

Leading the way  
by investing in our  
children and families.



"Our focus is our children."

Annual Report 2006-2007



# Letter from the Council Chair



## Letter to the Community by Commissioner Sue Gunzburger, Council Chair

Throughout my career in public service, I have had the privilege of serving on many councils and boards but none has made such a large impact in such a short period of time as the Children's Services Council. The title of this Annual Report sums up why I'm so very proud to serve as Chair of the CSC. "Leading the Way

by Investing in our Children and Families" is more than a slogan. It describes the philosophy that guides our work with children, families and the community.

**As stewards of the investment made by the residents of Broward County in 2000, we work hard to ensure that your tax dollars are spent wisely.**

- We keep administrative costs to a minimum (less than 10% of the budget).
- At the September TRIM (Truth in Millage) hearing, Council members not only met a legislative mandate to reduce the tax rate by 3%, but voluntarily exceeded that goal by nearly an additional percent.

**CSC provides the leadership for many community collaborations. Two of those collaborations target families struggling to achieve or maintain economic self-sufficiency.**

- In 2004, the CSC began providing staff support to the Million Meals Committee (MMC) of The Coordinating Council of Broward. The MMC works on the front lines collecting and distributing over six million pounds of food in FY 2006-07.
- The CSC-led Earned Income Tax Credit (EITC) Outreach campaign lifts more people above the poverty line than any other economic support initiative, over half of whom are children. Since the inception of the campaign over \$70 million additional dollars have been deposited directly into the pockets of Broward County residents.
- CSC supports Volunteer Income Tax Assistance (VITA) sites in every corner of the community and a mobile tax preparation unit to ensure that working families have access to free, high-quality tax preparation services.

**Overall, CSC continues to provide valuable resources and programs throughout our community while maintaining a high standard of accountability to the taxpayers and the families and children we serve.**

- Every CSC funded program is grounded in research and evidence-based practices containing measurable outcomes, regularly reported and monitored for accuracy and quality.
- The CSC's Comprehensive Annual Financial Report (CAFR), once again received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.

**We are operating with a very uncertain future for the funding of children and family services at the state and local level.**

- The tax reform proposal on the January 29, 2008, ballot could result in our community losing many of the services described in the pages of this Annual Report.
- Whether the ballot initiative passes or fails, state legislators are planning additional budget cuts that would significantly impact services in Broward and other counties.

Our investment in Broward's children and families is only possible because of the trust placed in us by the voters of Broward County. Thanks to you we have dedicated, compassionate and expert staff who work with community leaders, non-profit providers, other governmental agencies and private funders to realize the Council's vision.

This past year we mourned the loss of Carole L. Andrews, a true champion for children and my predecessor as Chair. I want to thank former Council members Gregory Durden, Lawrence L. Korda, Marti Huizenga, Julie Koenig, Laurie Sallarulo and Frank Till for their part in laying the foundation for this important organization.

This year we welcome Emilio Benitez, Mariza Cobb, Stephanie Arma Kraft, James Notter, Terry Santini, Chris Smith and Judge Howard Zeidwig. Although they have only been on board a few months, it is already clear that they have the passion and commitment to make sure the CSC continues to lead the way by investing in our community's most valuable asset – our children's future.



# Council Members' Comments



“Every day is a reward in being able to see the children of Broward County benefiting through the programs supported by the Council.”

**David L. Roach** – *Vice Chair*  
*Administrator, Broward County Health Department*

“The partnership between the programs of the Children's Services Council and the Florida Department of Children and Families immeasurably assisted families in repairing broken relationships and strengthening the bonds that keep families together. The relationship between the two agencies continues to be pivotal in keeping children out of the foster care system.”

**Jack L. Moss** – *Secretary*  
*Regional Director, Department of Children and Families*

“The Council invests resources in diversionary programs that allow youth to stay out of the juvenile justice system. This investment will bring the entire community great returns as youth become responsible, productive adults rather than wards of the state.”

**Emilio Benitez** (*Governor Appointee*)

“I believe that early intervention and support for the family is the key to the success of a child. I have been further enlightened by the Special Needs Advisory Committee on the issues that affect our special needs families. I am committed to ensuring that all children of Broward County have access to quality aftercare and summer employment programs that will promote self-confidence, productivity and a positive outlook for their future as adults.”

**Mariza Cobb** (*Governor Appointee*)

“The significance of giving children and youth opportunities to succeed in their personal lives, in education and business cannot be underestimated. The Council understands this and funds programs that address the needs of children and families throughout the county.”

**Stephanie Arma Kraft, Esq.**  
*School Board of Broward County*

“The CSC is a ‘role model’ organization that actively seeks, awards, and measures outcomes of its programs against the vast array of children's needs in our community. Our diverse representation on the Council makes for an optimum environment of non duplication of services, accountability for business practices, as well as programs and a clear implementation of our Strategic Plan. I wholeheartedly support the Council's efforts and look forward to another successful year building on our past successes and continuing to close the needs gap for our children.”

**James F. Notter**  
*Superintendent, Broward County Schools*



Back Row, L-R: James F. Notter, Howard M. Zeidwig, Mariza Cobb, Christopher L. Smith, Stephanie Arma Kraft, Emilio Benitez, Terry Santini  
Front Row, L-R: David L. Roach, Sue Gunzburger, Jack L. Moss

“The Children's Services Council takes its fiscal responsibility to the tax-payers of Broward County very seriously. As it funds programs that strengthen families and helps children achieve lifelong success, the Council will remain vigilant that the money is spent responsibly and with full accountability.”

**Terry Santini** (*Governor Appointee*)

“CSC has been at the cutting edge of not only effectively using resources to address the needs of all children and youth but advocating for more effective use of limited resources. Through the CSC's advocacy and assistance many small organizations in Broward's more diverse communities have grown in size and ability to assist those most in need.”

**Christopher L. Smith** (*Governor Appointee*)

“We live in a diverse community and the Council understands the importance of cultural competence in the delivery of services as well as the importance of investing in building the capacity of agencies which serve niche communities. I am also happy with the progress made through *One Community Partnership* for children with behavioral health issues.”

**Ana M. Valladares** (*Governor Appointee*)

“As a judge in the Juvenile Justice system, I see first hand the importance of prevention as a tool for success. Diversion programs funded by the Council can mean the difference between a life lost to the system or the opportunity to make meaningful decisions for a better life.”

**Judge Howard M. Zeidwig**, *Judicial Member*  
*Administrative Judge, Juvenile Division*



# Letter from the CEO



## Leading the Way by Investing in Children by Cindy Arenberg Seltzer, President/CEO

We've heard it many times. Kids don't count. They don't vote. Government doesn't respond to their needs. Here in our community, nothing could be further from the truth! At the Children's Services Council of Broward County, children aren't just an item on a crowded agenda, they're our *only* focus. Thanks to you, the voters of Broward County, we work every day to

enhance children's lives and empower them to become responsible, productive adults.

As a dedicated source of funding for children and families, the CSC is leading the way by investing in programs that make a positive difference in neighborhoods across Broward County. These programs are delivered by over 85 community organizations who share our vision and commitment to children and excellence. Remarkably, we're able to touch so many lives while collecting less than two cents of every dollar paid in property taxes. It's a testament to the CSC's fiscal responsibility, administrative accountability and dedication to maximizing community resources.

Our efforts are critical, but they're not effective without a shared community commitment to our children. As I addressed the nearly 600 participants at the April, 2007 *Broward Youth Summit*, it became more apparent than ever that our community has a shared goal of helping children achieve their greatest potential. Hosted by the CSC and the Broward County Children's Services Board, the Summit surpassed all expectations. Seven years had passed since the last Summit and participants came together to assess the impressive progress made since then. In so many critical areas our children

are doing better than they were – Juvenile Crime is down; Teen Pregnancy is down; Youth Drug Abuse is down.

These statistics are impressive. They show the value of working toward a shared vision supported by resources and accountability to outcomes. But the statistics also showed there is much more to be done. So the Summit also provided a venue to unveil the updated *Children's Strategic Plan* which provides the community with the framework to foster public dialogue on trends, benchmarks and develop action plans to ensure a high quality of life for all children in Broward County.

As a new mother myself, my commitment to the success of all of our children has never been greater. I know that the work we do here at the CSC is helping to make our corner of the world a better place – a place where children are valued and supported by a nurturing family and community.

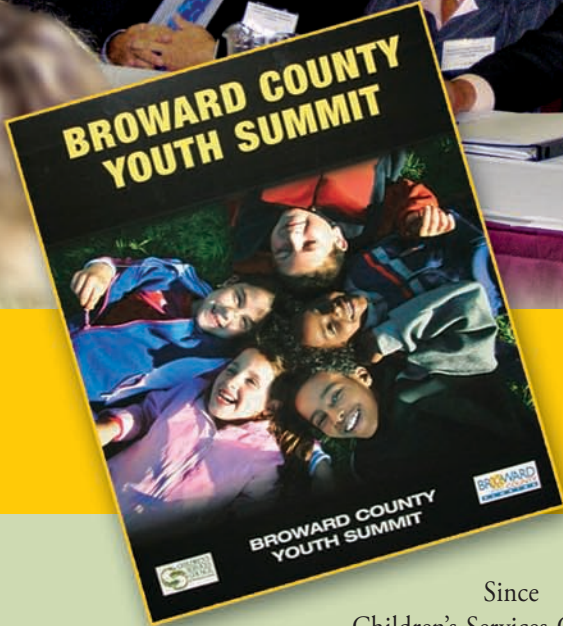
*Leadership, trust, collaboration and accountability.* These are just a few of the words that I've heard associated with the work of the CSC over the past six years. I hope that as you read the pages of this 2007 Annual Report, those characteristics are evident in every article. We fund many programs that touch the lives of thousands of children. Just as no two children are the same, each and every one of our initiatives is unique. But together, as part of a comprehensive and synergistic effort to improve children's lives, our programs drive our efforts to lead the way for Broward's children.



### *The Children's Services Council of Broward County Department Directors*

Left to Right: Monti Larsen, Chief Operating Officer; Sue Gallagher, Dir. Research, Analysis & Planning; Audrey Stang, Dir. Program Services; Cindy Arenberg Seltzer, President/CEO; Karen Swartzbaugh, Chief Program Officer; Frederick Hicks, Dir. Informational Technology; Sandra Bernard-Bastien, Dir. Public Affairs & Organizational Development.





## Providing Leadership by Planning through Collaborative Efforts

Since its inception, the Children's Services Council has provided leadership to improve the lives of Broward's children. Throughout 2006, the CSC and other organizations led the **Broward County Children's Strategic Planning** process to help identify the needs of children and families and find ways to meet them.

In April 2007, the CSC and the County Commission's Children's Services Board co-hosted a Youth Summit, where over 600 community members gathered to review progress made over five years and find ways to improve the well-being of Broward County's children. Youth Summit organizers hoped to increase community participation in the Strategic Plan. Was this achieved? Absolutely! 63% of summit attendees had not participated in the Strategic Plan before the Youth Summit.

Content experts led discussion groups in key focus areas to get additional community input. The summit produced updated goals and strategies to better meet the needs of Broward County children based on the many voices and concerns of the participants.

Currently, there are 15 active committees dedicated to implementing strategies in key goal areas, including child abuse and neglect, delinquency, domestic violence, school readiness and early learning, children's health, school success, out of school time, special and behavioral health needs,

youth employment and transitional living, economic prosperity, and organizational capacity including cultural competency.

Committees are often chaired by community partners to insure the broadest participation possible. The CSC is continually expanding its outreach and increasing the numbers of key community stakeholders in the committees.

**By involving a diverse cross section of county residents in the planning process, the CSC responds to emerging needs and to building a comprehensive, coordinated system of care.**

These committees consist of community members, parents, youth, service providers, and government officials. They identify strategies that will help improve community well-being by such things as reducing rates of child abuse and decreasing the number of youth who commit crimes. The committee meetings are held in different locations throughout the county and meet regularly to review progress, identify barriers, and monitor the implementation of action steps.

Every goal of the plan has strategies, timelines, and action steps agreed upon and owned by participants. Action plans are updated at each meeting to reflect the steps taken to achieve the targeted objectives. The effects of these objectives are updated as new data becomes available or annually by CSC staff.

The role of the CSC in bringing these communities together helps create a brighter future for Broward County's children and provides a clear vision for the future.



# Funded Programs

## Leading the Way by Investing in Children and Youth with Special Needs

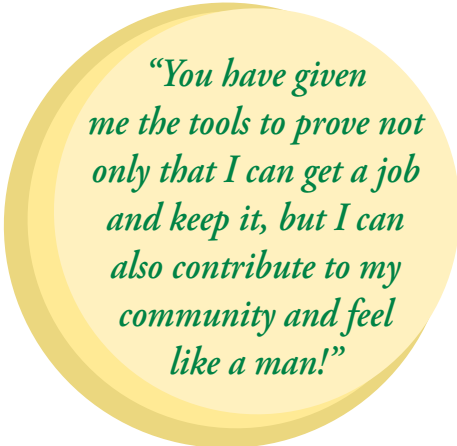
*Where do I get medical and therapy services for my child with special needs? How can my disabled teenager acquire the skills needed to get a job or find the right college? Where can I find help for my newly diagnosed child? Can you help create programs where my child can feel included?*

These questions highlight the confusion and challenges faced by families with children with special physical or developmental needs. To help these families, the Children's Services Council provided the leadership to establish the **Special Needs Advisory Committee (SNAC)**. Started by former CSC member Laurie Sallarulo, the SNAC, now co-chaired by Council Member Mariza Cobb and School Board Chair Robin Bartleman, is a coalition of government, private funding agencies, service providers and parent groups. The SNAC continues to create coalitions and workgroups to improve communication and access to services and fund initiatives that ensure needed services grow in Broward County.

The SNAC has also been tasked to help develop and monitor the Special Needs component of the Children's Strategic Plan. Strategies include identification of point of entry into care; services for after-school and summer vocational and transitional opportunities; school to work opportunities involving social skills training for youth ages 16-21; and paid community based internships.

While SNAC members have worked together to create a variety of new initiatives, CSC dollars have

funded successful programs such as the 2-1-1 First Call for Help Special Needs Hotline, the Summer Training Employment Program for Special Needs (STEPS), Learning Independence thru Focused Transition (LIFT) and provided match dollars to cities to build four inclusive playgrounds which will be fully accessible for children with special needs.



The creation and expansion of the **2-1-1 First Call For Help Special Needs Hotline**, for instance, has proven to be an excellent resource for referrals to specialized programs, medical services, therapy programs, respite care, and available leisure-time and recreational opportunities within the County. In addition to receiving several hundred calls a month for assistance, the 2-1-1 website provides community happenings and events involving the special needs community. The hotline also maintains a list of unmet needs which is shared on a regular basis with

providers and potential funding sources. Through the ongoing use of mailings, bus tags, and participation in community events, the 2-1-1 Special Needs Hotline continues to expand its impact.

**Learning Independence thru Focused Transition (LIFT)** is an innovative after-school program that offers 165 high school students with disabilities the opportunity to master social and daily living skills, as well as employment skills. Success is achieved through participation in hands-on learning experiences and paid internships at a variety of Broward County sites.

Four agencies – ARC of Broward, YMCA, League for the Hard of Hearing and United Cerebral Palsy – were awarded funding in FY 06/07 to begin to work with adolescents with special needs to build their confidence, gain acceptance, and develop long lasting relationships in preparation for adulthood.

**The Supported Training Employment Program for Special Needs (STEPS)** is among the most innovative and creative programs the CSC has developed. STEPS helps Broward teens with special needs take meaningful “steps” towards independence. In the summer of 2007, the program placed 62 teens at 22 worksites where they learned employability and social skills under the supervision of a full-time, experienced Job Coach who provided monitoring, encouragement and support. The Summer STEPS interns also received a minimum wage salary for 30 hours per week of service.

In 2008, the Dan Marino Foundation and United Cerebral Palsy, with Council funding and support will be placing close to 100 youth with disabilities in supported employment in approximately 30 community based job sites.

In addition, with the cooperation of the University of South Florida, a County-wide Special Needs Resource Mapping project is now underway.

With over 40,000 children with special needs in Broward County, there are still many challenges ahead. Through continued support, collaboration and available funding, CSC is helping to make our community a better place for individuals with special needs and for those who love them.

This was best reflected at a recently held awards banquet for 62 youth who attended the STEPS summer employment program when one said, “You have given me the tools to prove not only that I can get a job and keep it but I can also contribute to my community and feel like a man!”







## Leading the Way by Investing in Out-of-School Time Programs for Children with Special Needs

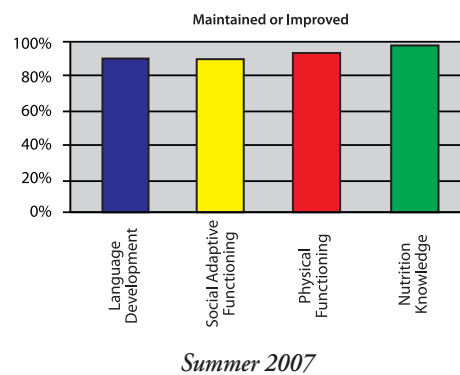
Children with special needs in our community have many different mental or physical challenges, such as Down Syndrome, Autism, Cerebral Palsy, visual or hearing impairments. Families often struggle to find after-school time and summer programs that provide academic enrichment while caring for their special physical and medical needs.

The Children's Services Council helps over 2,000 Broward children with special needs by funding a variety of quality programs that provide support and enrichment.

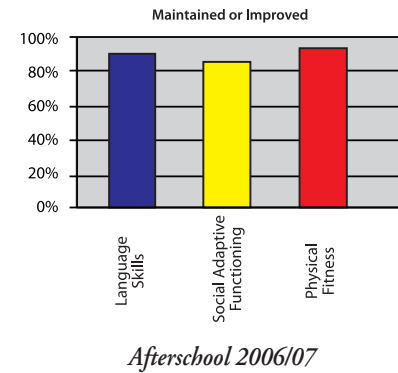
Many children have been touched by CSC programs. Joseph is a five year old, bright eyed boy with Cerebral Palsy who attends an out-of-school time program for children with special needs. Because he is in a specialized program, he can play and learn with other children while having access to medical professionals. Since receiving care from workers that have special training helping children with physical and developmental challenges, he is beginning to talk and is learning how to be independent in his wheelchair. He comes to the program from his school every day with a big smile. His parents have a sense of relief in trusting that he is well cared for and they

have been able to keep full time jobs now that he has a safe place to be until 6pm. Joseph's parents and the out-of-school time program work with his regular school to make sure that he is getting what he needs to continuously improve.

Last summer, as evidenced in the charts below, children maintained or improved their skill levels between 85% to 99% percent in learning to use language, social and adaptive abilities, physical functioning, and knowledge of good nutrition.



Children with special needs who participated in CSC funded afterschool programs also made significant gains in language skills, social skills and fitness.



By investing in children with special needs, we help them to increase their independence on the road to becoming productive contributors of our community. We are working in partnership with their parents to promote the well-being of the family and we are setting an example to other communities about the value of each and every child and their ability to succeed.

## Leading the Way by Investing in Strengthening "Kinship" Families

In Broward County, approximately 13,000 grandparents, most under the age of 60, are raising their grandchildren instead of planning their retirement. What's more, relatives such as aunts, uncles, siblings and non-relatives such as godparents also find themselves suddenly and unexpectedly responsible for one or more children because their birth parents can't adequately care for them.

When a Kinship Community Task Force was formed to explore this issue in Broward, it discovered that most kinship arrangements are informal, with no legal relationships established by the birth parents to grant custody to caretakers. As a result, kinship caregivers are excluded from the full range of assistance available to birth parents or licensed foster parents.

The Children's Services Council responded with a call for innovative proposals to address the many complex needs of kinship caregivers and the children in their care. Kinship Initiatives for Supportive Services (KISS) was developed to support the needs of caretakers raising children who are related to them by blood or marriage or through close relationships acknowledged by the birth parents.

As part of the Council's commitment to provide support to Broward's child welfare system of care, in 2006, Kids In Distress (KID) was awarded funds to serve 195 families. Due to overwhelming community need, funding and the number of families that will be served in FY 2007-08 has been increased. KID collaborates with other family serving agencies to provide services at convenient locations throughout Broward and at the clients' homes.

Caregivers receive information about services that are responsive to their needs, including health care and mental health services; assistance in navigating the school system; cultural competency; emergency financial assistance; parenting skills training for caregivers; individual assessments for children and caregivers; case management; information about public benefits and application assistance; outreach services; respite care; caregiver support groups; training in self-advocacy and transportation assistance.

Legal Aid of Broward County provides caregivers with free legal assistance and caregivers receive information and guidance to understand different custody options and how gaining legal guardianship over these children may affect their own housing, medical and disability benefits.

Through KISS, CSC helps ensure that children separated from their parents maintain a healthy identity, self-esteem and security by remaining connected with their families. To date, approximately 95% of these children have remained with relatives and have not required foster or institutional care. Through KISS, the CSC is helping to save valuable resources and support caregivers who deserve the very best from a grateful community!





# Funded Programs

## Leading the Way by Helping Teens Transition Out of Foster Care

Moving into adulthood is an exciting but challenging time of life. Most youth make this change with a firm safety net of family and friends beneath them. However, many children raised in foster and relative care have no support to fall back on, few resources and limited guidance. The Children's Services Council recognizes these challenges and is helping ensure that young adults transitioning out of the child welfare system develop the skills necessary for independent living by investing in programs that help pave the way for self-sufficiency.

In 2003, the CSC worked with the **Community Foundation of Broward** to lead the first community-wide effort to draw attention to the plight of transitioning youth as part of their commitment to support the child welfare system. That seed has generated a strong community collaboration led by a staff person jointly funded by the Community Foundation and **United Way of Broward County**. This collaboration won the prestigious Impact Award at the Donors Forum Annual Meeting.

CSC's financial investment flows through its **Future Prep** programs which provide comprehensive educational support, counseling, life skills instruction, community linkage and case management for this population. In 2006, the CSC increased its funding to \$1 million. As a result, more than 350 youth received services through the **HANDY LIFE Program** and **Camelot Community Care**. 93% of the youth served were promoted to the next grade, graduated, or attained a GED. 98% postponed parenthood and avoided non-marital births. Close to 70% of the youth maintained or increased involvement in community activities. Two-thirds (2/3) of the youth improved self-esteem and peer/adult interactions.

The success of this effort led to increased community awareness and involvement. It paved the way for new and creative relationships with partners such as **The Jim Moran Foundation**, which will match the CSC's \$1 million Future Prep commitment with an additional \$250,000 starting in FY 07/08. This

collaborative funding will reoccur annually through FY 09/10 and will support the efforts of HANDY, Camelot Community Care and a new provider, Kids@Home.

In August 2007, the CSC partnered with the **Department of Children and Families** and the **City of Pembroke Pines** to develop a 42 bed housing complex that will house transitioning youth. Located near the Broward Community College South Campus and accessible to public transportation, this residential setting includes an array of support services and on-site mentors.

Transitioning youth have been through a lot in their lives and there's no silver bullet to ensure their future success. The CSC, however, is working hard to make sure that they receive services, guidance... and hope. These are some of the ingredients that will pave the way for a brighter tomorrow and transition to independence.

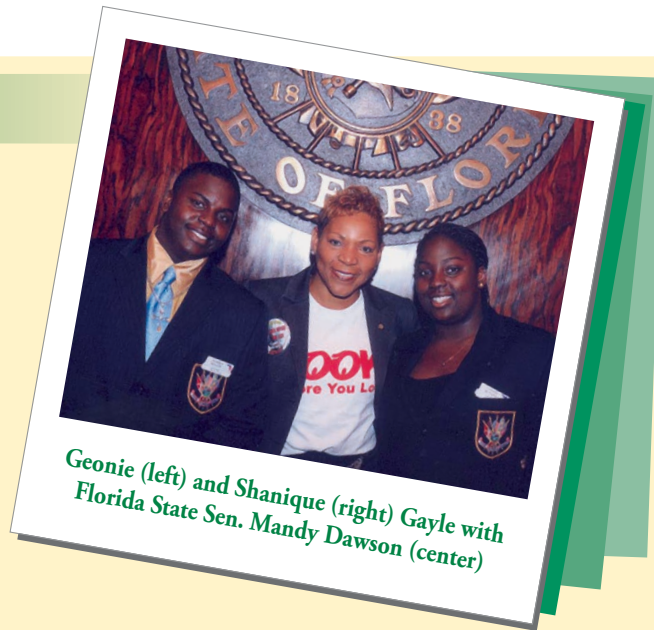
## From Sistrunk to Tallahassee!

by Geoni and Shanique Gayle

Growing up on Ft. Lauderdale's Sistrunk Boulevard hasn't been easy. There's lots of crime and drug use in our neighborhood. Sometimes there wasn't enough food to eat or safe places to play and be regular children. Our family never had much money, so vacations were always something that we'd see on television. That's right. Reality never changed much for us. It was the same thing over and over again. Crackheads actin' a fool and gangs running the streets gets old after a while. Real old.

The Children's Services Council and the HANDY (Helping Abused, Neglected and Disadvantaged Youth) LIFE Program changed our lives by expanding our horizons and exposing us to a world outside of Stistrunk. We've had so many wonderful experiences. Thanks to CSC staff, we were selected by Senator Mandy Dawson to serve as Pages during the 2007 Legislature. Spending the week in Tallahassee with other teens from around the state was incredible. Shanique was even elected by her peers to serve as Secretary of the page class. Everywhere we turned, people smiled and provided words of encouragement. As we matured into young leaders, we began to develop an even greater appreciation for the kindness of the CSC and HANDY LIFE Program.

But that wasn't all. Thanks to CSC funding, we both participated in the Casey Family Programs It's My Life Conference. Geoni traveled to Baltimore and Shanique attended in Seattle. We got to meet other children who had been raised by relatives and present our experiences in kinship care with leaders from around the nation. Meeting these people was a godsend.



Geonie (left) and Shanique (right) Gayle with Florida State Sen. Mandy Dawson (center)

Geoni even traveled to Washington, DC this summer as part of the Trip of a LIFETIME, which took ten young leaders from three CSC funded agencies (HANDY, SOS Children's Villages of FL and CD 4 Youth) to the nation's Capitol.

These trips were like a breath of fresh air for both of us. They taught us that there is more to life than the streets and in order to get ahead you have to work hard. We've got our sights set on college and we're gonna conquer the world. Together!

*Shanique and Geoni Gayle are brother and sister. They attend Dillard High School in Ft. Lauderdale.*





## Leading the Way by Investing in Making Families Stronger

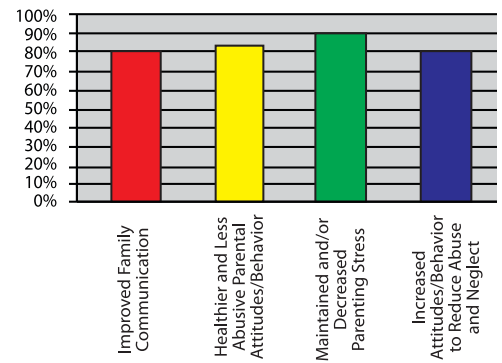
Children need to feel safe and loved to develop into healthy, secure adults. When children have healthy relationships with their parents, siblings, teachers, and friends they feel safe and secure. However, when a child experiences the physical or emotional pain of abuse and neglect, that child may think, “If mommy isn’t taking care of me, then I must not be good enough to take care of.” “If daddy hits me that hard, I must be really bad.” Child abuse and neglect damages the child, the family, and the community.

Since 2001, CSC has been a leader through its efforts to reduce child abuse and neglect. In FY 06/07, CSC invested approximately \$6.6 million for effective family strengthening services. When a family’s situation renders a child in immediate danger, the child is often removed from home and placed in foster care. However, when the child is not in grave danger – but the family needs immediate help to learn how to keep their child safe and healthy – services can be provided to ensure the well-being of the child in the home. CSC funds 13 Family Strengthening programs throughout Broward County to provide such services

to over 3,000 families at high risk of abuse and neglect. CSC-funded family strengthening programs help families right where they are – in their homes. According to one parent, “The in-home services felt like an intrusion at first, but were very helpful. I feel we benefited in learning new techniques that we didn’t use before. Thank you for helping us – we will remember for a very long time your sincerity and dedication in supporting our family as a whole.”

Social workers teach and model parenting and life skills which are taught in the real-life setting of the family home, with the children. Upon completion of the family strengthening programs, parents reported improved family communication (80%), less parenting stress (90%), healthier and less abusive attitudes and behaviors (82%), and an increase in the necessary attitudes and behaviors to reduce abuse and neglect (81%).

Despite the higher number of identified risk factors and greater chance of abuse and neglect for children in CSC programs, the rate of verified abuse for children



receiving at least 6 months of CSC family strengthening services was the same as the rate of verified abuse in the general population (1%).

In the end, children begin to experience their parents as loving and safe, which to them means “I am loveable and worth caring for.” From there, they have a chance to grow up to be healthy, productive adults with positive self esteem, who can raise their own children in a loving and safe way. CSC’s investment realizes priceless returns for generations to come.

## Leading the Way for Early Childhood and Family Literacy

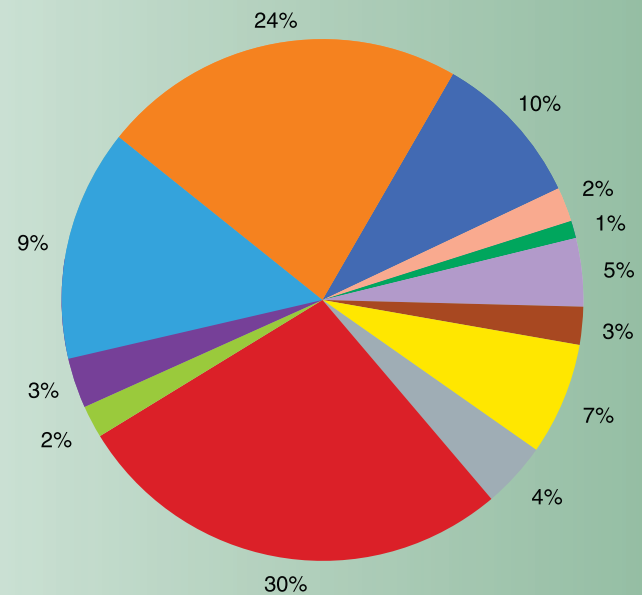
The Children’s Services Council, the A.D. Henderson Foundation and the Sun Sentinel provided the funding and leadership to create a literacy strategic plan, which recognizes that one of the most effective ways to improve literacy is to improve the Early Care and Education System (also known as child care system). To do so the plan focuses on strengthening the quality of the providers, improving the transition from Pre-K to Kindergarten and developing the additional resources necessary to provide quality care for all children.

On the program side, CSC provides the Early Learning Coalition with over \$6 million which along with a state match provides nearly 3,000 children from “working poor” families with child care. And to improve the quality of that child care, CSC once again partnered with the AD Henderson Foundation to fund the Community for Quality Early Learning and Literacy Program (C-Quell) which creates community clusters of 10 child care centers with an elementary school as the hub.

CSC also hopes to promote literacy from birth through the **Born to Read** program, provided through a partnership with the Public Library Foundation, the City of Hollywood, Memorial HealthCare and the Hollywood Rotary. Based in a busy pediatric clinic, this program teaches parents to read to their children during clinic visits with the goal of reading to their children at home on their own. The “Born to Read” book club also provides families with information about books and learning activities on their child’s birthday. Over 3,500 children are currently enrolled.

In addition, each summer, the CSC has partnered with KISS Country 99.9 FM to provide our “Summer Reading Camp.” This partnership drew over 1,100 children to Borders Books locations throughout Broward where children read with storytellers and Nickelodeon characters and were given books to take home.

## Children & Families Served by Program Area Fiscal Year 2006-2007



\* Juvenile Assessment Center and Swim Central are jointly supported by multiple funding resources. The graph depicts all children served by these programs from October 1, 2006 – September 30, 2007.

After School/MOST 9,949	Family Strengthening & Support – 2,429	Special Needs 2,089
Behavioral Health 2,207	Juvenile Assessment Center* – 7,210	Subsidized Child Care 2,675
Child Welfare System Supports – 1,115	Maternal & Child Health 4,194	Summer Challenge 8,488
Delinquency Prevention & Diversion – 4,372	School Health 28,373	Swim Central* 23,347



# Funded Programs

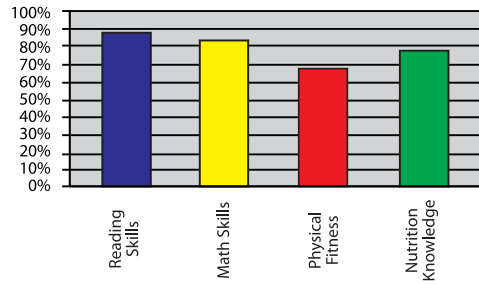
## Leading the Way by Making Sure Childrens are Engaged, Safe & Learning

Since its inception, the Children's Services Council has supported out-of-school time programs that keep children safe, supervised and academically challenged. **Maximizing Out of School Time (MOST)** programs and Summer Challenge programs serve children who are economically disadvantaged and children with special developmental, physical, and behavioral needs.

Research confirms that quality out-of-school time programming is a worthwhile social investment (Durlak et. al CASEL 2007). Students typically lose over two months of reading and math skills over the summer because they are less likely to study. CSC summer programs help students keep and increase their skills by using certified teachers, structured curriculums and a minimum staff to child ratio of 1:15 or better.

Positive results on monitorings, outcomes, and parent and youth satisfaction surveys reflect the value

and effectiveness of the programs. In CSC MOST programs, 88% of the children improved basic reading skills and over 70% improved interactions with peers and adults. Outcomes from the CSC summer programs show improvement in reading (88%), math (82%), attitudes toward physical fitness (68%), and nutrition knowledge (77%) as shown below.



Summer Challenge 2007 Outcome

Though academically strong, MOST and Summer Challenge programs also include other fun activities involving fitness; social skills; healthy snacks; cultural arts exposure; and recreational and educational field trips.

This is what our parents have to say:

*"My child will be ready for the next grade because the summer program includes reading, math, and physical exercise."*

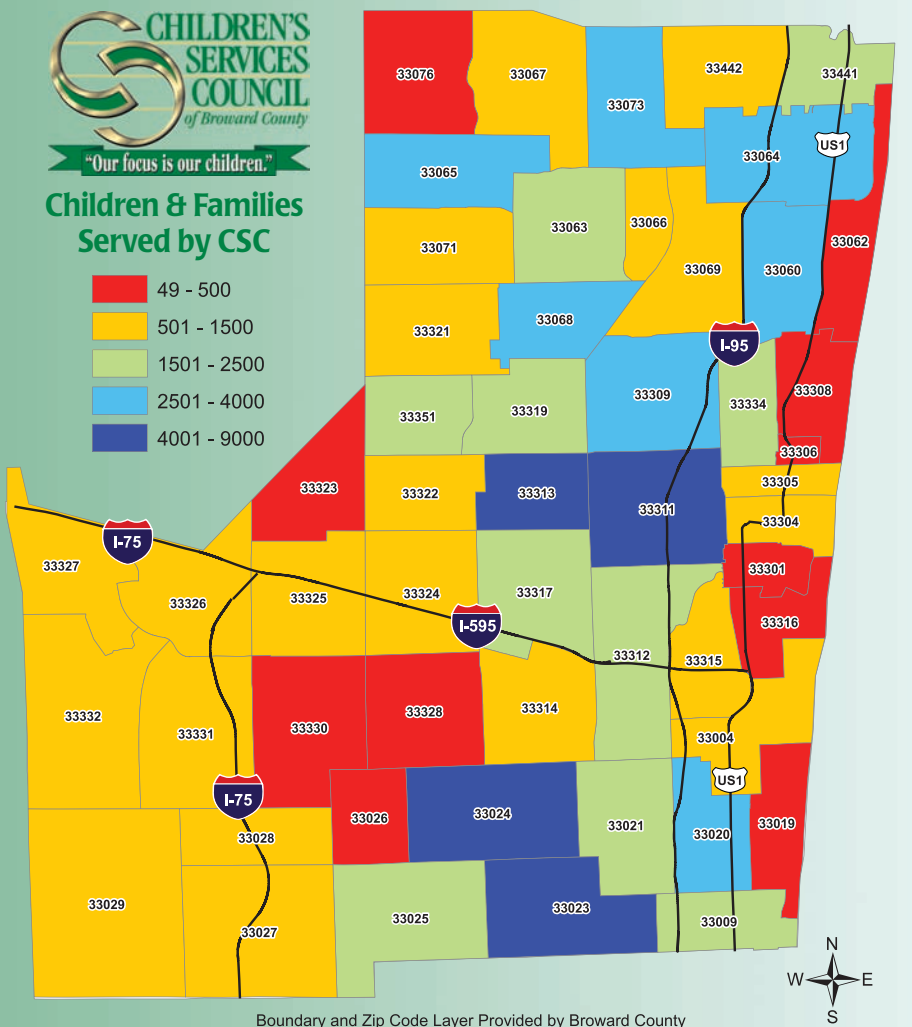
*"These programs are affordable for large families."*

*"The staff is very helpful and on top of safety and discipline and always willing to go the extra mile to give each child the proper attention."*

*"I really think it is a very good program for the kids because it keeps them busy, out of trouble and off the streets during the day."*

*"We appreciate the program being at our child's school. This program is great for working parents."*

In October 2007, the CSC released a new Request For Proposal (RFP), Maximizing Out-of-School Time / Summer 2008 (MOST) giving agencies an option of proposing a year-round program or separate proposals for school-year or summer programming. This option will allow for more seamless programs. Starting in May 2008 parents will no longer need to worry about finding a summer program as their children will be able to continue in fun, enriching out-of-school time services all year-round.



## Leading the Way by

Volunteerism has come a long way since 1974, when Volunteer Broward was incorporated. In those days, most volunteers were stay-at-home moms and retirees who were satisfied with opportunities like stuffing envelopes, answering phones, typing and filing. Today's volunteer force has expanded to include professionals and students of all ages. They reflect the vibrant diversity that has since evolved in Broward.

Volunteers want to see both short and long term results from their efforts, whether these entail painting and landscaping schools and daycares in low income neighborhoods or mentoring a child towards becoming a responsible adult. More importantly, the





## Leading the Way by Helping Teens Become Responsible Adults

### New DAY

Adolescence can be challenging as young people try to cope with their changing bodies and minds while negotiating a world that presents many dangers – drugs, violence, HIV/AIDS – just to name a few. Some teens lose their way and make poor decisions that could put them on the wrong path for life.

Luckily, the juvenile justice system in Broward County understands that even good children can make mistakes. About one-third of the teens arrested in Broward are offered the opportunity to “make it right” without court involvement or permanent criminal records. Youth who have not been in serious trouble before and have committed non-violent offenses may be given the chance to participate in diversion programs that provide supervision, consequences and life-changing experiences.

Since 2003, the Children’s Services Council has funded delinquency diversion programs for youth referred by the Broward State Attorney’s Office for less serious crimes. Titled “**New Delinquency Alternatives for Youth**”, or **New DAY**, these programs have served over 3,250 Broward County youth diverted from the juvenile justice system.

Over 85% of all youth referred, successfully complete all diversion requirements which typically include community service, apology letters and/or restitution to victims, counseling, curfews, etc. Of those youth, 96% have stayed out of trouble with the law for at least six months after program completion.

By holding youth responsible for their misdeeds and ensuring they “make it right,” these programs are

proving that giving teens a second chance saves our community time and money while giving teens a brighter future. Every youth who stays out of further criminal activity could save the community tax dollars in court and jail costs and property loss. In fact, a 1% reduction in juvenile crime rates could save \$15.4 million over a five-year period!\*

As part of their diversion experience, most of the teens are required to perform community service. The Broward Sheriff’s Office New DAY program, for example, allows teens to help out at a ranch that provides horse-back riding for children with physical disabilities. It shows that even mucking out horse stalls can help turn troubled teens around. By caring for horses and children with special needs, teens give back to their community while learning valuable lessons about their ability to nurture and help others.

*\* Juvenile Justice in Florida: What Kind of Future? National Council on Crime and Delinquency; March 2004.*

### ROK’N

The Children’s Services Council is leading the way by investing in teens through several initiatives serving over 2,000 middle and high school youth in Broward County. 45% of the youth live below the poverty level, 44% live in the middle income range, and 8% are from families with incomes over \$50K.

One of these programs is **ROK’N (Reach Our Kids Now)**, a youth development and delinquency prevention program. Services include family counseling, case management, community service opportunities, academic support, after school services, and linkages to community resources.

Results from the program have shown that participants improved interactions with others (88%) and families (89%), increased school grades (95%), completed three service learning activities (74%), and had no new law violations (98%).

### Healthy Choices Program

Another youth development, prevention initiative is the **Healthy Choices Program**. Healthy Choices targets pregnancy prevention through after school services, career education, academic support, community service and service learning opportunities, college tours and case management. 100% of the participating youth did not become pregnant nor cause a pregnancy.

### Adolescent MOST

The third effort is **Adolescent MOST (Maximizing Out of School Time)**, which provides after school services, academic support (85% of the youth maintained or improved their literacy skills while participating in the program), social skills training, community service opportunities, and cultural arts activities in schools and community-based locations throughout the county. By connecting our youth with these resources, they have a safe environment where they can express their creativity and where they are empowered to improve their communities.

Participants have stated overwhelming satisfaction with these initiatives:

*“The counselors not only help us with our own personal issues, but also help us with school.”*

*“Yes, at first I wasn’t getting geometry, until one of the counselors helped me. If you find something you think is boring, she will find a way to make it exciting.”*

*“I was reluctant and skeptical about going to college before the college trip. Now I think I will go.”*

*“The program has helped me be more responsible and do more things on my own. I’m more independent.”*

*“The program is like no other because they teach us skills that we can use in the real world, such as budgeting.”*

Next year, all three programs will be combined into one **Youth FORCE (Friendship, Opportunities, Resources, Counseling & Education)** request for proposal uniting all prevention efforts, including delinquency prevention, pregnancy prevention, academic support, career education, case management and counseling. This investment will provide our youth with the opportunity to become responsible adults and contributing members of our community.

## Enhancing Volunteerism by Dale Hirsch, Executive Director Volunteer Broward

requirements of funders have changed. In a tightening fiscal environment, nonprofits like Volunteer Broward have to show they bring about real positive change to the community.

Since 2002, the Children’s Services Council has recognized the importance of volunteers as an invaluable community resource and has supported Volunteer Broward as it has evolved from a referral agency to a direct service agency.

To begin with, it has funded the technology needed to effectively operate a nonprofit agency in the 21st century. But that’s not all! The CSC continues to provide Volunteer Broward with capacity building,

ideas, networking opportunities and referrals. It is an on-going partnership that is strong and heartfelt.

This partnership has benefited the entire community. Because of CSC support, Volunteer Broward recruits thousands of volunteers for agencies that serve children and families, we manage hundreds of projects that beautify playgrounds for children, plant working vegetable and butterfly gardens and serve hundreds of homeless families.

With the CSC’s continued support, our slogan, “Be the change, volunteer” has acquired real meaning as Broward County continues to grow and volunteers help make it the best place it can be.



# Funded Programs

## Capacity Building for a Dynamic Provider Community

The Children's Services Council recognizes that we're only as successful as the provider agencies that provide services for our children. That's why we offer a comprehensive, multi-forum continuum of support for agencies serving children and families that are seeking to improve their capacity and organizational effectiveness. According to the **Agency Capacity Building Committee** of the Broward County Strategic Plan, Capacity Building is defined as working to "collaboratively strengthen emerging, niche, and community based organizations' performance and impact to effectively and efficiently serve Broward County children." The hallmark of the CSC's capacity building initiatives are responsiveness to community needs, the provision of meaningful support and accessibility by all agencies serving children and families. As you will see below, this includes funding, technical assistance, training, coaching and advocacy that are accessible by even niche, neighborhood-based organizations serving target populations.

Since 2003, CSC has partnered with the South Florida Sun-Sentinel Children's Fund to support local, community-based agencies. This year, the CSC's contribution was expanded to \$150,000 and 100% of all CSC funds were awarded to eligible agencies that demonstrated a need to improve their organizational capacity.

The CSC led **Broward Training Collaborative**, comprised of training professionals from organizations serving children and families in our community, provides an array of relevant trainings that help build organizational capacity. One of the hallmarks of the Collaborative is the delivery of training and technical assistance designed to improve organizational infrastructure, internal operations and service delivery.

The efforts to improve service delivery range from training on best practice models to help with how to recognize and stop bullying. To date, over 3,000 participants have been trained, from agency staff to senior management to board members!

The CSC funds **Executive Service Corps of Broward County (ESC)** to improve the effectiveness and efficiency of nonprofit organizations in Broward County. ESC provides agencies with the consulting services of qualified active and retired executives who serve as nonprofit consultants. These services are

### Testimonial

by **Veronica James, Executive Director of "Our Children, Our Future"**

We have been involved in the Capacity Building initiative being spearheaded by the Children's Services Council. For the past four years much effort and planning has gone into developing ways to assist emerging and niche organizations to fulfill their mission. The process has been painstaking, and signals the dedication of the CSC's training staff to ensure that areas of our community are not ignored or lost in the bigger picture.

While Capacity Building is not always understood by Funders, the initiative has gone to great lengths to bring resources to community organizations which in turn benefit areas of our community that otherwise would go underserved. With the population of Broward County growing more diverse each year, the service providers must keep pace with this growth in order for citizens to become productive members of their communities. This CSC initiative helps to keep the focus on the need to diversify our service providers and maintain quality, reward effective outcomes and fill the gaps.

available to any agency in Broward County serving children and families that wants to improve their leadership, governance, and management processes.

**Boards in Action! Leadership Academy (BIA)** is a multi-phase program designed to take nonprofits to the next level of greatness by strengthening governance and leadership. One of many partnerships between the CSC and the Community Foundation of Broward's Nonprofit Resource Center (CFB/NRC), BIA encourages agency development and growth, proper governance and board/staff effectiveness. Another important collaboration with the CFB/NRC is NRC Interactive, which provides a wide-range of capacity-building resources through training programs, publications and technical assistance.

**The Broward Legislative and Advocacy Strategy Team (BLAST)** represents a non-partisan advocacy approach that enhances the ability of organizations serving children and families to advocate on behalf of both their agency and the clients they serve. The BLAST paradigm includes the CSC Advocacy Corner webpage, email action and information alerts, "meet the candidates" forums, trainings, strategic planning, coalition building, community outreach and youth empowerment."

Finally, the CSC's Agency Capacity Building Committee meets regularly to develop and discuss ways to increase organizational development, effectiveness and performance among emerging, community-based agencies. Co-chaired by Council Member Ana Valladares and Paulet Green, Founder and President of Alliance for Community Transformation, the Committee invites speakers to address a wide range of relevant topics that have included Medicaid reform, health insurance premiums, board development, fundraising and collaboration with other non-profit organizations and governmental entities.

## The Million Meals Committee

A community collaborative of The Coordinating Council of Broward and funded by the Children's Services Council, the Million Meals Committee (MMC) was established in 2001 to remind the community that people go hungry throughout the year and not just at holiday time, when food drives traditionally take place. The hope was that collecting a million pounds of food (a million meals) throughout the year would go a long way toward meeting the need.

The MMC comprises over 80 community based organizations including food banks; soup kitchens; homeless shelters; health care providers; federal,

county and state agencies; providers to children and families; and volunteer based organizations.

In 2006-07 the MMC carried out an ambitious hunger survey in Broward County to determine the level of hunger in our community. This comprehensive project targeted individuals and households with and without children with annual incomes at or below \$35,000.

Among data some may find surprising, the Hunger Survey uncovered the fact that, only 11.3% of households with children in Broward County can be considered "Food Secure". The other households with children experience some level of "food insecurity" with 16.7% experiencing it with severe hunger.

This means that, contrary to common belief, food insecurity does not occur only among the homeless. The relationship between poverty and food insecurity is not a consistent one. A household can have an income below the poverty level and be considered food secure and vice versa. A state, county, region or city's poverty prevalence rate does not always reflect its food insecurity or hunger rate.

The hunger survey showed this to be the case in Broward, so, true to its mission, during the fiscal year than ended on September 30, 2007 the MMC collected nearly 6 million pounds of food for distribution!





## Leading the Way by Investing in Children's Health

Since 2001, the Children's Services Council has partnered with the School Board of Broward County to place Registered Nurses and Licensed Practical Nurses in schools to provide medical attention to students that might not otherwise have access to healthcare.

During the 2006/07 school year, CSC funding provided nurses at 53 Broward County schools (31 elementary schools, 11 middle schools and 11 high schools) and provided health services to over 28,000 students.

These school health services are provided at public schools with the highest number of students who:

- are low income;
- have chronic health conditions such as asthma, diabetes, and seizures;



- experience frequent health-related incidents; and/or
- require regular medications.

School-based health services help children stay healthy and succeed in school. School nurses pave the way for children to get medical care, increase time spent in class by reducing the need to send children home for minor medical issues and improve services to children with chronic health conditions to help keep them in school. Of the 77,340 student visits to the school health clinics, students were sent back to the class 84% of the time, resulting in increased time spent in class. In addition, over 1,200 students with chronic health conditions had their needs met through Individualized Health Care Plans to decrease their out of school time.

Research shows that when students miss school they are at greater risk of academic failure. In addition, students who miss more than 10 days of school per semester have trouble remaining at their grade level; and children who are poor are two to three times more likely to miss school due to their illnesses.

Students have found these services to be of value. Here's what they said in recent satisfaction surveys:

**"The nurse was there when I needed her help and gave me what I needed when I was there."**



**"The nurse is very nice and makes me feel very comfortable."**

**"The nurse has been very understanding about my health problems. She has also helped in as many ways as she can."**

**"The nurse is very good at her job. She is really reliable and concerned for everyone. Also tries to help out 100%!"**

School personnel have expressed similar satisfaction:

**"As an exceptional education teacher with students who have medical needs, our school nurse is invaluable – we cannot work without her. I frequently request information on symptoms for various disabilities, as well as ways to take care of medical issues for students who are non-verbal."**

No doubt about it. School nurses get an A+ for helping Broward's children stay healthy and succeed in school!

## Leading the way by investing in Accountability through Technology!

Achieving positive results for children and families guides the work of the Children's Services Council and describes our overall philosophy. But how do we know whether our funded programs are making a difference in the community? By getting the data! The CSC utilizes a web-based technology known as **Service Activities Management Information System (SAMIS)** to collect programmatic information from our 85+ funded service providers. Client demographics, outcome measurements and services provided are all stored in this secure online tool.

SAMIS was initially developed by the Juvenile Welfare Board of Pinellas, one of the eight independent CSCs in Florida. SAMIS is currently used by most of the Florida CSCs and each participating Council contributes to the ongoing development, refinement and enhancement of SAMIS to ensure that the program is responsive to changes in data collection requirements as they occur.

As an online application, SAMIS is available to providers to complete data entry at any computer

that has internet access. Data is encrypted before it's sent through a secure web connection to the main server in order to protect the information being collected by scrambling the information while it is transported. The data is then stored in an offsite secure environment with extra backup, so providers don't have to worry about losing data due to bad weather or mishaps at their facility.

**Through technology...  
and collaboration...  
we're ensuring the success of our  
funded programs and our children!**

As contractual services are provided, funded agencies record the type of services provided to each client. CSC staff members review the information to ensure that the children are receiving the benefits of CSC funding. CSC uses this and other outcome related data to monitor the success of funded programs. This information is recapped and presented to Council members on a regular basis. Because SAMIS collects

similar data for each program that is awarded funding for particular service areas, comparisons can be made among all providers to see trends and irregularities as they develop.

SAMIS also plays an important role in documenting the work of the CSC. By analyzing all of the collected data, CSC can better assess what populations have been impacted by funded programs and where funding needs in the county still remain. By comparing SAMIS data to general data collected by others on a local, regional, state or larger area basis, CSC can begin to determine if our programs are making a difference in the lives of Broward County's children.

SAMIS helps us determine future funding needs and advocacy concerns on both a local and state level. Because several CSC organizations in the state use a similar data collection tool, local trends can be compared to statewide data to see if the local changes are regional or pervasive throughout the state. This comparison would be much more difficult if different systems were used to collect the data.

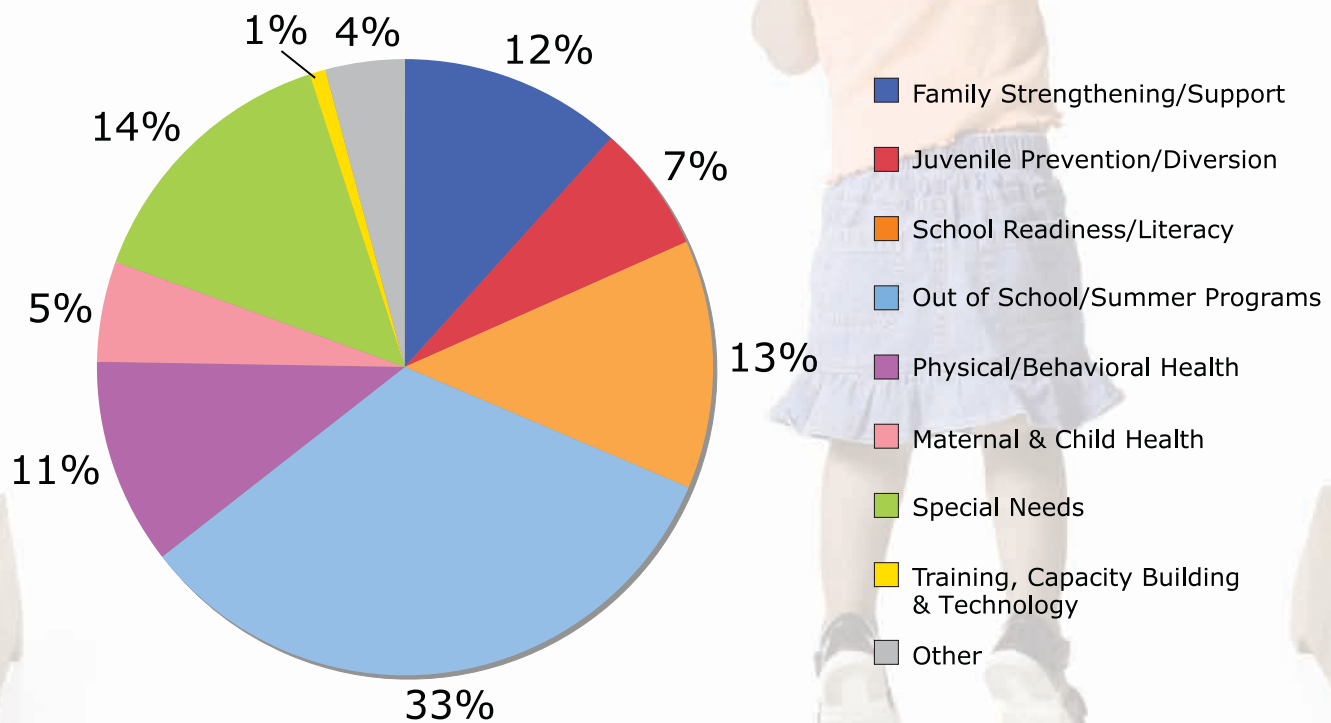


# Financial Report 2006-07

## The Children's Services Council of Broward County – General Fund

	FY 2007 Actual	FY 2006 Actual
<b>REVENUES:</b>		
Property Taxes .....	\$ 61,533,409	\$ 53,589,647
Interest .....	2,672,542	2,119,135
Grant Income .....	223,277	122,321
Miscellaneous .....	83,140	70,171
<b>Total Revenues .....</b>	<b>\$ 64,512,368</b>	<b>\$ 55,901,274</b>
<b>EXPENDITURES:</b>		
Contracted Programs/Direct Services ...	\$ 54,966,003	\$ 47,659,637
Contracted Services Administration .....	2,533,695	2,293,606
General Administration .....	2,130,563	1,915,981
Capital Outlay .....	130,450	208,894
Non-Operating Expenditures .....	1,593,271	845,973
<b>Total Expenditures .....</b>	<b>\$ 61,353,982</b>	<b>\$ 52,924,091</b>

### Budget for Contracted Programs by Goal – Fiscal Year 2006-2007







Achievement & Rehabilitative Center  
 After School Programs, Inc.  
 Ann Storck Center  
 Barry University  
 Borders Books / Summer Reading Program  
 Boys & Girls Clubs  
 Broward CHAI  
 Broward Children's Center  
 Broward County Health Department  
 Broward County Libraries  
 Broward County SWIM Central  
 Broward Public Library Foundation  
 Broward Regional Health Planning Council  
 Broward Sheriff's Office  
 Camelot Community Care  
 Changing Directions 4 Youth & Families, Inc.  
 Children's Home Society  
 Children's Medical Services  
 Community After School Programs, Inc.

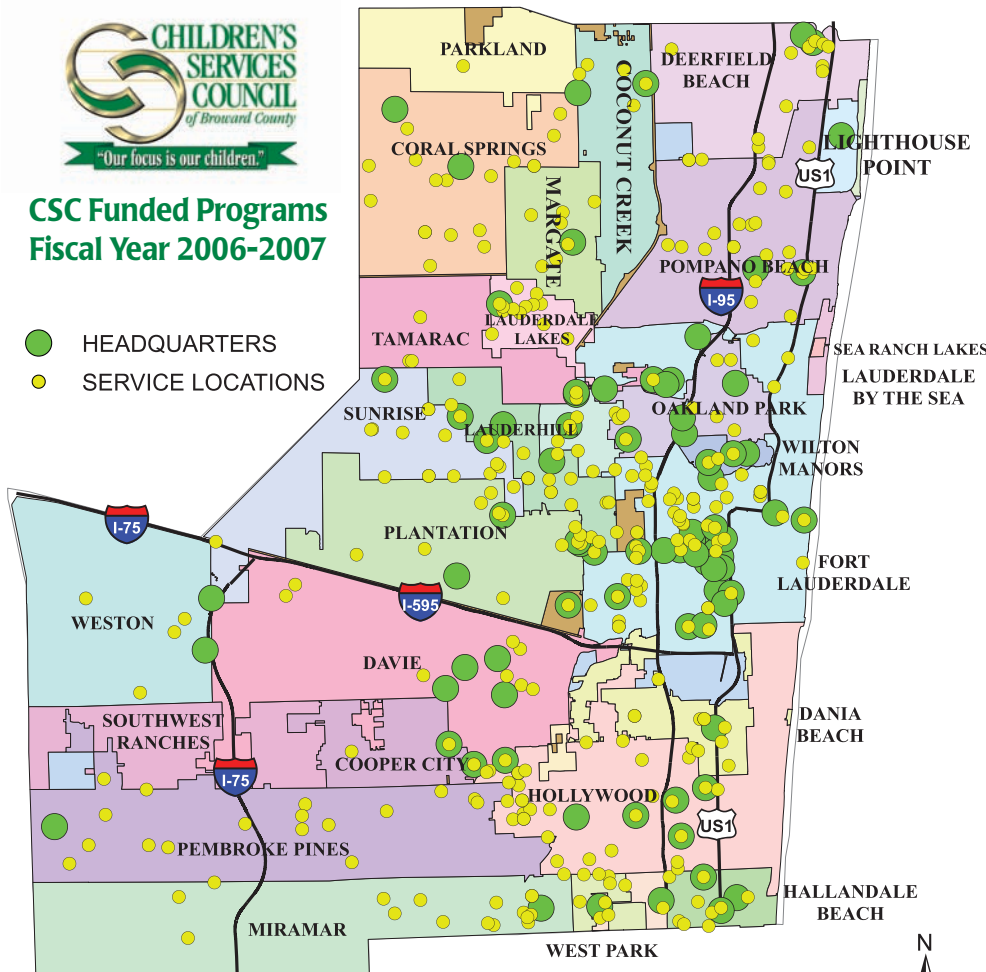
Community Foundation of Broward  
 Cool Kids Learn, Inc.  
 Coral Springs\*, City of  
 Covenant House  
 Dan Marino Foundation  
 Dania Beach\*, City of  
 Davie\*, Town of  
 Deerfield Beach Housing Authority  
 Deerfield Beach\*, City of  
 Early Learning Coalition  
 Ebenezer Human Services  
 Family Central  
 Family Christian Association  
 Family Service Agency  
 First Call for Help/211  
 Florida Atlantic University  
 Fort Lauderdale\*, City of  
 Fort Lauderdale, Housing Authority  
 Girls & Boys Town

Hallandale Beach\*, CRA  
 HANDY  
 Harmony Development Center  
 Healthy Mothers/Healthy Babies Coalition  
 Henderson Mental Health Center  
 Hispanic Unity of Florida  
 Hollywood\*, City of  
 Institute for Family Centered Services  
 IntelliStaf Healthcare  
 Jack & Jill Children's Center  
 Jewish Adoption & Foster Care Options  
 Jewish Community Centers of South Broward  
 Kids In Distress  
 Lauderdale Lakes\*, City of  
 League for the Hard of Hearing  
 Legal Aid of Broward  
 Life Works Family Therapy Center  
 Lighthouse of Broward  
 Margate\*, City of  
 Memorial Healthcare System  
 Mental Health Association  
 Minority Development & Empowerment  
 Miramar\*, City of  
 Mount Olive Development Corp.  
 NBC-6 / Forever Family  
 North Broward Hospital District  
 Nova Southeastern University  
 Opportunities Industrial Centers  
 PACE Center for Girls  
 Planned Parenthood  
 Pompano Beach\*, City of  
 Providence Management Corp.  
 Senior Volunteer Services  
 Smith Community Mental Health  
 Soref Jewish Community Center  
 SOS Children's Village  
 South Cluster Children Services  
 Starting Place  
 Sun-Sentinel Children's Fund  
 Sunshine After School Child Care  
 United Cerebral Palsy  
 Urban League  
 Volunteer Broward  
 West Park\*, City of  
 WKIS-FM / Summer Reading Program  
 WorkForce One  
 YMCA



## CSC Funded Programs Fiscal Year 2006-2007

- HEADQUARTERS
- SERVICE LOCATIONS



Boundary and road layer provided by Broward County.



\* The Children's Services Council maximizes your dollars by partnering with several cities to provide after school and summer programs.



*Children's Services Council of Broward County Staff*

## *Vision*

The children of Broward County shall have the opportunity to realize their full potential, their hopes and their dreams, supported by a nurturing family and community.

## *Mission*

To provide the leadership, advocacy and resources necessary to enhance children's lives and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of quality care.



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