@hollywoodfl.org>; Christina Rivero <crivero@HollywoodFL.org>; Alison Saffold <asaffold@hollywoodfl.org>; Sue Gallagher <sgallagher@cscbroward.org>; Carl Dasse, Ph.D. <cdasse@cscbroward.org>
Subject: Fw: [EXT]A Heartfelt Thank You – Upcycling Denim Workshop Success

Rick,

This event was incredibly successful! They had 35 people register and had to turn people away. I have a bunch of additional pictures to share but these are the ones shared by the instructor.

It is obvious that there is a great deal of interest in this kind of program. The purpose of the Asset Based Community Development grant program sponsored through the Children's Services Council was met and exceeded.

Participants:

- Made connections with others in the community through a shared project
- Developed skills that potentially could potentially lead to better quality of life
- Developed confidence in their leadership ability within the community
- Identified assets found within the people their community
- And more!

Thanks to your staff for facilitating the use of the facility and for marketing of the event. Many lessons were learned and those who attended are eager to repeat the experience. Let's please discuss how to make that happen.

Idelma

Idelma Quintana
City Commissioner
Office of the Mayor and City Commission

City of Hollywood

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Notice: Florida has a broad public records law. All correspondence sent to the City of Hollywood via e-mail may be subject to disclosure as a matter of public record.

From: Janeth Guerrero <janethmaldonado1624@gmail.com>
Sent: Monday, October 26, 2026 12:27 PM
To: kamalah@alittlehelpneverhurt.com <kamalah@alittlehelpneverhurt.com>; izegbe@alittlehelpneverhurt.com <izegbe@alittlehelpneverhurt.com>; mrodriguez@csbroward.org <mrodriguez@csbroward.org>; mberryhill-porter@cscbroward.org <mberryhill-porter@cscbroward.org>; ABCD Admin Team <abcd@alhnh.info>; Idelma Quintana <IQUINTANA@hollywoodfl.org>
Cc: normapatric@hotmail.com <normapatric@hotmail.com>; Miriam Cedeno <miriamcedeno28@gmail.com>; Annerysrodriguez48@icloud.com <Annerysrodriguez48@icloud.com>; altawenr@hotmail.com <altawenr@hotmail.com>; rasielbebe@yahoo.com <rasielbebe@yahoo.com>
Subject: [EXT]A Heartfelt Thank You – Upcycling Denim Workshop Success

Dear Kamalah, Izegbe, Mary Ann, and Commissioner Quintana,

I would like to express my heartfelt gratitude for giving me the opportunity to bring my Upcycling Denim Workshop to our community on Saturday, October 24, at the Kay Gaither Community Center.

What a wonderful experience! Seeing so many people come together, participate, learn, and enjoy the activities was truly rewarding. I am incredibly happy and grateful for the success of my very first community workshop.

I would also like to share how this journey began.

When Patricia Elrod first encouraged me to participate in this community initiative, I was hesitant and unsure if I was ready to take on such a project. Patricia has known me for many years and believed in my creativity and sewing skills. She encouraged me to share my talents with the community and assured me that she would guide and support me throughout the process. Her confidence in me gave me the courage to say yes.

And she kept her promise!

While I concentrated on designing, sewing samples, creating giveaways, and preparing the materials for the workshop, Patricia helped me with so many important aspects of the event. From guiding me through the funding request and coordinating the venue to helping with emails, flyers, promotional videos, and community outreach, she was there to help me every step of the way.

She even created a special video featuring my handmade samples and shared it, along with other promotional posts, on social media to encourage community participation.

Knowing that Patricia was taking care of so much of the coordination allowed me to concentrate on what I love most: creating and sewing.

On the day of the event, she arrived early to help set up the room, organize the registration table, welcome participants, assist with the raffle, and prepare the food arrangements.

Patricia, thank you for believing in me, encouraging me to take this opportunity, and dedicating your time and energy to helping make my first workshop a success. I truly appreciate everything you did.

I also want to extend my sincere appreciation to **Miriam, Amy, Wendy, and Elsa**, our Community Connectors, for their assistance during the event and for helping us take care of our participants. Your support helped create a welcoming and enjoyable experience for everyone.

Of course, a special thank you to A Little Help Never Hurt, Children and Families, and Commissioner Idelma Quintana for supporting community initiatives that give residents

like me the opportunity to share our talents, connect with others, and make a positive difference.

As this was my first workshop, it was also a valuable learning experience. We identified a few areas where we can improve our coordination and organization for future events, and I look forward to applying those lessons next time.

This wonderful experience has inspired me to consider organizing another workshop in the future. I would love to continue sharing my creativity with the community, especially with Patricia's guidance and support. Her encouragement and dedication gave me the confidence to take on this first project, and I would be delighted to collaborate with her again.

I leave this experience with a full heart, wonderful memories, and even more motivation to keep sharing my passion with the community.

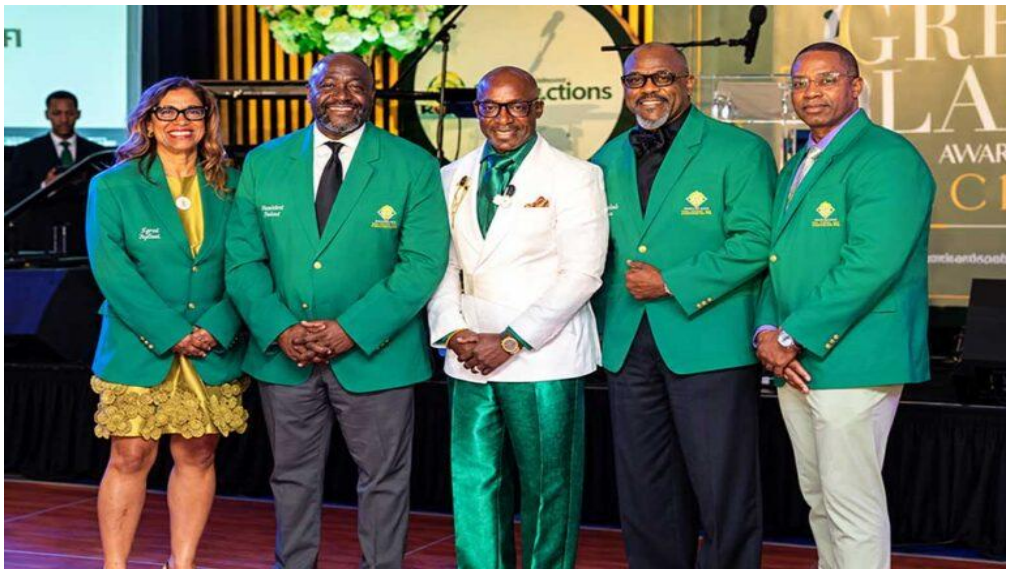
Thank you all for believing in community talent and helping turn a simple idea into a beautiful reality!

With heartfelt gratitude,

Janeth Maldonado
Upcycling Denim Workshop – Project Champion

Community-Based Connections, Inc. Celebrated Its Fifth Annual Green Blazer Awards Gala & Celebration Presented By FPL

October 29, 20264



Carol Hylton, president and CEO of CareerSource Broward, Newton Sanon, president and CEO of OIC of South Florida, Mikelange Olbel, president and CEO of Community-Based Connections, Brian C. Johnson of Community-Based Connections, Inc. and president and CEO of the Minority Builders Coalition, and Kirk Brown, CEO of Handy.

By Fran Folic



Chana Wyble-Brown, Kristen Olbel, and CBCI Board Member Latoya Gonzalez

FORT LAUDERDALE, FL. — Community-Based Connections, Inc. (CBCI), a nonprofit organization dedicated to delivering youth development, family strengthening, and community empowerment services to underserved populations, hosted its fifth annual Green Blazer Awards Gala & Celebration presented by Florida Power & Light (FPL). An impressive roster of honorees was recognized including Kirk Brown, CEO of Handy; Carol Hylton, president and CEO of CareerSource Broward; Brian C. Johnson, founder of Community-Based Connections, Inc. and president and CEO of the Minority Builders Coalition; and Newton Sanon, president and CEO of OIC of South Florida. FPL and The GEO Group Foundation plus Ron Harper and Scaffolding Shrinkwrap were also celebrated as impactful forces in the community.



Barry Gold, Ernest Carpenter, Christina Bruno, and Evan Robbins

“Community-Based Connections takes great pride in honoring those who impact the children and families that we serve, as well as the community at large,” said Mikelange Olbel, president and CEO of Community Based Connections, Inc. “It takes a village and we cannot be seen or heard without the support of these individuals and companies who understand how important it is to lend a hand, make a donation or get involved.”



Ebonni Sanon and Newton Sanon

Nearly 250 guests enjoyed a cocktail reception with flowing drinks and live entertainment. The doors opened to the Atlantic Ballroom at the Westin Fort Lauderdale Beach Convention Center for guests to enjoy a seated dinner, live music and dancing. All eyes were on the main stage when special guest host Aaron Maybin of Local 10 and Olbel presented the honorees with awards and the exclusive branded green blazer jackets. The evening concluded with more dancing and good times.



Lady Stephanie Harper and Apostle Ron Harper

This year's honorees join a prestigious roster of past individuals and organizations who have made a lasting impact on those in need in South Florida. These include Tim Curtin, Memorial Healthcare System; Rosalyn Frazier, Broward Community & Family Health Centers; Kathy Salerno, Broward Health; Ken Walters, Community Care Plan; Anna Fusco, Broward Teachers Union; Kenneth Jones, HCA Florida Northwest Hospital; Sandy Michael McDonald, Broward County Office of Economic and Small Business Development; Jasmin D. Shirley, Broward Health Regional Planning Council; Dion Smith, Children's Services Council of Broward and Khalil Zeinieh, community advocate.

In the last year, CBCI served nearly 4,000 people and almost 2,000 families, provided over nearly 15,000 hours of in-home case management and support services to keep families intact and conducted 68 fatherhood group session meetings to improve fathers' relationships with their children and help them secure employment. Additionally, the organization expanded services to Palm Beach County with an office in Riviera Beach.



Local 10's Aaron Maybin and David Jessup, Jr. Photos credit: Michael Mur-phy Photography

Proceeds from the event benefit CBCI's Awesome Dads Awesome Men (A.D.A.M.) fatherhood mentoring program, The Beacon of HOPE-Intact Family Navigation Program, Family Strengthening Program, and S.M.A.R.T. monitoring safety plans, as well as its vital initiatives such as Early Achievers at Markham Elementary, Young Believers, Club Elevate, Haven and Healing Space.

Community-Based Connections, Inc.'s fifth annual Green Blazer Awards Gala & Celebration was presented by FPL and sponsored by Kirk Brown, The Geo Group Foundation, Memorial Healthcare System, Broward County Clerk of the Court, Broward Teachers Union, The Cordish Companies, Homes, Inc., Pompano Beach Housing Authority, Handy, HCA Healthcare, Tito's Handmade Vodka, GPR | Goodman Public Relations, Bomar Construction, The Corradino Group, The Lord's Place, OIC South Florida, The Spritz Group, NPC Financial, First Citizens Bank and Goren, Cherof, Doody & Ezrol.

About Community-Based Connections, Inc.

Community-Based Connections, Inc. (CBCI) is a nonprofit human services organization with more than 16 years of expertise in delivering youth development advocacy and family resilience strengthening programs, plus health and community empowerment initiatives to underserved populations in Broward County. CBCI was founded upon the belief that service providers who have natural ties to the community are in the best position to help improve the odds of youth and family success. The CBCI mission is to expand the options available to children – from cradle to college – that promote their social and academic growth, equipping them with the skills they need to overcome challenges and thrive in adulthood. CBCI programs services that engage, encourage and motivate include the Young Believers Program, Family Strengthening Program, S.M.A.R.T. Team, New Day Diversion, and the Early Achievers Program. For more information about programs in Broward and Palm Beach counties, *visit communitybasedconnections.com.*

Amendment 3 akes an exception for schools. Students and families would still be affected if passed

WLRN Public Media | By Natalie La Roche Pietri

Published October 29, 2026 at 6:00 AM EDT



Courtesy of Tracy Graham / Children's Services Council of Broward County

The Choose Peace/Stop Violence initiative promotes anti-bullying, youth violence prevention and academic improvement through tools to improve schools' climate and culture. The Children's Services Council of Broward County is partnered with United Way of Broward County and Broward County Public Schools' Diversity, Prevention and Intervention Department to make it happen.

Children's Services Councils and Trusts across the state, including South Florida, are staring down potentially massive budget cuts if voters approve Amendment 3, a proposed property tax reduction that advocates warn could hollow out critical programs for scores of youth and families.

The proposed property tax measure could strip $99.8 million from children's trusts in its first year alone, with total losses reaching $278.1 million over two fiscal years, according to a report by the Florida Policy Institute.

The fiscal blow would land heavily in South Florida:

— The Children’s Trust of Miami, serving the state’s largest pediatric population, faces estimated losses of $60.3 million by 2029.

— The Children's Services Council of Palm Beach County would lose $49.7 million over the next two years.

— The Children’s Services Council of Broward County, serving nearly 9% of Florida’s children, projects a $17 million loss in year one and $47.8 million by 2029.

Children's Council or Trust	County	2025 Millage Rate	Impact 2027-28	Impact 2028-29	Next Two Fiscal Years
The Children's Trust of Alachua County	Alachua	0.4500	$2,299,264	$3,898,582	$6,197,846
The Children’s Services Council of Broward County	Broward	0.4500	$16,995,948	$30,841,780	$47,837,728
Escambia Children’s Trust	Escambia	0.4043	$1,988,511	$3,034,079	$5,022,590
The Children’s Board of Hillsborough County	Hillsborough	0.4589	$12,112,195	$21,799,853	$33,912,048
Indian River County Children’s Advisory Committee	Indian River	0.2500	$1,097,677	$1,952,082	$3,049,759
Children's Services Council of Leon County	Leon	0.3477	$1,593,993	$2,635,977	$4,229,970
Manatee County Children’s Services	Manatee	0.3333	$3,281,311	$6,147,914	$9,429,225
Children’s Services Council of Martin County	Martin	0.3618	$1,607,110	$2,939,764	$4,546,874
The Children’s Trust of Miami	Miami-Dade	0.5000	$21,525,624	$38,861,118	$60,386,742
Okeechobee Children’s Services	Okeechobee	0.3000	$178,735	$276,294	$455,029
Children's Services Council of Palm Beach County	Palm Beach	0.4908	$17,327,352	$32,339,881	$49,667,233
Juvenile Welfare Board	Pinellas	0.8250	$17,021,624	$28,962,788	$45,984,412
Children's Services Council of St. Lucie County	St. Lucie	0.3650	$2,849,752	$4,560,872	$7,410,624
Impact - All Councils and Trusts	Florida	-	$99,879,097	$178,250,984	$278,130,080

Kids Hope Alliance (Jacksonville) was not included in the estimates because it was not created by statute or ordinance as the other councils are and is a department in the mayor's office.

Table: Florida Policy Institute • Source: See full methodology in blog endnotes.

Screenshot from the Florida Policy Institute website.

Estimated revenue losses for Florida's Children's Services Councils and Trusts under Amendment 3, according to the report by the Florida Policy Institute.

"With over 90% of The Children’s Trust budget dedicated to direct services, this will impact the availability of early intervention and high-quality child care, after-school and summer learning programs, summer youth internships, school health services, parenting supports, and/or assistance for families in crisis," the Children's Trust in Miami-Dade County posts on its website. It notes property owners pay only about $7 a month to fund hundreds of community-based programs.

"If Amendment 3 passes, families could experience changes in the availability or scope of local services and programs," the Children's Services Council of Palm Beach County told the Palm Beach Post in a statement. "CSCPBC is working thoughtfully and proactively to safeguard the essential services families depend on. Still, a reduction of this size could mean tough decisions for the board."

Cindy Arenberg Seltzer, Chief Executive Officer of the Broward council, told WLRN that key initiatives at risk include juvenile diversion programs — which reduced local youth arrests from 12,000 to 2,800 over 25 years — and immediate crisis response partnerships for suicidal youth. She noted these kinds of preventative efforts have saved the community over $6 billion in potential emergency and institutional costs over the last decade.

"Local dollars under local control can respond to local needs on an immediate basis," Seltzer said. "It's a savings of money [and] it's a savings to society."



Courtesy of the Children's Services Council of Broward County

Cindy Arenberg Seltzer has been CEO since the voters of Broward County voted to have the Children's Services Council of Broward County in 2000.

If property tax collections evaporate, councils will be forced to make stark choices regarding school nurses, after-school care and trauma interventions.

Funding from the state supports some programs, but it's often not enough and the dollars don't reach everyone who needs it, said Arenberg Seltzer.

Other times, "the state has walked away from their responsibility," she added.

"So we may just have to say, 'State, do what you're supposed to do. We're not using local dollars anymore. You wanted this, so you'll have to figure out how to fund it,'" Arenberg Seltzer said.

However, "a lot of social services in Broward County have made it into the state budget only to be vetoed" by Gov. Ron DeSantis, she said.

Amendment 3 proponents' argument

From gas to rent prices, the high cost of life is straining families across the state. For those who want to see some money back in their pockets, Amendment 3 is enticing because it reduces property taxes.

According to the Florida Tax Watch, the measure could slice local property taxes by about $45.8 billion over five years.

READ MORE: Tax relief vs. government service cuts: Miami-Dade leaders clash over controversial Amendment 3

The proposed amendment — if approved by 60% of voters — increases the homestead property tax exemption for homeowners from the current $50,000 to $150,000 in 2027, and then to $250,000 in 2028. The Legislature, though, exempted the portion of the property tax bill that goes to K-12 schools from the increased exemption. Another provision would lower the annual cap on assessment increases for non-homestead properties to 5% from 10%.

Proponents of Amendment 3 argue that local governments can absorb tax cuts by belt-tightening municipal budgets.

Arenberg Seltzer, who leads the children's council in Broward, points out that state funding rarely covers the shortfall — and local social service line items are frequently vetoed at the state level.

Because the trusts — which go back more than 75 years in some counties — are built on dedicated annual property tax revenue, the reduction in local funding directly threatens the reach of these community safety nets.

Arenberg Seltzer, who has been in her role in Broward for 25 years, has seen first hand how the community is improved through these programs funded partly by taxpayers. It's

been a fulfilling run, and she knows there’s more good to get done, but “if this passes, I'm not sure what happens.”

"We won't go away because it will just reduce the funding, it won't eliminate it," Arenberg Seltzer said. "I'm confident that each place we fund makes a difference in actual people's lives — and we'll just have to decide which people don't get the help."

How Would Amendment 3 Impact Broward County?



This blog post is part of a series, "How Would Amendment 3 Impact Florida Communities?" which focuses on how local services could be impacted in different counties under Amendment 3's drastic reduction in revenue. Amendment 3, which is on the Florida ballot in 2026, would increase the exemption on homesteads, create a pathway for the full elimination of non-school property taxes on homesteads, and reduce the assessment growth cap on non-homesteaded properties.

Visit FPI's "Amendment 3 Local Funding Cuts Calculator" at bit.ly/Am3Calc to see how the amendment would impact your community.

In Florida, property taxes help fund valuable services, including fire rescue and EMS, law enforcement, libraries, parks, hospitals, afterschool programs, animal services and sheltering, and other everyday community services. However, the proposed amendment to Florida's state constitution, Amendment 3, would reduce property tax revenue in Broward County by roughly $1.5 billion over the next two fiscal years, putting services at risk for deep cuts. *Table 1* shows the potential loss of revenue for county operations, municipal operations, and special districts — forms of local government with a narrow scope of services across a specific geography — including North and South Broward Hospital Districts, the Children's Services Council of Broward County, Broward County EMS/Fire, and conservation and water management districts.

Table 1. Broward County Stands to Lose $1.5 Billion in Revenue Over Two Fiscal Years if Amendment 3 Passes

Estimated revenue loss for county operations, municipal operations, and special districts in Broward County

Impacted Entity	FY 2027-28	FY 2028-29	Over Two Fiscal Years
County Operations	−$223,770,500	−$408,055,600	−$631,826,100
Municipal Operations	−$242,226,100	−$437,206,500	−$679,432,600
Special Districts[a]			
North Broward Hospital District	−$35,656,300	−$64,703,400	−$100,359,700
South Broward Hospital District	−$783,400	−$1,421,700	−$2,205,100
Children's Services Council Of Broward County	−$16,995,800	−$30,842,200	−$47,838,000
Conservation & Water Management Districts	−$13,456,600	−$24,714,700	−$38,171,300
Broward County EMS/Fire	−$1,468,200	−$2,536,300	−$4,004,500
Other special districts[b]	−$104,600	−$177,300	−$281,900
Total	**−$534,461,500**	**−$969,657,700**	**−$1,504,119,200**

[a]Why the real impact may be larger: It is important to note that funding often overlaps across categories. Special districts have a narrow scope of services and can collect property taxes to fund their activities. Counties and municipalities also collect property taxes and can provide funding for these same services either through a special district or on their own. For example, some communities will have a special library district while others rely on a county or municipality to fund library services. As another example, some Children's Services and Trusts are funded by a county and not independently. While these programs would not appear as standalone special districts, they are folded into the county's budget.

[b]Combined impact of Amendment 3 on other special districts: County Street Lighting, housing & community development districts, and law enforcement & public safety districts.

Table: Florida Policy Institute • Source: This table uses estimates for Broward County from FPI's "Amendment 3 Local Funding Cuts Calculator." See *Methodology*: https://amendment3.floridapolicyinstitute.org/broward

Local Hospital Districts Could See Reductions in Services

Currently, 28 hospital or health care taxing districts in Florida have the ability to levy property taxes. This ad valorem revenue is used to fund care for the underinsured and uninsured, also known as indigent care.

Estimated Impact on North Broward Hospital District

The North Broward Hospital District (NBHD), also known as Broward Health, consists of 25 facilities located throughout North Broward County. Its flagship facility, the Broward Health Medical Center, is the largest medical center in the county, with over 723 beds and a Level 1 trauma center. In 2024, the center had over 95,000 emergency room visits, 3,490 births, and over 35,000 hospital admissions.

FPI estimates that NBHD would lose $35.7 million in FY 2027-28 and $64.7 million in FY 2028-29 if Amendment 3 passes, a total loss of $100.4 million over two fiscal years.

Estimated Impact on South Broward Hospital District

The South Broward Hospital District (SBHD), also known as Memorial Healthcare System, is home to Memorial Regional Hospital, its flagship facility and one of the

largest hospitals in Florida. It includes Memorial Cardiac and Vascular Institute, Memorial Cancer Institute, which treats more inpatients than any other in Broward County, and Memorial Neuroscience Institute.

FPI estimates that SBHD would lose $783,400 in FY 2027-28 and $1.4 million in FY 2028-29 if Amendment 3 passes, a total revenue loss of roughly $2.2 million over two fiscal years.

Local Services That Help Children and Parents Could be at Risk for Cuts

Though services vary according to the needs of local families and their communities, Children's Services Councils and Trusts (CSCs) provide critical services in 14 counties in Florida. CSCs are approved by voters and provide dedicated funds for services that complement school and county human services.

FPI estimates that the Children's Services Council of Broward County would lose $17 million in FY 2027-28 and $30.8 million in FY 2028-29, a total revenue loss of $47.8 million in the next two fiscal years if Amendment 3 passes (See *Table 1*.)

In FY 2024-25, the council funded more than 100 community partners countywide, serving nearly 200,000 children[1] in areas of delinquency prevention and diversion, early care and education, supporting healthy youth, maternal and child health, and more.

amendment**Note**

[1] Cindy Arenberg Seltzer, personal communication, September 4, 2026.

Amendment 3 Would Provide Relief for Homeowners, But Could Slash Local Government Budgets



FORT LAUDERDALE, FLA. (WSVN) - With Election Day just around the corner, Florida voters are weighing in **on Amendment 3.**

The proposed measure would raise the current homestead exemption from $50,000 to $150,000 in 2027 and $250,000 in 2028, with inflation adjustments and a possible pathway to full elimination.

Critics of the amendment said it will decimate local government services like public safety, parks, libraries, transportation, animal control, and public hospitals.

Currently, one program funded by property taxes is an after-school program called the Children's Services Council of Broward, which, for homeowners, is 45 cents per $1,000 of their taxable assessed value.

A Plantation homeowner's bill showed it was just over $58 for the year. A Hollywood homeowner's bill showed it was $120 for the year.

Voters approved the charge twice, in 2000 and 2014.

The roughly $150 million a year helps pay for:

- Aftercare
- Programs for pregnant women and new mothers
- Swimming lessons
- Summer camps
- Food assistance
- Programs for young people with special needs
- The Eagles' Haven Wellness Center, opened after the Parkland tragedy.

It also helps pay for other services, touching the lives of 200,000 Broward County kids every year.

That is one of the programs critics say could be on the chopping block if Amendment 3 passes. Among those impacted is Amara, a young girl whom 7News cameras caught finishing her math homework.

“I needed a lot of help because I don’t really know division, and it’s very hard,” she said.

She spends two hours a day at this after-school program while her mom, Liyah, finishes the workday at a doctor’s office in North Broward, where she is an office manager.

Liyah said regular daycare is out of the question financially, but she can handle the program.

“It comes out to about $120 a month, which is perfect for me. It’s very affordable compared to everything else, and at least I know where she is and who she’s with at all times. So, that’s like an added benefit of it,” she said.

Program organizers said it’s been successful.

“All of it is focused on the idea of improving the quality of life of Broward’s children,” said Cindy Arenberg Seltzer, president/CEO of the Children’s Services Council of Broward.

But should Amendment 3 pass in November, some say the funding could take a big hit.

Other residents like Bruce Lamberto, who enjoys driving around his North Miami Beach neighborhood in his vintage Jeep, said his neighbors, many of whom are elderly, need relief and Amendment 3 is the way.

He said the government needs to learn to tighten up.

“I guarantee you, if they really pull out their pencil and go down the checklist of all the departments and things that they get, that they could get even leaner,” said Lamberto. “But the bottom line is, what does government exist for? It’s supposed to be taking care of the residents and the people that elected these officials. The essential services have to be paid for first before you pay for anything else, so that means police, fire, first responders.”

Norma Szubartowski, 80, said surgery kept her from continuing her work as a manicurist, but going back might be necessary.

“I don’t have too much money for my life,” she said. “I try no, but I need for the income. Social Security is very low. I received $1,120. I need to pay maintenance, assessment, insurance.”

Her property taxes are a few hundred dollars a year, but every penny counts.

Lamberto, who is her Szubartowski's neighbor, said giving her and others a break is doable if the amendment forces local government to cut costs.

"The assistant doesn't have to have an assistant anymore. You don't have to have a take-home car when you just come to work, back and forth to work every day. So, this is where the money disappears," said Lamberto.

"I don't have another source of revenue, so I can't add fines and fees. I can't raise sales tax. This is what I've got," said Arenberg Seltzer.

Voters will have to decide whether to support relief for homeowners desperate for a break or slashed budgets for services people use and need.

"When you give government a lot of money, and they get fat," said Lamberto.

"You have to do what's right for you and your family. I'm not telling you how to vote, but think about what will be lost," said Arenberg Seltzer.

Amendment 3 requires 60% voter approval to become part of the state constitution.

If lawmakers later decide to repeal it or change it in any way, it would be difficult because it would require another statewide vote.

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It’s our most consequential election | Letters to the editor



A sign in Pompano Beach reminds people that property taxes paid for the Emma Lou Olson Civic Center (Steve Bousquet/Sun Sentinel)

By **Sun Sentinel Editorial Board** | Sun Sentinel
PUBLISHED: November 1, 2026 at 5:00 AM EDT

I have voted in many elections, and I can’t think of another one that is more consequential. This is not just about property taxes or homeowners’ insurance. It’s about whether our democracy can continue.



Jack Miller, a Parkland resident and a certified public accountant, is a long-time Sun Sentinel reader and writer of letters to the editor (Courtesy)

This country was built on a system of checks and balances that do not exist at this time. All three branches of the government are now under one party. The Supreme Court

acquiesces to the administration's executive orders. The Constitution is only a document, and if it is not being complied with, there is no democracy.

Disinformation spreads. Election integrity is challenged. There's even talk of ballot boxes being seized, martial law being declared, armed allies of Trump at polling stations, and ICE agents prowling around. When you go vote on Tuesday, think about whether you want our experiment in self-rule to continue for our children and grandchildren.

— *Jack Miller, Parkland*

Quality of life at risk

On the surface, Amendment 3 seems like a great idea, cutting about $1,000 from my property tax bill next year and even more in 2028. But a closer look shows the obliteration of the home rule function of government that Floridians enjoy.

Home rule allows cities and counties to implement benefits needed or desired by taxpayers. In our large and diverse state, what might be good for, say, Ocala may not be wanted by Palm Beach County or its cities.

In Palm Beach County, Amendment 3 could mean higher fees for beach parking, water, sewer, police, fire, parks, museums and libraries, and longer response times for emergency services.

I am no longer a "spring chicken." I don't want to jeopardize the short response times of three or four minutes or the well-maintained streets and roads, or our vibrant, walkable downtowns, award-winning, pristine beaches, beautiful, well-maintained parks and the vibrant arts environment that brings beauty and function to our residents, especially children.

The real potential damage is in the final paragraph: "This Amendment requires counties and municipalities to use property taxes solely for public safety, education and schools, infrastructure, natural resources, bond debt service, retirement benefits for employees, and operations and administration."

Nothing for our quality of life. What are you willing to give up for a potential tax savings? I love my quality of life here, and I will gladly pay taxes to maintain it, especially with no state income tax. I'm voting "no" and I urge you to do the same.

— *Christina Morrison, Delray Beach*

The harm of Amendment 3

I thought the first principle of the Hippocratic oath was “First, do no harm.” Dr. Gilberto Lopes’ op-ed in the Sun Sentinel is distressing. It is being used by people to justify passage of Amendment 3, and that will harm people.

What do you think will happen with a 12% decrease in revenue to the Broward County Children’s Services Council? It will hurt thousands of people in direct and indirect ways. Tell that to the hundreds of families who rely on the Mobile Food Pantry at Collins Elementary where I volunteer twice a month, or at Gulfstream Learning or West Hollywood Elementary, where I also volunteer. Memorial Healthcare will lose revenue, too.

We already see how poor people are treated in this state. The strong, or the rich, get what they want and the weak endure what they must.

I doubt that Dr. Lopes, as an oncologist, would encourage a patient to make a life-changing decision regarding treatment in just minutes without careful consideration of the options. Why would you support the Florida Legislature making a momentous decision affecting millions of people over the course of 72 hours, without careful and thorough evaluations?

— Siobhan McLaughin, Hollywood

MONTHLY COUNCIL MEETING ATTENDANCE

October 2026–September 2027 (FY 26-27)

Council Member	Oct'26	Nov'26	Dec'26	Jan'27	Feb'27	Mar'27	Apr'27	May'27	Jun'27	Jul'27	Aug'27	TRIM I	Sep'27	TRIM II
Lauren M. Alperstein	P		N/A											
Alyssa Foganholi	P		N/A											
Howard Hepburn	P		N/A											
Debra Hixon	P		N/A											
Julia Musella	Virtual		N/A											
Nan Rich	Virtual		N/A											
Robert Shea	P		N/A											
Paula Thaqi	P		N/A											
Christine Thompson	A		N/A											
Jeffrey S. Wood	P		N/A											