



**CHILDREN'S
SERVICES COUNCIL MEMBERS:**

*Cathy Donnelly, Chair
Governor Appointee*

*Tom Powers, Vice Chair
Governor Appointee*

*Hon. Kenneth L. Gillespie, Secretary
Judicial Member*

*Beam Furr, Immediate Past Chair
Broward County Commission*

*Robin Bartleman
Board Member
Broward County Public Schools*

*Emilio Benitez
Governor Appointee*

*Dawn Liberta
Community Development Administrator,
Circuit 17
Department of Children & Families*

*Robert W. Runcie
Superintendent
Broward County Public Schools*

*Maria M. Schneider
Governor Appointee*

*Dr. Paula Thaqi
Director
Broward County Health Department*

*Ana M. Valladares
Governor Appointee*

STAFF

*Cindy J. Arenberg Seltzer
President/CEO*

LEGAL COUNSEL

John Milledge

Garry Johnson

DATE: November 15, 2019
TO: Council Members
FROM: Cindy Arenberg Seltzer, President/CEO
SUBJECT: Information for November 21st Council Meeting

Enclosed is the information packet for the November 21st Council meeting, at 9:30am, at the CSC Office; but **please arrive by 9:00am for a group Council photo** for our Annual Report. As you will see, we have a pretty full agenda, as there is no December meeting.

The Council Members' Roundtable this month will feature a presentation on human trafficking and our youth by the S.T.A.R.S. (Stop Trafficking and Rescue Survivors) Committee, which is a Children's Strategic Plan Committee that focuses on youth affected by human trafficking.

At the end of the meeting, we will spend some time over cake saying farewell and thank you to Arnold "JB" Jean-Baptiste, CSC Senior Community Outreach Manager, who retires at the end of this month after 16 years of impactful CSC service on behalf of the children and families in Broward. I hope you will be able to join us!

Also, don't forget to bring canned goods/non-perishables for CSC's Annual Food Drive. There will be a collection box outside of the Board Room doors.

If you have any questions or need further explanation on any items in this packet, please feel free to email (cseltzer@cscbroward.org) or call me (954-377-1674 or 954-649-8420) if you have any questions.

Broward County Children's Services Council Monthly Meeting

6600 W. Commercial Blvd.

Lauderhill, FL 33319

November 21, 2019

9:30 a.m.

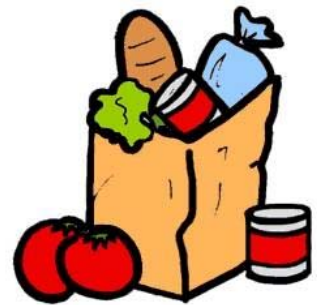
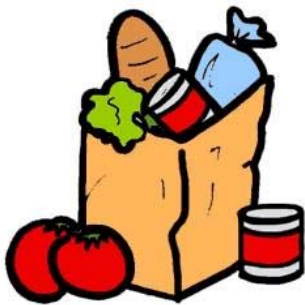
MEETING AGENDA

ONLY THE AGENDA WILL BE AVAILABLE FOR GUESTS AT THE MEETING; YOU MAY VISIT WWW.CSCBROWARD.ORG
FOR THE COMPLETE MEETING INFORMATION PACKET

- I. Call to Order** Cathy Donnelly, Chair
- II. Roll Call** Amy Jacques, Special Assistant
- III. Chair's Comments** Cathy Donnelly, Chair
- a. Moment to Arrive
 - b. Approve October 17, 2019, Council Minutes **(Tab I)**
 - c. FYI – FCC Legislative Affairs Meeting Report
 - d. Reminder of Cancellation of December Meeting
 - e. Recognize Youth from Growing the Voices of Our Future Project
- IV. Executive Committee Report** **(Tab J)** Cathy Donnelly, Chair
- a. Approve Salary Administration Program Revisions and Updated Salary Structure and Related Adjustments **(Tab K)**
 - b. Approve Budget Carry Forward for FY 19/20 **(Tab L)**
 - c. Approve President/CEO Performance Pay for 18/19, and Salary Adjustment and Contract Term Revisions for FY 19/20 **(Tab M)**
- V. President's Report** Cindy Arenberg Seltzer, President/CEO
- a. Good of the Order **(Tab N)**
 - b. FYI – Community Resilience Conversations
 - c. FYI – December Office Schedule
 - d. Recognize Service of Anita Fraley, Choose Peace Stop Violence
- VI. Chief Programs Officer (CPO) Report** Maria Juarez, CPO
- a. Approve Source Experts for Positive Youth Development (PYD) RFP Rating Committees **(Tab O)**
 - b. Approve Children's Bereavement Center Leverage Request **(Tab P)**
 - c. Approve Restorative Justice Training Scholarships and River Phoenix Center for Peacebuilding to Facilitate Training **(Tab Q)**
 - d. Approve Reallocation of MOST SPARK funding from YMCA of South Florida to Goal 7 Unallocated **(Tab R)**
- VII. Chief Innovation Officer (CIO) Report** Sue Gallagher, CIO
- a. Approve Dr. Sunny Munn as Instructional Design Consultant for Writing and Service Delivery Guide **(Tab S)**
 - b. Approve CSC Participation in National Study and Related Expenses **(Tab T)**

- c. FYI -- Youth Leadership Advocacy Pilot (Tab U)
- VIII. Chief Communications Officer (CCO) Report** Sandra Bernard-Bastien, CCO
 - a. FYI – Read for the Record 2019 Final Report
 - b. FYI – Community Outreach Update (Tab V)
- IX. Chief Operating Officer (COO) Report** Monti Larsen, COO
 - a. Approve Social Media and ADA Policies (Tab W)
 - b. Approve Preliminary Financial Statements for Fiscal Year End FY 18/19 (Tab X)
 - c. Approve Invoices, P.O.s & Contracts (Tab Y)
- X. Public Comment** Cathy Donnelly, Chair
- XI. Council Members' Roundtable** Human Trafficking & Our Youth
 - S.T.A.R.S. Committee Members
 - Keisha Grey
 - Sarah Gillespie-Cummings
 - Theresa Kennedy
 - Judge Stacey Ross
- XII. JB Retirement Farewell** Cathy Donnelly, Chair
- XIII. For Your Information** (Tab Z)
 - a. CSB Minutes
 - b. CSC In The News
 - c. Correspondence
 - d. Attendance Report

If you require any auxiliary aids for communication or other special accommodations, please contact Marissa Aquino at (954) 377-1667 or maquino@cscbroward.org at least one week in advance so that proper arrangements can be made.



***BRING CANNED GOODS/NON-PERISHABLES
FOR CSC'S FOOD DRIVE IN OCTOBER & NOVEMBER***
(Place in box outside of CSC Board Room)

TAB I

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

**6600 W. Commercial Blvd.
Lauderhill, FL 33319**

**Minutes
October 17, 2019
9:30 A.M.**

Members in Attendance: Governor Appointee Emilio Benitez; Governor Appointee Cathy Donnelly; Broward County Commissioner Beam Furr; Judge Kenneth L. Gillespie; DCF Community Development Administrator Dawn Liberta; Governor Appointee Tom Powers; Governor Appointee Maria Schneider; Health Department Director Paula Thaqi, M.D. (*via phone*); Governor Appointee Ana Valladares

Counsel Present: Garry Johnson, Esq.

Council Members Absent: School Board Member Robin Bartleman; School Superintendent Robert W. Runcie

Staff in Attendance: Cindy Arenberg Seltzer, President/CEO; Monti Larsen; Sandra Bernard-Bastien; Sue Gallagher; Maria Juarez Stouffer; Marlando Christie; Andrew Leone; Adamma DuCille; Akil Edwards; Amy Jacques; Andria Dewson; Angie Buchter; Arnold "JB" Jean-Baptiste; Camila Romero Gil; Carl Dasse; Cynthia Reynoso; Dion Smith; Erin Byrne; Gloria Putiak; Kathleen Campbell; Keisha Grey; Kimberlee Reid; Laura Ganci; Maddy Jones; Marissa Greif-Hackett; Melissa Soza; Michelle Hagues; Nancy Cohn; Parry Silcox; Seanteè Campbell; Silke Angulo; Tabitha Bush; Travis Johnson; Trisha Dowell

Guests in Attendance: Attached

Agenda:

I. Call to Order:

Ms. Donnelly called the meeting to order at 9:31 A.M.

II. Roll Call:

The roll was called and a quorum was established.

III. Chair's Comments:

a) Minute to Arrive:

Council Members took a minute to allow the body and mind to settle and focus before they considered the meeting agenda items.

Ms. Donnelly congratulated Ms. Arenberg Seltzer on receiving the Margaret Roach Humanitarian Award this past weekend at the Urban League of Broward County's Red Gala. She also congratulated Dr. Keisha Grey, CSC Strategy Manager, on her upcoming recognition by Dr. Thelma Tennie and Associates and the Healing Arts Institute of South Florida with the Healing the Community Award.

b) September 19, 2019, Council Minutes:

ACTION: Mr. Powers made a motion to approve the Council meeting minutes from September 19, 2019, as presented. The motion was seconded by Ms. Schneider and passed with no opposing votes.

c) September 19, 2019, TRIM Minutes:

ACTION: Mr. Powers made a motion to approve the TRIM Hearing minutes from September 19, 2019, as presented. The motion was seconded by Ms. Schneider and passed with no opposing votes.

d) Cancellation of December Meeting:

ACTION: Ms. Schneider made a motion to cancel the December 2019 Council meeting. The motion was seconded by Mr. Powers and passed with no opposing votes.

e) 2020 Council Meeting Calendar:

ACTION: Commissioner Furr made a motion to approve the 2020 Council Meeting Calendar as presented. The motion was seconded by Ms. Schneider and passed with no opposing votes.

f) President/CEO Performance Evaluation:

Ms. Donnelly outlined the new electronic process this year for the President/CEO's performance evaluation, noting that Members will receive an email this week with the President/CEO's self-evaluation and a link to the electronic Performance Appraisal survey. Members were asked to complete the evaluation by October 30th so that results could be reviewed at the meeting of the Executive Committee on November 7th, at 3:30pm, at the CSC Office.

g) Annual Report Photo:

Members were requested to arrive by 9:00am to the November 21st Council meeting in order to take the Council's Annual Report photo before the meeting started.

IV. President's Report:

Good of the Order:

Ms. Arenberg Seltzer praised Ms. Kathleen Campbell, CSC Finance Director, for the positive feedback she received from the President of the Florida Government Finance Officers Association (FGFOA) for her meaningful service on the FGFOA Technical Resources Committee.

Ms. Arenberg Seltzer congratulated Mr. Dion Smith, CSC Program Services Director, for his recent acceptance of the 2019 TIL System of Care Lifetime Hero Award at the FLITE Center's Heroes Awards Luncheon.

Ms. Arenberg Seltzer applauded Ms. Michelle Hagues, CSC Programs Manager, and Dr. Sue Gallagher for having trained nearly 3,000 community partners and members in Implicit Bias/Local History of Racism since 2016, as well as for providing Train the Trainer training for the Community Foundation of South West Florida. She pointed out that more individuals are being sought to be trainers to expand the training's reach in Broward.

It was noted that Dr. Laura Ganci, CSC Director of Research and Evaluation, presented at the Annie E. Casey Foundation in Baltimore to share CSC's experience with using predictive analytics and engaging the community and our providers through Community Participatory Action Research (CPAR) and learning outcomes. Ms. Arenberg Seltzer shared that the panel was very interested in CSC's racial equity work and how that is incorporated into all that we do. She also pointed out that the Foundation was appreciative of efforts in Broward to be cautious in terms of using predictive analytics and how much we have been considering context and lived experiences of our community.

Ms. Arenberg Seltzer applauded Dr. Keisha Grey and Ms. Adamma DuCille, CSC Assistant Director of Training and Capacity Building, for their recent presentation at the Women of Color Conference.

Dr. Grey's presentation on the work of the CSC and the Status of Girls and Young Women Report before the Broward County Commission on the Status of Women was also highlighted.

Ms. Arenberg Seltzer highlighted the successful launch of the Broward Bridge 2 Life Strategic Plan Committee at a widely-attended event at the Museum of Discovery and Science that featured a college/career fair.

Council members were reminded that the annual Lights On Afterschool event will occur this afternoon at Franklin Park.

Ms. Arenberg Seltzer highlighted the national Zero to Three Conference held recently in Fort Lauderdale.

V. Chief Communications Officer (CCO) Report:

Ms. Bernard-Bastien highlighted the items under the CCO Report.

a) HandsOn Broward's Literacy Contract Adjustment:

ACTION: Ms. Schneider made a motion to approve additional funding for the HandsOn Broward Literacy Contract for mileage and program supplies, as presented. The motion was seconded by Ms. Valladares and passed with no opposing votes.

b) Revised Mini-Grant Awards and Network for Good Fundraising Costs:

ACTION: Ms. Schneider made a motion to approve the revised Mini-Grant and Network for Good awards as presented. The motion was seconded by Mr. Powers and passed with no opposing votes.

c) Read for the Record 2019:

ACTION: Commissioner Furr made a motion to approve the acceptance of revenue and related expenditures for 2019 Broward: Read for the Record, and approve Carrying Forward FY 18/19 Budget for Read for the Record into FY 19/20, as presented. The motion was seconded by Ms. Valladares and passed with no opposing votes.

d) Hunger Contracts Adjustments:

ACTION: Judge Gillespie made a motion to approve increased funding to Soref Jewish Community Center to expand food boxes year-round, and approve contract adjustments to South Florida Hunger Coalition (SFHC) and Meals on Wheels as their Fiscal Agent for the Mobile School Pantry, as presented. The motion was seconded by Ms. Valladares and passed with no opposing votes.

e) Transitional Independent Living (TIL) Housing Manuals Update:

Ms. Bernard-Bastien highlighted the recently completed TIL young adults and staff Life Skills Manuals, which originated from training documents developed by Oasis of Hope as part of a CSC-funded Capacity Building Mini-Grant and a Leadership Broward Class XXXVI project. Council Members requested copies of the manuals.

Ms. Christine Frederick, FLITE Center, spoke to the creation and distribution of the manuals and thanked the Council.

Ms. Jacqueline Reed, Oasis of Hope, thanked the Council for its partnership to create the manuals that will help youth in the community.

Mr. George Gadson, Florida Small Business Development Center (SBDC) @ Florida Atlantic University (FAU), thanked the Council for the opportunity to partner with the community on the manuals, noting that it was a process of cooperation.

Ms. Jasmine Loiselle, Florida SBDC @ FAU, touched upon some of the options for digital access of the manuals and explained that she is currently exploring the best option for the young people, life coaches, and landlords.

Mr. Benitez commended Ms. Frederick for taking the FLITE Center to another level.

Ms. Bernard-Bastian thanked Mr. Dion Smith; Mr. Jeffery Glover, CSC Programs Manager; and Ms. Jennifer Wennberg, CSC Programs Manager, for their collaborative efforts.

Commissioner Furr thanked Mr. Gadson for his contribution as an artist to the project.

VI. Chief Operating Officer (COO) Report

Ms. Larsen highlighted the items under the COO Report, noting that there are no financial statements due to September being the end of the Fiscal Year. She added that financial statements will be brought next month and will be the basis for the Comprehensive Annual Financial Report (CAFR).

a) Facilities Management Company:

Ms. Larsen noted that one proposal from the current facilities management company was received pursuant to the Request for Qualifications (RFQ) for Facilities Management Services. She also explained that this RFQ served as a test for CSC's new electronic procurement system, and that positive feedback on the system was received.

Mr. Powers questioned why there was only one response. Ms. Larsen explained that it was widely advertised, so she was not sure why. Since we are very happy with the current company and the price remained quite reasonable, she was not too concerned.

ACTION: Commissioner Furr made a motion to approve the Rating Committee selection of Ciminelli to continue to provide Facilities Management Services, as presented. The motion was seconded by Ms. Schneider and passed with no opposing votes.

b) Disposal of Fixed Assets:

ACTION: Mr. Powers made a motion to approve the disposal of fully-depreciated or non-capitalized items, as presented. The motion was seconded by Ms. Valladares and passed with no opposing votes.

c) Invoices, P.O.s & Contracts:

ACTION: Mr. Powers made a motion to approve the CSC monthly/annual purchases, as presented. The motion was seconded by Ms. Schneider and passed with no opposing votes.

VII. Program Planning Committee (PPC) Report:

Follow-Up on Gun Violence Statement:

ACTION: Ms. Schneider made a motion to take the original statement off the table. The motion was seconded by Ms. Valladares and passed with one opposing vote from Mr. Benitez.

Ms. Schneider expressed regret at not being present for prior conversations on this issue, but explained that PPC members, of which she is one, met during the week and crafted a revised statement that she believed to be consistent with CSC goals, without being controversial. In further explaining the proposed additional language, she noted that from her experience at the State Attorney's Office, a lot of the cases centered around the lack of responsible gun safety, with youth obtaining guns from unlocked cars or from parents who did not properly secure their guns. She highlighted the other gun safety items in the proposed revised statement and described them as being within the Council's bailiwick.

Mr. Benitez stated he did not understand why the Council would not include universal background checks and Red Flag language in the statement, as those legislative bills were approved overwhelmingly by the U.S. House of Representatives and by every Representative of the Broward Congressional Delegation and were on the desk of the U.S. Senate Majority leader.

Mr. Powers stated that while he appreciated the work and thought that went into the revised statement from the PPC, his issue is still the same...it is still a charged political statement. Instead of jumping into a political fight, he preferred instead for CSC to provide additional funds for behavioral health services and to address the root reasons *why* people are picking up weapons and committing violent, hateful acts. Ms. Arenberg

Seltzer explained that the Council dramatically expanded its role in the behavioral health system of care in the recently-approved FY 19/20 budget and that it has put significant money into this budget area relative to our total budget.

Commissioner Furr stated his support for the proposed revised statement, but explained that he has to wear two hats: the Broward County Commission “hat” where he understands the passion at the center of the original statement, and the CSC “hat” where he understands that it is better and strategically more effective to have CSC issue the revised message. He believes it will get through the noise because it is not the same as other statements and is nuanced in a way that many other gun safety proposals are not.

Mr. Benitez stated he would support the revised statement, but he wanted to first share a quote from Maya Angelou, “Courage is the most important of all virtues, because without courage you can’t practice any other virtue consistently.” He added that three Council members came from totalitarian regimes, and that if you don’t stand up for what is right, there’s no value to what you’re doing. He explained that while he sees this statement as a good step forward, he still thinks the Council is failing its mission by not having the courage to support at least what has already been approved by every single member of the Broward Congressional Delegation.

ACTION: Ms. Schneider made a motion to approve the proposed revised PPC statement, as presented. The motion was seconded by Ms. Valladares and passed with one opposing vote from Mr. Powers and an abstention from Judge Gillespie.

VIII. Broward Reads Coalition Report:

Commissioner Furr highlighted the upcoming Broward: Read for the Record event on November 7th. He also announced that all County libraries are doubling their family story time activities.

IX. OCP2/3 Report:

Ms. Valladares introduced Ms. Silvia Quintana and Ms. Tiffany Lawrence, from Broward Behavioral Health Coalition, for the OCP2/3 Report.

Ms. Quintana highlighted the history and partnerships of the One Community Partnership (OCP) grants over the years and expressed her appreciation for CSC’s partnership.

Ms. Lawrence outlined the four grant goals of OCP2: (1) Develop a strong youth and family-driven, recovery-focused community of support; (2) Services and supports for transition-aged youth and their families are expanded and enhanced, while delivered in a manner that is seamless, integrated, and comprehensive; (3) Cultural, racial, and individual disparities are reduced thereby increasing diversity, engagement, and leadership of youth and families in the community; and (4) Systems supporting youth and their families are flexible, integrated, and seamless. She also described the three evidence-based services provided to the youth: (1) Transition to Independence Process

(TIP), where young people work with trained wellness coaches, life coaches or case managers to learn a new set of skills to live independently; (2) Individual Placement and Support (IPS), where young people receive individualized employment supports to find competitive jobs in the community or to improve their career pathways; and (3) Supportive Housing/Housing First, where young people receive individualized support to find affordable housing or apartments in the community.

Ms. Quintana pointed out that Broward's program had the highest retention rate nationally of those who participated in the study. She also announced that with the partnership of Broward County and the CSC, they applied for a third expansion grant, OCP3, which will focus on transforming the behavioral health system in Broward County Public Schools (BCPS) and ChildNet for those youth between the ages of 12-21, attempting to engage those youth in BCPS who are not engaged in school, have been expelled from school, are in the deep end of the Promise Program, or are aging out of the Foster Care System. She pointed out that the Children and Families Leadership Association (CFLA) will provide community oversight for the OCP3 Grant.

X. Public Comment:

There were no additional comments.

XI. Council Members' Roundtable:

CSC staff led the Roundtable discussion, which focused on the upcoming Kinship Request For Proposals (RFP). Ms. Arenberg Seltzer provided the initial history of CSC Kinship programming, pointing out that it began with former CSC Member and School Board Member Carole Andrews bringing the issue to the attention of the Council, drawing attention to the rising trend of relatives raising children which she had seen first-hand in the Broward County Schools. That led to CSC-sponsored Kinship Forums throughout the County to engage those families to explore the breadth and depth of the trend and their needs; which in turn, led to CSC-funded programming to address those needs.

Ms. Madeline Jones, CSC Assistant Director for Program Services, outlined current programming and funding for Kinship Initiatives for Supportive Services (KISS) and KISS Law, which provides legal supports. She explained that the purpose of KISS is to provide support services for families with children in relative (Kinship) and non-relative care in collaboration with local partners to prevent foster or institutional care. CSC began funding this program area in 2006 with \$400,000, and is currently providing \$1.2 million to fund four programs serving almost 720 families annually.

Ms. Cynthia Reynoso, CSC Senior Programs Manager, outlined elements being considered for the 2020 Kinship programming. She identified KISS 2020 service components as encompassing in-home intervention, case management, respite, pre-school childcare, groups, and family-building events. She identified KISS LAW 2020 service components as encompassing legal services and kinship legal clinics. She explained that KISS 2020 will feature a stronger trauma focus.

Ms. Seanteé Campbell, CSC Research & Evaluation Manager, outlined the enhanced evaluation and outcomes process for KISS 2020, including increased collaboration and support, enhanced data collection and provider/participant engagement, and data-informed course corrections.

Ms. Gloria Putiak, CSC Senior Planning & Research Manager, highlighted the research that will inform KISS 2020, including the number and types of kinship families and the impact of emotional and financial stress on these families.

XII. Adjournment:

The meeting adjourned at 11:30 A.M.

Kenneth L. Gillespie, Secretary

MEETING ATTENDEES

*denotes speaker

Name	Organization
Elizabeth Dorante	Hispanic Unity of Florida
Tiffany Lawrence*	Broward Behavioral Health Coalition
Silvia Quintana*	Broward Behavioral Health Coalition
Alison Rodriguez	YMCA of South Florida
Christine Frederick*	FLITE Center
Shawn Preston	Arc Broward
Jacqueline Reed*	Oasis of Hope
Sherri Cohen	Public
Grace Ramos	The M Network
A. Thérèse Sullivan	City of Pembroke Pines
George Gadson*	Florida Small Business Development Center (SBDC) @ Florida Atlantic University (FAU)
Jasmine Loiselle*	Florida Small Business Development Center (SBDC) @ Florida Atlantic University (FAU)

TAB J

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY
6600 W. Commercial Blvd.
Lauderhill, FL 33319

Executive Committee Meeting Minutes

November 7, 2019

3:30 P.M.

Members in Attendance: Governor Appointee Cathy Donnelly; Governor Appointee Emilio Benitez; Broward County Commissioner Beam Furr; Honorable Kenneth Gillespie; Governor Appointee Tom Powers; Governor Appointee Ana Valladares.

Staff in Attendance: Cindy Arenberg Seltzer, Monti Larsen, Michelle Hamilton.

Guests in Attendance: Legal Counsel Garry Johnson; Sara Schmidt, Compensation Resources Inc. (via Skype).

Agenda:

I. Call to Order:

Chair Cathy Donnelly called the meeting to order at 3:35 P.M. A quorum was established.

II. Executive Committee Minutes:

ACTION: Commissioner Furr made a motion to approve the December 20, 2018, Executive Committee meeting minutes as presented. The motion was seconded by Mr. Powers and passed with no opposing votes.

III. Member Issue:

Ms. Donnelly turned the floor to Mr. Benitez. Legal Counsel advised that he had received an email from Mr. Benítez and it seemed to raise issues other than the evaluation, he felt the matter should be discussed at the Executive Committee. Mr. Benitez then stated that the CEO approached him after the meeting and was verbally insubordinate and disrespectful. Mr. Benítez questioned whether the CEO might be similarly insubordinate and disrespectful with staff. Mr. Benítez, when asked, stated he did not know of another specific event or complaint. Mr. Benítez stated that he was not looking for any specific action but he did think the matter needed to be discussed with the Executive Committee.

Ms. Arenberg Seltzer acknowledged that she did approach Mr. Benítez after the meeting, she was passionate about this issue and she used or may have used a few words that were inappropriate. Ms. Arenberg Seltzer stated that there was video but not audio recording of the incident. Ms. Arenberg Seltzer denied any allegation of insubordination, disrespect or inappropriate action towards staff and noted the longevity of staff and the fact that CSC was just awarded Honorable Mention in the Best Places to Work survey. She stated that she wanted all of the facts on the table and if there was any question regarding her actions towards staff, that the same be fully investigated.

Discussion among Council members ensued with Council Members voicing concerns that the incident itself was personal between the parties, the Council's interests were more important than individual members and that this incident was not of the magnitude warranting Council review. Council members inquired as to whether there had been any

complaints, events or reports of possible similar actions by the CEO towards staff, whether there was a process for staff to raise any question or concern, and if there was a 360-evaluation process. The Council was advised that there have been no complaints or reports of similar incidents of the CEO or any other senior officer and that there is a complete Human Resource process to permit and encourage staff to voice any complaints to superiors, to HR, or to any senior officer and there has not been a 360-evaluation process to date.

Council Members then turned to Legal Counsel and requested his opinion as to the discussions. Legal Counsel responded that he heard no facts or allegations that any complaints were made or received from staff or any Council member and that in his opinion no investigation or inquiry was warranted.

ACTION: Mr. Powers made a motion and Ms. Valladares seconded to accept recommendation of Legal Counsel. The motion was approved.

Mr. Benitez and Commissioner Furr departed the meeting.

Michelle Hamilton and Sara Schmidt joined the meeting.

IV. Compensation Resources Inc. Study:

Ms. Schmidt, consultant from Compensation Resources Inc. (CRI), discussed the results of the updated compensation study which included: a complete update for the President/CEO position as well as a few selected positions within CSC; an update to the Salary Administration Program (SAP); an updated Salary Structure Grid and related salary adjustments for staff who fell below the new minimums. Included in the discussion were the pros and cons of whether to continue performance pay for staff or fold it into the base salary. Consensus was reached that performance pay is not necessary to motivate CSC's high-performing workforce and it was decided that, if approved, this change would take effect next year in FY 20/21 so that it could be properly budgeted for and that staff would receive performance pay as usual for the current fiscal year if approved in the Budget Carryforward.

Discussion ensued about the SAP. It was noted that the few changes to the policy were underlined for reference and included language related to downward adjustments and updated the percentage values for performance pay. Finally, Ms. Schmidt discussed the Salary Structure and how the grid was updated to maintain its symmetry. It was noted that staff will work with CRI to maintain the grid in future years. Staff noted that there would be approximately 20 employees that would need salary adjustments to maintain compliance with these new guidelines. These salary adjustments would be effective with the pay period beginning December 1, 2019.

ACTION: Mr. Powers made a motion to recommend to the full Council to roll the Performance Pay into the base salary for staff effective next fiscal year. The motion was seconded by Ms. Valladares and passed with no opposing votes.

ACTION: Mr. Powers made a motion to recommend to the full Council to approve the revised SAP. The motion was seconded by Ms. Valladares and passed with no opposing votes.

ACTION: Mr. Powers made a motion to recommend to the full Council to approve increasing the budget to implement the recommended salary adjustments effective 12/1/2019 in accordance with the SAP and Salary Structure Grid. The motion was seconded by Ms. Valladares and passed with no opposing votes.

V. President/CEO performance Evaluation and Contract Terms

The Executive Committee discussed the performance pay for Ms. Arenberg Seltzer for the outstanding work that she had done this past fiscal year that just ended September 30, 2019. While the Executive Committee directed staff last year to conduct an updated review of the President/CEO's compensation package, Ms. Larsen explained that was her misunderstanding about the timing and it was not procured until over half-way through the fiscal year. Thus, CRI was not engaged until June resulting in the President/CEO's current contract remaining in effect which specified performance pay. The Committee noted the excellent work performed this past year and didn't hesitate to recommend the full eligible amount.

Ms. Schmidt discussed the results of the updated President/CEO position and noted that this position was below the market value in both in Base Salary and Total Compensation. She also noted that few governments and less than half not-for-profit organizations give their top executive performance pay.

The Executive Committee and Ms. Arenberg Seltzer negotiated salary, whether to continue performance pay, a slight increase for the business expense as well as extending the contract by one year to maintain a rolling 5-year term. After much discussion it was agreed to place Ms. Arenberg Seltzer at the mid-point of the new Salary Structure Grid for a salary of \$246,330 for FY 19/20 and to eliminate the opportunity for performance pay from her contract moving forward. Next year they will revisit the salary for a possible increase to \$261,330 for FY 20/21, which is still below the market midpoint. The business expense would increase \$25 from \$350 to \$375 per pay period. Finally, it was agreed to maintain a rolling 5-year contract term and to increase it through October 31, 2024.

ACTION: Judge Gillespie made a motion to recommend to the full Council to approve performance pay for Ms. Arenberg Seltzer for work performed for FY 18/19. The motion was seconded by Ms. Valladares and passed with Mr. Powers opposing.

ACTION: Ms. Valladares made a motion to recommend to the full Council to approve new salary level removing the opportunity for the performance pay for Ms. Arenberg Seltzer for a total of \$246,330 for FY 19/20. The motion was seconded by Ms. Donnelly and passed with Mr. Powers opposing.

ACTION: Judge Gillespie made a motion to recommend to the full Council to approve increase of the Business Expense to \$375 per pay period for Ms. Arenberg Seltzer for FY 19/20. The motion was seconded by Ms. Valladares and passed with Mr. Powers opposing.

ACTION: Ms. Valladares made a motion to recommend to the full Council to approve an additional year for Ms. Arenberg Seltzer's contract through October 31, 2024 to maintain a rolling 5-year term. The motion was seconded by Judge Gillespie and passed with Mr. Powers opposing.

VI. Budget Carry Forward

Ms. Arenberg Seltzer presented the Budget Carry Forward items for fiscal year 2019/20. She noted this includes the salary lapse to be used for performance pay, as well as other programmatic and administrative items that span the fiscal years.

ACTION: Mr. Powers made a motion to approve recommending the Budget Carry Forward for FY 19/20 to the full Council for approval. The motion was seconded by Ms. Valladares and passed with no opposing votes.

VII. Adjournment:

The meeting adjourned at 6:00 P.M.

Judge Gillespie, Secretary



For Council Meeting

As Recommended by the
Executive Committee
October 31, 2018

November 21, 2019

Issue:	Results from the Compensation Resources Inc. Salary Administration Review
Action:	<ol style="list-style-type: none">1. Approve Revised Salary Administration Policy (SAP).2. Approve increasing the budget to implement the recommended salary adjustments in accordance with the SAP.3. Approve Rolling the Performance Pay into Base Salary beginning in FY 20/21.
Budget Impact:	\$67,200 of \$169,170 Available Salary Budget Line Item for FY 19/20.

Background: At the Executive Committee Meeting held on October 31, 2018, the Committee directed staff to update the Compensation Study which was due to be updated since initially conducted in November of 2015. In June 2019, the Council approved Compensation Resources Inc. (CRI), the company which performed the initial Compensation Study, to conduct an update of the salary structure including ranges and pay grades, review several job positions, and provide a more in-depth review of the President/CEO salary structure including the performance pay.

Current Status: The results of the Compensation Study were reviewed and discussed at the November 7th, 2019 Executive Committee meeting. The primary topic areas included the following:

- Slight revisions of the Salary Administration Policy (SAP) which reflects the Council's salary administration philosophy and its related procedures. (see the attached SAP and 2020 Salary Structure for reference).
- Salary Structure and related salary adjustments.
- Performance Pay and if it should be continued after the current fiscal year.

There were slight revisions to the SAP primarily in the procedural areas of downward adjustments and the rating scale for the automated employee evaluations. These sections are underlined for your convenience.

The proposed staff salary adjustments are consistent with the SAP guidelines assuming performance pay for the current fiscal year is approved by the full Council. Management reviewed each employee taking into consideration length of employment, time in the position, and the total compensation by using an average 4% performance pay added to their salary and then classified employees on the salary structure accordingly. High performing employees who have been in their position at CSC for two years or longer would receive a salary adjustment (if applicable) that would place them in the 30th percentile -- the low end of the Middle Band. Employees working in their position under two years would receive a salary adjustment (if applicable) that would place them at the High/Low Band.

As a result of this recommendation, there would be about 20 staff who would receive some level of adjustment and no staff would be below the minimum when factoring in the performance pay. It is suggested that any salary adjustments would be effective beginning December 1st and would require a budget of \$67,200 (including variable fringe benefits) using Carry Forward from FY 18/19. This increase would not significantly change the Administrative Overhead percentage which shall remain under 5%. This action does not include the President/CEO salary or performance pay in any of the calculations.

Upon extensive analysis of including performance pay in employee total compensation, the advantages of using this type of incentive is not as meaningful to employees as it once was, and the lower base pay has made it difficult at times to attract employees. The Executive Committee, along with staff and Sara Schmidt, the Compensation Resources consultant discussed the pros and cons of performance pay and whether it should continue to be a part of the compensation package in future years. The Executive Committee is recommending that after this current fiscal year, the CSC no longer offer performance pay as part of the total compensation and instead roll this amount into the base pay using the market rate to hire and retain staff. The total cost to phase out the performance pay and roll some factor or percentage increase into the staff base pay in FY 20/21 would be a marginal increase; primarily it would include the FRS rates and, moving in outer years, the compounded increases. The overall costs would not be material to the overall budget.

Recommended Action:

1. Approve Revised Salary Administration Policy (SAP).
2. Approve increasing the budget to implement the recommended salary adjustments in accordance with the SAP.
3. Approve Rolling the Performance Pay into Base Salary beginning in FY 20/21



SALARY ADMINISTRATION PROGRAM
POLICY & PROCEDURE MANUAL



October 2019

TABLE OF CONTENTS

DISCLAIMER..... 2

1. PURPOSE AND POLICY 2

2. RESPONSIBILITY FOR ADMINISTRATION..... 3

2.1. PRESIDENT/CHIEF EXECUTIVE OFFICER 3

2.2. DIRECTOR OF HUMAN RESOURCES..... 3

2.3. DEPARTMENT HEADS..... 3

3. POSITION ELEMENTS 4

3.1. POSITION EVALUATION 4

3.2. EVALUATION OF EXEMPTION STATUS 5

3.3. STARTING SALARIES – NEW HIRES 5

3.4. PROMOTIONS..... 6

3.5. LATERAL JOB TRANSFERS 6

3.6. DOWNRANGE ADJUSTMENTS 7

4. FIXED COMPENSATION ELEMENTS 8

4.1. SALARY STRUCTURE..... 8

4.2. BRING TO MINIMUM ADJUSTMENTS 9

4.3. SALARY INCREASES 10

4.4. LUMP SUM AWARDS 11

5. PERFORMANCE EVALUATION ELEMENTS..... 12

5.1. PERFORMANCE EVALUATION 12

6. COMMUNICATION ELEMENTS..... 14

6.1. COMMUNICATIONS TO EMPLOYEES 14

6.2. EXCEPTIONS 14

7. GENERAL PROVISIONS 15

DISCLAIMER

This Manual is meant to provide a guideline for policies and procedures for an effective, easy to administer, and objective Salary Administration Program, based on sound Human Resources practices.

1. PURPOSE AND POLICY

Purpose: This manual is designed to assist the management of Children's Services Council of Broward County (also referred to herein as "CSC Broward" or the "Organization") in understanding and using the Salary Administration Program (the "Program").

Policy: It is the policy of CSC Broward to develop and implement a fair, consistent, and competitive Salary Administration Program so as to attract, motivate, and retain qualified employees. The Program is specifically designed to compensate employees consistent with the Organization's business needs and financial capabilities.

The Organization will administer its compensation programs without regard to gender, age, race, color, religion, creed, national origin, disability, or any other protected group or status. CSC Broward will adhere to all applicable laws and regulations regarding job classification, amount of pay, and equitable compensatory treatment of employees.

Application: This Program applies to all regular full- and part-time employees of CSC Broward and its departments. This Program takes the place of prior policies and procedures on salaries and compensation. This Program does not apply to union employees, on-call or independent contractors, contract employees, consultants/special assignments, or employees with a temporary status.

2. RESPONSIBILITY FOR ADMINISTRATION

In order to achieve an effective and consistent Salary Administration Program, specific responsibility and authority are assigned as follows:

2.1. PRESIDENT/CHIEF EXECUTIVE OFFICER

The President/Chief Executive Officer (CEO) has the responsibility to establish this Program and to approve any changes to the Salary Administration Program consistent with CSC Broward's stated mission, vision, and business plan. The President/CEO has the responsibility for approving salary actions that are outside of the guidelines of this Program. The President/CEO is responsible for reviewing the performance of their direct reports, and determining their salary increases.

The President/CEO has the authority to delegate all administrative duties of the Salary Administration Program to the Vice President, Human Resources & Administration.

2.2. DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources is responsible for the on-going administration of the Program, and for monitoring its utilization and effectiveness. The Director of Human Resources has the responsibility to review the Program at least every two (2) to three (3) years, or earlier if needed, and recommend changes to the President/CEO.

The Director of Human Resources is responsible for approving salary actions as recommended by the respective Department Head and for administration of those salary actions, as well as those approved by President/CEO. The Director of Human Resources will be responsible for implementing and monitoring salary changes to ensure the Program's consistent application and operation throughout the Organization.

Under the direction of the Chief Operating Officer (COO) and the President/CEO, the Director of Human Resources will be responsible for evaluating any salary actions that are not within the guidelines of the Salary Administration Program, based on appropriate justification, including the impact of such salary actions on internal equity, the budget, market competitiveness, range placement, and related issues.

2.3. DEPARTMENT HEADS

The Department Heads are responsible for the day-to-day administration and operation of the Program, ensuring that periodic reviews of their direct staff are completed, as well as recommending workforce actions including salary increases, title changes, promotions, etc. They are also accountable for communicating to their employees and ensuring employee understanding of pertinent portions of the Program.

The Department Heads may delegate the necessary authority to administer, implement, and control this Program to their direct reports.

3. POSITION ELEMENTS

3.1. POSITION EVALUATION

Definition: The position evaluation procedure is a systematic method used to determine the appropriate job title and salary range for each position. Position assignments need also to consider internal and external equity issues. Internal equity compares the rates of pay assigned to jobs to similar positions within the Organization, while considering level of responsibilities and duties and job requirements, such as education, experience, and/or certification. External equity considers the competitive labor market in the evaluation and assignment of jobs within CSC Broward's organizational hierarchy.

Policy: CSC Broward uses a market-based program that assigns positions to appropriate salary ranges based on the relevant competitive marketplace for each job. Whenever a new position is established or vacated, or a position is significantly modified due to changes in assigned duties, the position must be reviewed by the Director of Human Resources in order to determine an appropriate position title and salary range. The determination will be made based on the specifics of the position identified in the job description, as compared against the competitive marketplace. The assigned salary range will be evaluated for both external competitiveness and internal equity.

For newly created or newly vacated positions, the Director of Human Resources must approve the recommended new position and salary range prior to discussions of salary with applicants, and/or an offer being extended.

In the event of a reevaluation of a position to either a higher or lower salary range, the salary of an incumbent employee will be evaluated to determine if any adjustment (up or down) to salary is warranted.

Procedure: Evaluation of significant position changes can happen any time but generally occur in June during the Administrative Review with an effective date to begin at the beginning of the fiscal year when a new job is created or a job is vacated, or for modified positions, as long as there is a significant change in duties and responsibilities to necessitate the review. In order to request a reevaluation of an existing position or the determination of a range for a newly created or vacated position, the appropriate Department Head must review and approve the current job description, or prepare a new job description, as well as preliminary recommendations for a job title, along with sufficient justification and/or rationale to support the request, then submit the job description and request to the Director of Human Resources.

If the position has not been budgeted, the COO and the President/CEO must approve the addition to staff prior to the commencement of any recruitment efforts.

If the changes in the job duties and responsibilities are significant, the position will be evaluated by the Director of Human Resources against internal and external equity concerns, including relevant and available market data, inter-department relationships, and the existing organizational hierarchy. Based on this evaluation, the appropriate Department Head will be notified of the approved title and grade assignment.

3.2. EVALUATION OF EXEMPTION STATUS

Definition: The provisions of various local and state regulations and those of the US Government's Fair Labor Standards Act (FLSA) require the payment of overtime for work in excess of 40 hours per week, unless a position is specifically qualified for exemption. These regulations also mandate minimum wages, child labor laws, and similar pay requirements. The FLSA supersedes all state or local regulations, unless the provisions of those local or state labor laws are more favorable to the employees.

Policy: CSC Broward will abide by the provisions of the FLSA and all other applicable state or local legislation relating to the payment of overtime, minimum wages, child labor laws, and similar requirements. The exemption status (eligibility for overtime compensation) will be determined for each job based on its evaluation in relationship to the FLSA provisions.

Procedure: The Director of Human Resources will determine the FLSA status at the time a position is evaluated for salary grade assignment, or if a position experiences significant changes to its duties and/or responsibilities. In addition, the Director of Human Resources will periodically review the duties, responsibilities, and level of authority of positions to determine if a position qualifies for exemption status. In the event that a position's exemption status is changed, the employees impacted by such a change will be notified by the appropriate member of management.

Job descriptions must be reviewed on a regular basis to maintain compliance. Positions will be re-evaluated for exemption status if the provisions to the FLSA are modified. The exemption status (Exempt or Non-Exempt) will be annotated on the respective job description along with the date and justification of such change.

3.3. STARTING SALARIES – NEW HIRES

Definition: Starting salaries are established rates of pay that provide a consistent and systematic method for determining the initial rate of pay for individuals being placed in a new or open position.

Policy: Whenever possible, new employees will be hired within the Low Band (0% - 29%) of their job's respective salary range. In extremely tight labor markets or where an individual possesses a critical expertise and high level of experience, the starting salary may be above the Low Band. Consideration should also be given to the pay equity within the department, as well as the employee's overall experience, training, and skill level. Furthermore, no employee shall be hired below the minimum of the applicable salary range.

Procedure: When a starting salary is determined for a new employee, the salary will be consistent with the established range of the job for which the individual is being hired (see Section 3.1. on assigning salary ranges).

In extremely tight labor markets or in those instances where an individual possesses a highly needed expertise and/or a high level of experience, the starting salary may be above the Low Band, with approval from the COO and the Director of Human Resources.

Before recruitment for a position may begin, position responsibilities must be clearly defined in an updated job description, and the position must be assigned an appropriate position title and range by the Director of Human Resources. The Director of Human Resources must authorize all job offers before they are extended to prospective hires; in cases where job offers need to be made that are outside of the SAP guidelines, approval must be obtained from the President/CEO.

3.4. PROMOTIONS

Definition: Promotions are defined as the non-temporary movement of an employee to a position with a definite increase in responsibilities and authority, and clear-cut change in duties (e.g., Clerk to Supervisor), signified by an increase in salary grade. Excluded are temporary changes in duties necessitated by typical staffing issues.

Policy: Promotions may occur as a result of a competitive process or assessed need for additional responsibilities (Senior Positions) at any time during the year. A salary increase may be given at the time of the promotion, and shall recognize the number of grades promoted. If an increase is not provided, a Bring to Minimum Adjustment may be required, in order to bring the promoted employee up to the minimum of his/her new grade (refer to Section 4.2.).

Procedure: Prior to a promotion, the new duties and responsibilities of the incumbent or new position must be outlined in an updated job description, as necessary, by the appropriate Department Head, and thereafter must complete a request, with details specific to increases in duties, responsibility, and authority. The job description and request will then be forwarded to the Director of Human Resources for review and approval. In order for the promotion to be processed, the new position would be advertised and all interested parties may apply. If it is offered to an existing employee, they must have had a formal performance evaluation completed within the past twelve (12) months, and must currently meet required performance standards. If there is no evaluation on file, a performance evaluation must be conducted at that time. Subsequent to approval, the promotion and corresponding salary increase, if applicable, will be communicated to the employee by the appropriate Department Head.

The actual amount of the salary increase shall be governed by the present salary (position in current salary range), level of performance, and number of grades being promoted. The pay progress of a promoted employee should be greater than the increase that would have been granted had the promotion not occurred.

3.5. LATERAL JOB TRANSFERS

Definition: A lateral job transfer is the non-temporary movement of an employee from one position to another in the same salary range.

Policy: Employees may be laterally transferred to another position (whether voluntarily or involuntarily) within the Organization based on availability of a job opening, and their ability to perform the duties of the new position.

Procedure: Prior to a lateral job transfer, the new duties and responsibilities of the incumbent must be outlined in an updated job description, as necessary, by the Department Head. At the time of a lateral job transfer to another position in the same salary range, an employee would not normally receive a salary increase. However, the specifics of the new position (including duties and responsibilities, as well as the employee's specific experience and anticipated amount of time he/she will take to be effective in the job) will be considered. Given these factors, if a salary increase is warranted, other than at the employee's regular salary review date, it will be processed as a special salary adjustment following approval from the Director of Human Resources.

3.6. DOWNRANGE ADJUSTMENTS

Definition: Downrange adjustment is the reduction in an employee's grade based on the movement to a lower salary range that may be due to voluntary movement by the employee, reevaluation of the job, reduction in force, or involuntary movement by CSC Broward.

Policy: A downrange adjustment may result from one of the following:

- Voluntary movement - Employee voluntarily elects to move to a position of a lower pay range. The employee will move into that pay range based on their experience related to that job, and the salary may be reduced to coincide with the new pay range.
- Involuntary movement - Employee will be moved into the new, lower range and given a pay rate based on experience. In extenuating circumstances, the employee's pay may remain the same, but frozen.
- Reevaluation of job - If a job is reevaluated and it is found that the pay range needs to be lower, the employee's pay rate may be frozen at where their current rate or may be reduced to coincide with the new pay range. If the job has been redesigned and duties have changed significantly enough, this may warrant the individual's rate to be reduced.
- Reduction in force - If an employee's position is being eliminated and the employee has accepted a job in a lower grade, usually the employee's pay will be reduced to the appropriate place on the new pay range based on their experience. In extenuating circumstances, the employee's pay may be frozen until the pay range adjusts upward.

Procedure: Based on an evaluation of the conditions warranting a reduction in salary range assignment, an employee may receive a transfer to a job in a lower salary range. Prior to a downrange adjustment, the new duties and responsibilities of the incumbent must be outlined in an updated job description, as necessary, by the appropriate Department Head. In most situations, the employee's salary will be reduced to align with the new duties and responsibilities.

If the employee's salary is to be frozen, no changes will be provided until such time as the employee warrants an increase or the salary ranges are adjusted. In order for the salary

to be frozen, sufficient rationale must be submitted in writing to the Director of Human Resources.

In each situation, every consideration will be given to the employee's previous experience and performance, as well as his/her recent salary increase history and internal equity within the grade and position.

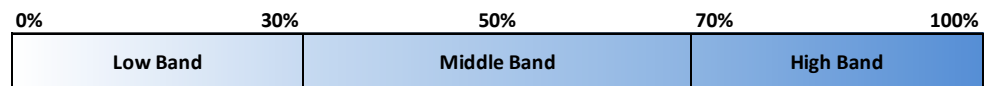
4. FIXED COMPENSATION ELEMENTS

4.1. SALARY STRUCTURE

Definition: A salary structure provides a systematic grouping of salary grades and ranges that cover all positions. Salary ranges are used to reflect the appropriate relationship between positions within a department and between departments.

Each of the ranges within the salary structure consists of a minimum, midpoint, and maximum. Each salary range is further divided into three bands: Low, Middle, and High. These bands are as follows:

- Low Band: The bottom 30 percent of the salary ranges. This typically represents the range for newly hired, entry level, and promoted employees.
- Middle Band: The middle 40 percent of the salary ranges. This represents the competitive market value for assigned jobs and is typically the band for employees who are performing at expectation. The targeted position of each job within the Organization is at the 50th percentile of the range.
- High Band: The top 30 percent of the salary ranges. This is generally reserved for employees who have demonstrated outstanding performance, have a highly developed skill, and employees with very long service.



The range of compensation for positions assigned to a grade is the spread between the minimum and the maximum of the range. Position-in-Range (PIR) is an analytical tool used to determine the percentage of penetration of an employee's salary into their salary range, in relationship to the minimum and maximum of the range.

Policy: CSC Broward shall establish and maintain a suitable salary structure to provide competitive salary range opportunities appropriate to its needs. It will be based on a detailed analysis of the Organization's relevant competitive labor market, general industry trends within its geographic location, and peer organizations. The salary structure will be reviewed periodically and updated as appropriate to ensure that it remains competitive.

Procedure: Every two (2) to four (4) years, or as necessary, the Director of Human Resources will test the marketplace to determine any significant changes in compensation for CSC Broward's positions. The intention is to maintain parity with the desired compensation levels within the appropriate labor market.

Benchmark positions will be priced at the competitive market, consistent with CSC Broward's stated Compensation Philosophy, based on data comparable to CSC Broward's revenue, regional location, and peer organizations. The analysis will also examine the relative Position-In-Range (PIR) of each of the Organization's employees.

Based on the information obtained, the Director of Human Resources shall recommend changes to the President/CEO covering the salary structures and ranges. The analysis will examine the potential effect and cost implication of adopting the updated salary structures, and thereafter, will be presented to the President/CEO for review and approval. As a result of this study, the salary structures are not guaranteed to change, but may change at the discretion of the President/CEO.

4.2. BRING TO MINIMUM ADJUSTMENTS

Definition: Bring to Minimum Adjustments are those adjustments provided to employees whose salaries fall below the minimum of their respective range due to an increase in the range or due to promotion.

Policy: It is the policy of CSC Broward to provide competitive salary ranges consistent with its respective labor markets in which it competes, as well as to ensure that employees are fairly and competitively paid commensurate with the duties and responsibilities of their positions.

Increases to a salary range will not result in an automatic or general increase to salaries of employees within a respective salary range. At the time of a range increase or promotion, CSC Broward will review employees whose salaries may then fall below the minimum of their respective range and may adjust salaries based on the individual's evaluated performance and other relevant circumstances, to the extent possible.

Procedure: At the time changes are made to the salary structures and the ranges are increased, there may be situations in which the salaries of employees fall below the minimum of their assigned range.

If it is determined that an employee is below the minimum of his/her respective range, and the individual meets the required performance standards, action may be taken to provide the employee with a Bring to Minimum Adjustment, based on the financial capabilities of the Organization. The Director of Human Resources will work with the appropriate Department Head to determine an action plan for bringing each impacted employee to the minimum of the grade.

The cumulative financial costs of raising all impacted employees to the minimum of their ranges will be calculated and submitted to the President/CEO for approval, subject to budgetary constraints.

4.3. SALARY INCREASES

Definition: Salary increases are increases to an employee's base salary provided on an annual basis based on CSC Broward's budget.

Policy: All regular full- and part-time employees may be eligible to receive a salary increase on an annual basis, based on the approved budget.

Procedure: Once per year, or as approved by CSC Broward, a salary increase may be applied to all employees as an adjustment to base salary. Salary increases usually go into effect on or about October 1st of each year, as budgets permit. The salary increase may vary depending upon the CPI and available budget.

If an employee has reached the maximum of the range, no salary increase will be granted on that review date; however, he/she may receive a lump sum (Section 4.4.). The employee can be considered for a salary increase at a later date, when his/her salary falls within the range due to a grade change or adjustment in the overall salary structure.

It is the intent of CSC that high performing employees who have been in their position at CSC for two years or longer would generally be placed within the 30th percentile -- the low end of the Middle Band, as budget permits. Employees working in their position for two years may receive a salary adjustment (if applicable) that would place them at the high end of the Low Band. On or near their two-year anniversary date, if they receive a good evaluation detailing their exemplary performance, they may receive a salary adjustment placing them within the 30th percentile – the low end of the Middle Band.

Generally, newly hired employees will start within the lower band depending on education, certification/licensing, experience, etc. Employees may be eligible to receive a salary increase during their first year of employment. The increase will be based on the Probationary Evaluation at the end of the 90 work day period, according to the following schedule:

Quarter Hired in First Year	Prorated Increase Percent
Beginning Salary based on experience, certifications/licensures, etc.	Low-End
After 90 work days and High Rating on Probationary Evaluation	% increase to be determined
High Rating on the Annual Review	High-Low

Following approval, the Department Heads may then communicate any salary actions to employees.

4.4. LUMP SUM AWARDS

Definition: A lump sum award is an award that will be granted to an employee whose salary falls at or above the range maximum for his/her job, without an increase to base pay.

Policy: For employees whose salary is at or over the maximum of their respective salary grade, no salary increase will be granted. However, a lump sum award payment will be provided to those employees. Employees whose salary is within the range, but at the high end may receive a combination of a salary increase up to the range maximum, and a lump sum increase for the portion of the salary increase that is over the maximum. CSC Broward will budget for lump sum awards each year as it does for salary increases.

Lump sum awards will be granted to coincide with the salary increase date. The lump sum will not be added to the employee's current salary. The amount of the lump sum payment must be consistent with the overall salary increase percentage provided to all employees; otherwise, it will be considered an exception to the policy and will require appropriate justification. The employee will continue to be eligible for a lump sum award each year until such time that his/her salary falls within the range due to the range adjusting upwards or transfer to a higher grade.

Procedure: At the completion of the annual salary increases, the Department Heads must submit a list of employees to receive a lump sum award. Recommended lump sum awards will be equal the salary increase provided to all employees. The President/CEO must approve any lump sum awards before they are communicated to the impacted employees.

5. PERFORMANCE EVALUATION ELEMENTS

5.1. PERFORMANCE EVALUATION

Definition: Performance evaluation refers to the evaluation of an employee's job-related performance with the primary objective being to provide feedback and identify areas of improvement of an individual's performance.

The evaluations will focus on Organization-wide performance standards and objectives, competencies relating to CSC Broward's values, and overall job performance (both job-related and goal-based). It also provides justification for determining an employee's eligibility for promotion.

An employee's overall performance may be evaluated into one (1) of five (5) levels of performance for the purposes of determining compensation and personnel actions:

- Consistently Exceeds Expectations - a minimum average score of 4.1-5.0 = 5% performance pay
- Often Exceeds Expectations – a minimum average score of 3.6-4.0 = 4% performance pay
- Meets Expectations – a minimum average score of 3.0-3.5 = 3% performance pay
- Some Improvement Needed – a score minimum average of 2.1-2.9 = 2% performance pay
- Major Improvement Needed – an average score of 2 or below results in no performance pay

Policy: It is the intent of CSC Broward to conduct performance evaluations on an as-needed basis during the year, and no less than once in each twelve (12) month fiscal period. It is intended that this process will provide adequate feedback, allow for corrective action, and substantiate related personnel actions. The annual evaluation will take place within one (1) month of the employee's anniversary date of each year (transferred, i.e., lateral position change, will continue to be evaluated on their current anniversary). New employees and newly promoted employees will be evaluated after 90 workdays of assuming the position (introductory review).

The prime consideration in the performance evaluation process is continual feedback in order to achieve superior overall performance. The process is expected to enhance the development of meaningful communication between the employee and his/her manager, which in turn should lead to improvement in the employee's overall performance.

Procedure: The performance evaluation is conducted between the employee and his/her manager, in which the manager evaluates the performance of the employee. The manager provides feedback to the employee regarding his/her performance, and areas of development or unsatisfactory performance. The evaluated performance level will be used as the basis for personnel actions relative to promotion, transfer, salary adjustments, and continued employment.

An employee who receives a rating of "Some or Major Improvement Needed" on the performance evaluation in a performance related category and/or an overall rating of may be given a formal performance improvement plan to help the employee to improve his/her performance. The performance improvement plan will cover a period up to 60 days, based on the level of improvement necessary, with interim evaluations conducted to evaluate progress towards improvement. If the employee does not show significant improvement during and at the conclusion of the performance improvement plan period, then further action will be taken, which may include termination.

Although the evaluation process provides the formal structure in which to conduct evaluations, it is the intent and desire of CSC Broward that reviews be an on-going, interactive process between the employee and his/her manager in order to foster career development and progress.

6. COMMUNICATION ELEMENTS

6.1. COMMUNICATIONS TO EMPLOYEES

Definition: Communication refers to the timely and appropriate dissemination of applicable information to employees regarding the Salary Administration Program.

Policy: CSC Broward will provide each employee with the applicable salary information and other pertinent aspects of the Salary Administration Program. In addition, the Organization is responsible for communicating changes to policies and procedures to the appropriate personnel in a timely manner, and for ensuring that the staff understands and can effectively implement the changes.

Procedure: At the Time of Employment and Promotion: The Human Resources Department will provide each employee a job description outlining the official job title and the duties and responsibilities of his/her job, as well as his/her salary.

At the Time of Performance Evaluation: The employee will be informed of the goals, duties, responsibilities, and criteria upon which performance will be evaluated for the upcoming review period. In addition, the manager will discuss with the employee his or her evaluated performance for the current review period, with a focus on the individual's strengths, areas of improvement, career development goals, and performance plans. The date of the next performance evaluation will also be discussed.

6.2. EXCEPTIONS

This Manual outlines the customary and typical salary administration policies and practices. From time to time, extenuating circumstances and situations may arise which suggest that an exception to the policy is appropriate.

All recommendations for exceptions to the policies regarding starting salaries, transfers, promotional increases and downgrade adjustments must be substantiated in a written explanation that accompanies the proposed action. Final approval must be obtained from the Director of Human Resources, the COO and the President/CEO.

7. GENERAL PROVISIONS

Interpretation of all matters related to this Program, including but not limited to the resolution of any questions relating to the Program, shall be at the sole and final determination of the President/CEO.

CSC Broward may amend or discontinue this Program at any time, at the sole discretion of the President/CEO.

Nothing in this Program shall be interpreted as giving any individual the right to be retained as an employee of the Organization, or of limiting the Organization's rights to control or terminate the service of any employee at any time in the course of its business.

This Program shall be construed in accordance with all applicable federal and state laws. In the event that any section, or portion of a section, of the Program shall be held invalid, illegal, or unenforceable, that section, or portion of that section, shall not affect any other section hereof. This Program shall be construed and enforced as if the invalid, illegal, or unenforceable section, or portion of the section, had never been contained herein.

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2019 Salary Structure Update Report of Findings

October 30, 2019



**Compensation
Resources**

310 Route 17 North
Upper Saddle River, NJ 07458
(201) 934-0505

2019 Salary Structure Update Report of Findings

TABLE OF CONTENTS

INTRODUCTION AND PURPOSE	2
METHODOLOGY	2
FINDINGS	4
ATTACHMENTS A - B.....	EXCEL WORKBOOK

2019 Salary Structure Update Report of Findings

INTRODUCTION AND PURPOSE

Compensation Resources, Inc. (CRI) was engaged by Children's Services Council of Broward County (also referred to herein as "CSC Broward" or the "Organization") to update the current salary structure to January 1, 2020.

METHODOLOGY

- **CRI** developed the original salary structure for CSC Broward in 2016, and since that time, CSC Broward has updated grade minimums only. **CRI** reviewed CSC Broward's current salary structure, with an effective date of January 1, 2019. Due to the fact that only grade minimums have been adjusted, the range spreads have been reduced, thereby causing concerns with salaries of new hires compressing on salaries of current incumbents.
- In order to realign the range spreads with the original salary structure, it was determined that it would be most appropriate to adjust the original salary structure. **CRI** conducted research on salary structure movement for all position levels within human services and public administration in the Southern United States to determine actual salary structure movement for the years 2016, 2017, 2018, and 2019.¹ Based on these findings, **CRI** adjusted the current salary structure by 7.1%, to move the structure to an effective date of January 1, 2020. The proposed 2020 salary structure can be seen in **Attachment A**.
- CSC Broward provides performance pay to employees, which assists to align compensation with the competitive market place. Moving forward, the Organization is considering folding the performance pay into base salary; therefore, for purposes of this analysis, the Total Compensation (base salary plus performance pay) of each incumbent was compared against their respective salary range.
- Utilizing the proposed 2020 salary structure, **CRI** conducted a Position-in-Range (PIR) analysis for each incumbent. The PIR indicates the extent to which an incumbent's total compensation actually penetrates within the salary range. Therefore, the "within grade" range is shown as 0% to 100%. A negative PIR (e.g., -5.2%) indicates that an incumbent's total compensation is below the range minimum, while a PIR above 100% indicates that the incumbent's salary is above range maximum (See **Attachment B**).
- The following is the formula for Position-In-Range:

$$\text{PIR} = \left(\frac{\text{Current Salary} - \text{Range Minimum}}{\text{Range Maximum} - \text{Range Minimum}} \right) \times 100$$

- Utilizing the PIR, Bands were calculated to show the relative position of each incumbent in the salary range. Each Band is defined as follows:

¹ *Salary Budget Survey*; WorldatWork (2016-2017, 2017-2018, 2018-2019, and 2019-2020).

2019 Salary Structure Update Report of Findings

Table I
Salary Structure Bands

Band	Definition
Below	Incumbent's salary falls below the minimum of the grade (less than 0%).
Low	Incumbent's salary falls in approximately the first third or low band (PIR of 0%-29.9%) of the salary range. Typically represents new incumbents or those with lower experience levels.
Middle	Incumbent's salary falls in the middle portion of the salary range (PIR of 30%-70.9%). Typically represents the competitive market for the position.
High	Incumbent's salary falls in the upper third of the salary range (PIR of 71%-100%). May include long-service incumbents or those with high experience levels.
Above	Incumbent's salary is above the grade maximum (exceeds 100%). Typical arrangements call for salary freezing until the range is adjusted upward.

2019 Salary Structure Update Report of Findings

FINDINGS

- The Band distribution of incumbents included in the analysis within the proposed 2020 salary structure, based on existing grade assignments, is shown below in Table II:

Table II
Proposed 2020 Salary Structure Findings – Total Compensation

Band	Number	Percent
Below	1	1.3%
Low	28	37.3%
Middle	45	60.0%
High	1	1.3%
Above	0	0.0%
Total	75	100.0%
Average PIR		32.4%
Total Bring to Minimum Cost		\$2,927

- CSC Broward will review *CRI's* recommended salary structure and PIR analysis in order to identify positions that may require additional examination and/or regrading.

The information contained herein is provided for informational purposes and is not intended to provide legal, accounting, tax or investment advice and/or services.

Children's Services Council of Broward County
Attachment A: Proposed 2020 Salary Structure

Grade	Low		Middle Band			High	Range	Mid to Mid Percentage
	Minimum	High/Low	30th Percentile	Midpoint	70th Percentile	Maximum		
50	\$179,149	\$199,303	\$219,458	\$246,330	\$273,202	\$313,511	0.75	0.20
49	\$145,973	\$161,301	\$176,628	\$197,064	\$217,500	\$248,155	0.70	0.17
48	\$121,158	\$133,879	\$146,601	\$163,563	\$180,525	\$205,968	0.70	0.15
47	\$104,927	\$115,158	\$125,388	\$139,029	\$152,669	\$173,130	0.65	0.15
46	\$89,188	\$97,884	\$106,580	\$118,174	\$129,769	\$147,161	0.65	0.12
45	\$79,995	\$87,194	\$94,394	\$103,993	\$113,593	\$127,992	0.6	0.12
44	\$70,396	\$76,731	\$83,067	\$91,514	\$99,962	\$112,633	0.6	0.12
43	\$63,163	\$68,374	\$73,585	\$80,533	\$87,480	\$97,902	0.55	0.12
42	\$55,583	\$60,169	\$64,754	\$70,869	\$76,983	\$86,154	0.55	0.12
41	\$49,892	\$53,633	\$57,375	\$62,364	\$67,354	\$74,837	0.50	0.10
40	\$44,902	\$48,270	\$51,638	\$56,128	\$60,618	\$67,354	0.50	0.10
39	\$40,412	\$43,443	\$46,474	\$50,515	\$54,556	\$60,618	0.50	0.10
38	\$36,371	\$39,099	\$41,827	\$45,464	\$49,101	\$54,556	0.50	0.10
37	\$32,734	\$35,189	\$37,644	\$40,917	\$44,191	\$49,101	0.50	0.10

Effective date: 1/1/20

TAB L



For Council Meeting

As Recommended by the
Executive Committee

November 7, 2019

November 21, 2019

Issue:	Budget Carry Forward for FY Ended September 30, 2019 in the General Fund.
Action:	Approve Budget Carry Forward for FY Ended September 30, 2019 in the General Fund as Recommended by the Executive Committee.
Budget Impact:	\$1,243,558 Additional Budget in Various Line Items for FY 2019/20.

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 or one-time expenses.

Current Status: Attached is a schedule detailing the requested carry forward items for FY 2019/20. All of these POs and contracts were presented to the Council and approved at various times during fiscal year 2018/19. When Provider is TBD, the expenditures will be brought back to the Council for approval as vendors are determined. As is CSC's practice, once the providers and related expenditures are identified, they will be brought forward for full Council approval.

In the Administrative area, there was over \$525,000 of salary and fringe that lapsed due to lower than anticipated benefits costs and salary lapse. As has been done in the past, staff is recommending \$347,280 rollover for various personnel related items such as: one-time staff performance pay during the course of the 2019/20 fiscal year and in accordance with the Council's employee evaluation system and overtime, as applicable. The lapse dollars are the direct result of administrative efficiencies and conscientious accountability. The carry forward of salary lapse will not increase the Administrative rate over the Council's threshold of 5%.

In addition, there are administrative, technology and facility related items staff would like to carry forward. Most of the administrative items on the list are due to timing of ordering goods/supplies/services that were unable to be delivered until after the cutoff date. This section also includes the roll-over for the furniture for three new offices that are just being completed. The Technology reserve is for tech-related expenditures that are needed this upcoming year to maintain and improve our technologies/network. Finally, any underutilized facility related expenses are carried forward to build our reserves for replacement and/or repairs for the building.

The current estimated Unassigned Fund Balance is \$8 million, less this proposed \$1.2 million budget carry forward would still leave an Unassigned Fund Balance of \$6.8 million for future years.

Recommended Action: Approve Budget Carry Forward for FY Ended September 30, 2019 in the General Fund as Recommended by the Executive Committee.

**Children's Services Council of Broward
Budget Carry Forward from FY 18/19 to FY 19/20
General Revenue Fund**

Goal	GOAL NAME	PROVIDER	DESCRIPTION	Requested CF Amount
<u>Service Goals:</u>				
1.1.1	Agency Capacity	Ronik Radlauer	Leadership Academy	\$3,600
1.1.3	Fiscal Support	TBD		\$100,411
2.1.3	Trauma	Jewish Federation of Broward	Skype sessions by Israeli Trauma Coalition	\$2,806
7.1.2	MOST	PATH	Training dollars for PBIS to happen in Oct 2019	\$2,400
<u>System Goals:</u>				
1.2.2	Reporting Application Software Dev	TBD	SAMIS Enhancements & Other Reporting BI	\$77,500
		Webauthor	Enhancements various	\$7,500
		Webauthor	Contract Module (CAPS)	\$40,000
		Webauthor	Hosting Fees	\$7,200
1.2.4	Collab w/ Comm Partners for IDS	FSU FICW grant	Grant crosses FY (7/1/19-6/30/20)	\$31,785
			CPAR evaluators misc - CSC expense	\$2,500
		Webauthor	Enhancements as needed for IDS	\$25,000
Total Goals				\$300,702
<u>Administration: Purchase Orders that Span FY</u>				
Salary / Fringe:				
		Performance pay for employees		\$347,280
		Administrative Overtime		\$10,000
		Various Salary Adjustment		\$169,170
				\$526,450
		Compensation Resources	Performance consulting	\$4,400
		Ebizz soft	Great Plain Financial system consulting	\$5,000
		Secnap Network Security	MIS security scan	\$5,000
				\$14,400
<u>Capital Outlay:</u>				
	Accordis		Routers	\$28,000
	Ebizz Soft		Sharepoint Migration to Cloud	\$23,000
	JC White		Assorted misc furniture for bld out of offices	\$39,729
	TBD		Reserve for future Technology projects (Possible projects :Application software, Financial system; Equipment)	\$114,482
				\$205,211
<u>Facilities Related:</u>				
	Kings 111		Misc elevator repairs in progress	\$500
	Willow Landscaping		Landscaping service	\$1,879
	TBD		Facilities Reserves (Accumulation of unspent Facilities Budget from 10 past years)	\$194,416
				\$196,795
Total Administration, Capital Outlay & Facility Related				\$942,856
Grand Total Carry Forwards				\$1,243,558

TAB M



For Council Meeting

As Recommended by the
Executive Committee
October 31, 2018

November 21, 2019

Issue: CEO Performance Evaluation Results and Consider Salary Adjustment, Performance Pay and Contract Term Revisions.

Action:

1. Approve President/CEO Performance Pay for work performed in FY 18/19.
2. Approve Increase for Base Salary for FY 19/20.
3. Approve Increase for Business Expense for FY 19/20.
4. Approve New Contract Term Through October 31, 2024.

Budget Impact: \$52,928 of \$101,970 from Available Salary Budget line for FY19/20.

Background: The performance evaluation for the President/CEO is due each November. At this same time, the President/CEO's contract is reviewed, performance pay and salary adjustments are considered and new goals are set.

Last year, the Council approved: a) awarding the President / CEO the full \$15,00 performance pay allowed for in her contract based on her excellent performance in FY 17/18; b) adjusting her salary by 3%, the same as staff, to \$217,388; and c) extending the contract term to October 31, 2023 to maintain the rolling 5-year term.

The Executive Committee directed staff to contract with Compensation Resources Inc. (CRI) to update the salary study and review the structure of the CEO compensation, especially related to how performance pay was administered in other governments or relevant agencies.

Current Status: The Executive Committee met on November 7th, 2019 and reviewed the results of the Council Members' Performance Evaluations of the CEO and thoroughly discussed the Executive Compensation Study for the President/CEO report prepared by CRI (attached for reference.) The report highlighted the President/CEO is below the market range in base salary and that neither Palm Beach CSC nor Miami's Children's Trust offer performance pay to their CEO. It has come to light that those CEO's get other compensation not captured through the study. The majority of Not-For-Profit organizations do not offer performance pay and of the 32% that do, their average bonus was between 9%-19.2%. CSC Broward's performance pay represents 6.9% of the current annual salary.

The Executive Committee (EC) carefully and meticulously discussed the following items and their recommendations to the full Council are as follows:

- a. Performance Pay for Mrs. Seltzer. The current contract states she is eligible for up to \$15,000 and the EC is recommending the full amount in recognition of her performance in FY 18/19.

b. Contract terms for Fiscal Year 19/20:

The Executive Committee and Ms. Arenberg Seltzer agreed upon the following contract terms to present to the full Council:

- i. Base Salary of \$246,330, which is the mid-point on the Salary Structure, with the caveat that next year the EC will consider an increase of \$15,000 to the base salary.
- ii. Performance Pay – Eliminate Performance Pay moving forward.
- iii. Business Expense – Increase the current business expense from \$350 to \$375 semi-monthly to cover the costs of operating a vehicle, gas and other related business expenses. This is in lieu of any reimbursement for any travel within the tri-county area. The last increase for this expense was in 2017.
- iv. Maintain a 5-year contract term and extend the date one year through October 31, 2024.

Recommended Action:

1. Approve President/CEO Performance Pay for work performed in FY 18/19.
2. Approve Increase for Base Salary for FY 19/20.
3. Approve Increase for Business Expense for FY 19/20.
4. Approve New Contract Term Through October 31, 2024.

**Children's Services Council of Broward County
President/CEO Evaluation for Fiscal Year 2018-2019**

	Robin Bartleman	Emilio Benitez	Cathy Donnelly	Beam Furr	Kenneth Gillespie	Dawn Liberta	Tom Powers	Robert Runcie	Maria Schneider	Paula Thaqi	Ana Valladares	Total	Ave Score
I. PERFORMANCE COMPETENCIES													
Communication	5	1	4	5	5	5	3	4	5	5	5	47	4.3
Fiscal Responsibility	5	5	5	5	5	5	3	5	5	5	5	53	4.8
Consensus & Team Building	5	1	5	5	5	4	2	3	5	5	5	45	4.1
Diversity Commitment	5	2	5	5	5	5	2	5	5	5	5	49	4.5
Job Knowledge	5	3	5	5	5	5	3	5	5	5	5	51	4.6
Leadership	5	1	5	5	5	5	3	4	5	5	5	48	4.4
Judgment	5	1	4	5	5	4	2	4	5	5	5	45	4.1
Planning & Organization	5	4	4	4	5	4	3	3	5	5	5	47	4.3
Business Ethics	5	1	5	5	5	5	2	5	5	5	5	48	4.4
Community Relations	5	3	5	5	5	5	3	5	5	5	5	51	4.6
Board Interaction	5	1	4	5	5	5	3	4	5	5	4	46	4.2
Total	55	23	51	54	55	52	29	47	55	55	54	530	40.5

Managing People (Pass/Fail) Pass Pass Pass Pass Pass Pass Pass Pass Pass Pass Pass

PERFORMANCE COMPETENCIES - COMMUNICATIONS

Robin Bartleman	<p>Cindy has provided tremendous leadership. After the tragedy at MSD, there was a need for a leader to step forward and bring the community together in an effort to ensure that those impacted had access to services. Cindy filled that position and brought providers and families together.</p>
Emilio Benitez	<p>On September 23, 2019, I wrote to Garry Johnson, Esq., the Council's attorney, in essence, the following statement. It establishes the background for this response for this entire evaluation:</p> <p>After the adjournment of the September Council meeting, while I was packing up my belongings, congratulating Dion Smith on his promotion, and speaking with Maria Juarez-Stouffer and Marlando Christie, the CEO, Cindy Arenberg-Seltzer, approached me and launched into an uninvited, an unprovoked, and more importantly, an unwarranted personal verbal assault against me.</p> <p>Without so much as a warning, the CEO began a vulgar tirade against me using profanities because she disagreed with the comments she perceived I made during the Council meeting. Particularly, my position that the Council has done nothing to promote gun safety since the Parkland shooting.</p> <p>Although I can appreciate the Council's wariness concerning the topic of Gun Safety, particularly since this was the second time in as many months that this matter has been hotly debated with no resolution, the debate has never deteriorated into a vulgar public denigration by any of the participants. That is, until after Thursday's adjournment, and only by the CEO.</p> <p>Her behavior was disgraceful, disrespectful, insubordinate, offensive and profoundly troubling for which there must be consequences.</p> <p>Apparently, the CEO was angered by what she believed to be a comment I made during the debate, regarding the Council's response after the Parkland tragedy. During her vulgar attack, the CEO mischaracterized what I said during the debate. She believes that I said the Council had done nothing in the aftermath of the Parkland tragedy. But, that is not what I said.</p>
	<p>As I have expressed on numerous occasions, on and off the record, I am very proud of the Council's response in the immediate aftermath of the Parkland tragedy. Particularly, the Council's collaboration with other community agencies in establishing services to address the needs of the victims of the Parkland tragedy. Although I believe the Council's collaboration in the creation of the Resiliency Center, and other programs that provide grief and trauma counseling and suicide prevention is commendable, more needs to be done. I have vociferously advocated that the Council must take a strong leadership role in promoting gun safety education and for commonsense gun safety legislation.</p> <p>What I did say during the debate in September, and during the August Council meeting, just days after the shootings in El Paso and Dayton is that the Council has done nothing to aggressively advocate for gun safety education or to promote commonsense gun legislation. Nothing was done on this topic after the Parkland shooting, or for that matter, any shooting involving children since Parkland. Nothing! (Although the Council voted in its November meeting to adopt a policy statement, I still do not think it goes far enough!).</p> <p>Not even to support a simple and innocuous statement of solidarity with other community agencies in Broward. Moreover, as a national movement for commonsense gun safety legislation is beginning to grow, particularly with 145 CEOs of Fortune 500 companies (many of them Republicans), joining this movement, Broward's CSC is still incapable of agreeing on even a simple statement in support of gun safety. That was true last month, that was true during the Council's September meeting (during it's October meeting), and it remains true today.</p> <p>To be clear, my position is and has consistently been that the Council has done nothing to take aggressive steps to protect children from gun violence, regardless of what the CEO thinks or wants to believe. Moreover, and as I have mentioned before, in my opinion, the Council's failure to act on this matter is disgraceful and it represents a serious dereliction of its duty and its mission to protect Broward's children. It also reflects a lack of leadership on the part of the CEO.</p>

PERFORMANCE COMPETENCIES - COMMUNICATIONS (Continued)

<p>Emilio Benitez (Continued)</p>	<p>Even if the CEO was correct in her perception of what I said, her rant against me was inappropriate. It would have been one thing for the CEO to challenge me on what she perceived I said, on my views on the subject of gun safety, and my views regarding the Council's inaction from the dais during Thursday's debate. Or, perhaps, to address her concerns privately by email or text (as she has done before). Instead, the CEO chose a crude and vulgar verbal assault against me that included the use of the "F" word. Not only was her behavior deplorable and unbecoming of the position that she holds, it is also not the behavior expected from a child welfare leader in this community. Moreover, to display this type of ugly behavior in front of other Council members, numerous staff, and members of the public that had not yet left the venue was reprehensible and represents a total lack of decorum which demands an immediate response with consequences. Regardless of the CEO's opinion of me personally, or for that matter, her opinions about my beliefs, she had no right to attack me publicly. Her intent was to belittle me, to defame me, to harass me, and to humiliate me in a public setting in front of my colleagues, staff, and members of the public.</p> <p>More seriously, the CEO's vulgar and unprovoked attack is problematic in that it calls into question the CEO's stability and her suitability as the President/CEO of the Council. If the CEO can become so unhinged and disrespectful in a public setting towards a Council member (who is also one of her superiors), and in the process demeans herself (and the Council), by the ugly use of vulgar profanities, it raises a question of what goes on behind closed doors when she's angry at staff?</p>
	<p>Having provided the background for my evaluation responses, I would rate the CEO's performance in this competency as follows:</p> <ul style="list-style-type: none"> -There has been a lack of good listening and comprehension particularly when the CEO believes Council members disagree with Staff recommendations; -Particularly with the discussion of Gun Safety, I have an overall concern with the CEO's ability to keep Council members appropriately informed. Specifically, the CEO's failure to adequately explain what was meant by "staff's expertise" regarding the gun -Clearly the CEO's attack of a Council member, even though, the Council meeting had adjourned is concerning. Equally troubling, however, was her use of vulgar language and her inappropriate tone; -Similarly, the CEO's behavior after the September Council meeting calls into serious question her ability to effectively deal with conflict and conflict situations. As stated in the above-referenced comments to Mr. Johnson, "...the CEO's vulgar and unprovoked attack is problematic in that it calls into question the CEO's stability and her suitability as the President/CEO of the Council. If the CEO can become so unhinged and disrespectful in a public setting towards a Council member (who is also one of her superiors), and in the process demeans herself (and the Council), by the ugly use of vulgar profanities, it raises a question of what goes on behind closed doors when she's angry at staff?..."
<p>Cathy Donnelly</p>	<p>Cindy shows high achievement in this area. She listens well and I commend her on taking on the Mindfulness training this past year. I feel she sometimes takes things personally and could benefit from CEO executive coaching to expand her tool kit and obtain useful tips on conflict resolution.</p>
<p>Beam Furr</p>	<p>Cindy is a thoughtful speaker that chooses her words carefully. In addition, she has made sure that through websites and social media, that the bigger picture and available resources are broadcast to the public at large.</p>
<p>Kenneth Gillespie</p>	<p>The ability to simplify matters involves the elimination of the unnecessary so that the necessary shine through. Mrs. Arenberg Seltzer's unique ability to simplify complex matters is one of her strongest attributes, and she does it well.</p>
<p>Dawn Liberta</p>	<p>Ms. Arenberg Seltzer Communicates information regarding CSC and community business effectively. For the short time i have been on the board she has updated us on any issues that needed to be raised.</p>
<p>Tom Powers</p>	<p>No Comment</p>
<p>Robert Runcie</p>	<p>Cindy continues to do an excellent job in communicating the value proposition of CSC to the community.</p>
<p>Maria Schneider</p>	<p>No Comment</p>

PERFORMANCE COMPETENCIES - COMMUNICATIONS (Continued)

Paula Thaqi	Member of various media influencer groups. Hosts Future First. Built consensus around public statements on gun violence and family separation.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - FISCAL RESPONSIBILITY

Robin Bartleman	Cindy and her staff provide Board Members with all of the necessary information to make sound fiscal decisions.
Emilio Benitez	As I have privately and publicly stated during my long tenure on the Council, the Council's fiscal responsibility has consistently been exemplary. -The CEO and her staff work within the approved budget; -The CEO and her staff conserve organization resources well, and; -The CEO and her staff bring fiscal recommendations to the Board in a timely and effective manner.
Cathy Donnelly	Cindy has proven to be strong in this area. She has a strong partner in Monti and I feel confident in this teams ability to leverage each dollar to best serve our children and families. I have been impressed on several occasions this year when I have questioned Cindy on an accounting issue as Chair and she has had the exact dollar amount in her head or an impressive memory for where the funding was allocated and why.
Beam Furr	CSC has maintained through Cindy's stewardship a strong financial position with available reserves.
Kenneth Gillespie	Fiscal responsibility lends itself to fiscal accountability. Notably, under Mrs. Arenberg Seltzer's leadership, CSC's FY 2017/2018 audit earned the highest level of fiscal accountability- an unqualified opinion with no findings.
Dawn Liberta	Ms. Arenberg Seltzer communicates with board as to finances. She is able to work within the CSC budget and still have finances in reserve.
Tom Powers	No Comment
Robert Runcie	CSC has one of the best program evaluation models for guiding decisions on investments.
Maria Schneider	No Comment
Paula Thaqi	The CAFR won the Excellence in financial Reporting for the 17th year in a row. Maintains required reserves while investing in current and emerging community needs.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - CONSENSUS AND TEAM BUILDING

Robin Bartleman	Cindy was instrumental in bringing our community together and building consensus within the community to meet the needs of our county and ensure that our children and families have access to trauma informed care. She serves on many committees and task forces; agencies seek her leadership and expertise.
Emilio Benitez	-Although the CEO brings together diverse elements for input, it is all for not if when she disagrees with those diverse elements, the proponent of those diverse elements is chastised, particularly in public. As mentioned previously, if the CEO is capable of such disrespect to a Council member, what happens when she disagrees with staff, providers or vendors? -For the reasons mentioned in my opening statement, the CEO's ugly public attack does not promote in me a feeling that my participation, my input or my opinions are valued or welcomed;
Cathy Donnelly	Cindy encourages input from the council and team members and is not afraid to push back when she does not agree. I admire her ability to listen and learn from her team. She has many highly qualified people at CSC and she empowers them by respecting their expertise and allowing them to express their talents or concerns.
Beam Furr	Cindy shows respect for all positions and helps direct questions and discussion toward consensus.

PERFORMANCE COMPETENCIES - CONSENSUS AND TEAM BUILDING (Continued)

Kenneth Gillespie	Mrs. Arenberg Seltzer's ability to garner a consensus among individuals with varying points of view is noteworthy. Her ability to make everyone feel a part of the team has proved valuable in the productivity of CSC's staff and board members alike.
Dawn Liberta	Ms. Arenberg Seltzer is able to bring together diverse elements and includes the community in feedback. Ms. Arenberg Seltzer and her staff have brought together the community in Racial Equity training, suicide prevention, and many other important projects that are need for this community.
Tom Powers	No Comment
Robert Runcie	No Comment
Maria Schneider	No Comment
Paula Thaqi	Led the Council to consensus statements on 2 highly contentious issues critical to the welfare of children, while still keeping within the parameters of the CSC mission.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - DIVERSITY COMMITMENT

Robin Bartleman	Cindy has built a diverse team and is committed to equal opportunity. The CSC, under Cindy's leadership, is committed to providing leadership as it pertains to racial equity through our Racial Equity Leadership Institute.
Emilio Benitez	<p>-Consistent with my comments previously stated, the CEO could benefit from cultural sensitivity training. Although the CEO has admirably promoted racial equity training, there has been a lingering concern regarding cultural and gender-based sensitivity.</p> <p>As the only LGBTQ+ representative on the Council, I have often felt a lack of understanding of LGBTQ+ sensitivities. This was first apparent when the CEO advocated for the Council's sponsorship of an event promoting agency fundraising capacity for charitable events several years ago. The event included the participation of Dan Pallota, who is well known for his involvement in multi-day charitable events like the "AIDS Ride" bicycle journeys. Mr. Pallota and his Pallota Team Works, however, allegedly became embroiled in a controversy regarding the amount of money that actually went to the intended charities. Published reports, indicated that many in the gay community, including this Council member, who participated in Florida's first "AIDS Ride," felt that Pallota Team Works did not do enough to support the gay community at a time when it was most in need of charitable funding, at the height of the AIDS crisis. It was disappointing, given the nature of the published allegations of the controversy with the gay community that the CEO and her staff did not perform the more appropriate due diligence before recommending support for the event. Although this incident occurred many years ago, it was the first time that this Council member felt that the CEO lacked appropriate sensitivity.</p> <p>Similarly, as one of three Latinos on the Council, I have often felt a lack of understanding of the concerns of Broward's Latino community. Particularly (although greatly remedied over the years), was the inaccurate designation of Broward's Latino population in reports submitted to the Council for consideration. More recently, however, there's been a more pronounced lack of sensitivity for the plight of Broward's immigrant populations, particularly those facing the ramifications of offensive immigration policies by the federal government. In the opinion of this Council member, the CEO has shown a serious lack of leadership, a lack of sensitivity and a lack of understanding of the plight of this community particularly by failing to promote providing informational material that would better educate this community. All for the sake of political expediency.</p> <p>These issues, however, have become more relevant as it relates to the issue of gun safety, particularly since both the Latino community and the LGBTQ+ community have been the targets of homophobic and ethnic gun violence. From this Council member's perspective, the CEO has egregiously advocated for the Council to avoid aggressively addressing the issue of gun violence, a paramount issue for this community, by erroneously claiming it is "beyond the expertise" of the Council and staff. Moreover, when this Council member challenged this odd and hurtful mindset, the CEO launched a public and ugly tirade against this Council member.</p> <p>-The CEO's public and ugly tirade against this Council member seriously calls into question whether the CEO is committed to promoting a harassment-free environment.</p>

PERFORMANCE COMPETENCIES - DIVERSITY COMMITMENT (Continued)

Cathy Donnelly	Cindy more than meets this commitment. CSC has a diverse team in all areas and many highly educated, community honored individual's working for her.
Beam Furr	Cindy has shown a commitment to diversity not only within CSC but throughout the county.
Kenneth Gillespie	Mrs. Arenberg Seltzer continues to exhibit leadership in our community by confronting issues of diversity; e.g., racial equity and sexual orientation/gender identity and expression. Mrs. Arenberg Seltzer has partnered with other agencies throughout the county to provide racial equity workshops over the last year to a number of agencies. Her leadership in this area has been recognized county-wide.
Dawn Liberta	Ms. Arenberg Seltzer has a diverse workforce. She has also helped our community in the racial equity process in health, education, economic conditions and child welfare. included training. She has encouraged her staff to work on many projects around cultural differences and sensitivity.
Tom Powers	No Comment
Robert Runcie	CSC's commitment to diversity is a credit the to CEO's leadership in supporting this culture.
Maria Schneider	No Comment
Paula Thaqi	The CSC staff is diverse and reflects the community. Leader in dismantling racism initiative. This is reflected in procurement policy.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - JOB KNOWLEDGE

Robin Bartleman	Cindy keeps abreast of current developments and serves on state wide committees.
Emilio Benitez	-By advocating that the Council and its staff lack the "expertise" to address a meaningful statement regarding gun safety, it clearly reflects a lack of competence, a lack of keeping abreast of current developments and a serious lack of the use of resources.
Cathy Donnelly	Exceeds expectations and continues to learn and grow.
Beam Furr	Cindy has an encyclopedic knowledge of children's needs and services.
Kenneth Gillespie	Mrs. Arenberg Seltzer has complete mastery of her job. Her knowledge of the job remains beyond reproach. She's always ahead of the curve- looking for innovative techniques and best practices- to confront the issues in the ever-changing field of children's advocacy.
Dawn Liberta	Ms. Arenberg Seltzer is knowledgeable of CSC, the child welfare system, and other children's service system. She is aware of what is happening within the community and uses resources when necessary and effectively.
Tom Powers	No Comment
Robert Runcie	Cindy's tenure in a leadership role for the state-wide organizing entity is a reflection on her knowledge and contributions to this sector.
Maria Schneider	No Comment
Paula Thaqi	Always maintains updated knowledge of all issues affecting children as well as other programs, resources, funding methodologies etc.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - LEADERSHIP

Robin Bartleman	Cindy is well respected throughout the community and provides leadership at all levels. We are fortunate to have her.
Emilio Benitez	Perhaps the most troubling, and the most lacking of all these performance competencies involves leadership. There is no question that the debate regarding gun safety is an emotional and divisive topic. But, part of what sets the CSC apart from other agencies is the fact that its mission mandates the courage to take action. The CEO has failed to lead in this effort. Instead, she and the Council have fallen victims to political expediency rather than stand for the safety of children.
Cathy Donnelly	Cindy's leadership has shown great strength as she has continued to guide our community through the stressful months after MSD. Her courage to take on Racial Equity and continue to grow the training shows commitment to the leadership role CSC originally played in bringing this work to Broward County. She has guided us through a very challenging conversation on gun violence with grace and level, open minded , informed thinking.
Beam Furr	CSC and it's excellent reputation is attributable to Cindy's leadership.
Kenneth Gillespie	Mrs. Arenberg Seltzer's leadership is sound. Notably, her steadfast ability to provide structure, direction, and collaboration to ensure a high level of organizational performance is exceptional. Additionally, her ability to recognize proper delegation, communication, priority setting of goals and outcomes while maintaining a positive inclusive work environment is likewise exceptional.
Dawn Liberta	Ms. Arenberg Seltzer is looked at in a positive light in the community. Other agencies and stakeholders including her staff look to her for input and guidance. She is professional, confident and respectful of others. Ms. Arenberg Seltzer leads and encourages her staff to perform well and to reach the next level.
Tom Powers	No Comment
Robert Runcie	The politics of tragedy and uncomfortable positions that will not only challenge the courage of one's leadership but also provide opportunities for growth and wisdom through true reflection.
Maria Schneider	No Comment
Paula Thaqi	Is a leader at the local, state and national level and is well recognized as such. Instrumental in the RWJF process.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - JUDGMENT

Robin Bartleman	Cindy ensures that all decisions made by the Board are data driven and will meet the needs of our community.
Emilio Benitez	Again, the CEO has failed to display the willingness and the courage to make difficult decisions in the face of adversity.
Cathy Donnelly	Cindy continues to show high achievement in this area. Cindy has sound judgment. I would like to see Cindy be more outspoken on issues that she and staff have vetted and feel are best for the community. Often, well meaning Council members can derail an issue that if presented by staff and backed with data would have stayed on track. I appreciate this is a challenge. Perhaps in areas where hours of research have been dedicated by staff we can have them present the data, give their findings and recommendations and then have Q and A prior to hot issues appearing on the agenda for council discussion.

PERFORMANCE COMPETENCIES - JUDGMENT

(Continued)	Cindy consistently stays focused on the mission of CSC and the result of that has been sound judgment to the betterment of the organization.
Kenneth Gillespie	Mrs. Arenberg Seltzer's judgment is sound and poised. She painstakingly looks at all sides of an issue or problem and genuinely weighs the options before making a decision. Further, Mrs. Arenberg Seltzer considers the best interests of all individuals involved, in situations where the facts or circumstances are not clear-cut or widely agreed upon, when making a decision.
Dawn Liberta	Ms. Arenberg Seltzer makes sound and accurate judgement and appears to make sound decisions. She works with the stakeholders in the community and her staff when decisions need to be made and looks to those that are the experts in those subjects.
Tom Powers	No Comment
Robert Runcie	These skills are demonstrated effectively at each CSC board meeting.
Maria Schneider	No Comment
Paula Thaqi	Makes sound decisions based on data i.e. RBA.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - PLANNING & ORGANIZATION

Robin Bartleman	No Comment
Emilio Benitez	No Comment
Cathy Donnelly	I would like to see Cindy set the annual goals for CSC that she and staff have vetted as most pressing based on community need and present those to the council prior to the annual retreat/budget planning meeting each year. I feel concern when well meaning council members can have influence for deserving issues BUT they may not have been identified as top priority by staff. Staff have engagement in many areas with specific expertise that can have high value when choosing the issues that matter most on a yearly basis.
Beam Furr	She may overextend herself and the organization from time to time, but somehow manages to get everything done.
Kenneth Gillespie	Mrs. Arenberg Seltzer exceeds expectations in this category. Her organizational and planning skills have consistently proven highly effective as evidenced by CSC's performance standards.
Dawn Liberta	Ms. Arenberg Seltzer sets goals not only for her team but the agencies that the CSC is investing in. They are able to hold themselves and the agencies accountable for reaching the outcomes. Due to her ability to plan for additional resources she was able to step in when our community needed it the most and the was the MSD tragedy.
Tom Powers	No Comment
Robert Runcie	No Comment
Maria Schneider	No Comment
Paula Thaqi	Exemplified by the progress of the Children's Strategic Plan.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - BUSINESS ETHICS

Robin Bartleman	Cindy keeps commitments and inspires the trust of others. She works with integrity.
Emilio Benitez	-The outrageous actions of the CEO against this particular Council member speaks clearly and loudly that she is in dire need of ethics training; -Not only was this behavior clearly after the adjournment of the October Council meeting, but in reflection, this behavior has been evident against other Council members in the past and against the previous Council attorney.
Cathy Donnelly	Cindy continues to exceed expectations in this area. I have not come across a single staff member in my five years that has not said how much they enjoy the team, the culture and the leadership shown by Cindy as their leader. Her team love and respect Cindy. They feel she is approachable and feel confident in their ability to speak directly with her to accomplish goals. She does not always agree and she often challenges but she always does so with respect and with the highest of integrity to the people and the process.
Beam Furr	Squeaky clean.
Kenneth Gillespie	Mrs. Arenberg Seltzer has the highest degree of ethics, is regarded for her integrity both within and outside of the Council (local and state level), and is truly an embodiment of "professionalism."
Dawn Liberta	Ms. Arenberg Seltzer is professional, ethic and works with integrity. The community has a great deal of trust in her and looks to her for guidance and feedback.
Tom Powers	No Comment
Robert Runcie	Cindy engages well with others and has earned the confidence and trust of the community.
Maria Schneider	No Comment
Paula Thaqi	Leads CSC in transparency, financial responsibility, ethical behavior.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - COMMUNITY RELATIONS

Robin Bartleman	Cindy is an excellent CEO and represents the CSC Board with integrity and excellence in the community. This is demonstrated by the numerous awards and the recognition she receives throughout the community.
Emilio Benitez	The most significant and painful event to affect this community was the Parkland shooting where 17 people, 15 of those children, lost their lives to gun violence. The Parkland shooting took place less than 10 miles from the CSC offices. Yet, in spite of the proximity of this tragedy, and the fact that the overwhelming majority of the people in this county want and demand common-sense gun safety advocacy, the Council and the CEO have failed. This reflects a serious flaw of awareness of outside community affairs.
Cathy Donnelly	CSC has shone as the beacon for leadership for the community during the very difficult last few years. Cindy personally has taken on a lot of extra community relations roles as we have helped our community heal after MSD. Our CSC social media, web site and general communications with the public have vastly improved this year. The weekly community letter that is sent out is a perfect example of how much we have improved this past year. The communication is clean, has high quality resolution photos and images, its easy to read and so very helpful to the community.
Beam Furr	CSC is known to be a good partner and collaborator throughout the area and that speaks well of its leadership.
Kenneth Gillespie	Mrs. Arenberg Seltzer's performance in this area demands the highest possible rating. She is extremely effective in engaging various stakeholders and has demonstrated extraordinary skills in effectively collaborating with stakeholders and non- stakeholders.

PERFORMANCE COMPETENCIES - COMMUNITY RELATIONS (Continued)

Dawn Liberta	Ms. Arenberg Seltzer represents the community in a professional manner. I have the pleasure of sitting in many meeting with her and she consistently communicates CSC goals including accomplishments. Ms. Arenberg Seltzer is involved in many community activities including outside boards, community meeting and events.
Tom Powers	No Comment
Robert Runcie	Cindy remains well respected as an effective leader of the CSC.
Maria Schneider	No Comment
Paula Thaqi	Represents CSC in the media. on various Boards, Coalitions etc.
Ana Valladares	No Comment

PERFORMANCE COMPETENCIES - BOARD INTERACTION

Robin Bartleman	Cindy is available to answer my questions around the clock including the weekends. She is an effective communicator and I appreciate her honesty.
Emilio Benitez	The behavior that the CEO displayed against this Council member and others in the past seriously questions the effectiveness of the CEO.
Cathy Donnelly	Cindy works well with individual board members. A CEO executive coach and board governess expert could be helpful. Round table presentations at the end of each council meeting have been beneficial to the council.
Beam Furr	Cindy shows respect for all points of view and tries to maintain a positive relationship with everyone.
Kenneth Gillespie	Mrs. Arenberg Seltzer is an effective CEO. She sets the performance tone and demonstrates leadership to the rest of the board. Also, Mrs. Arenberg Seltzer encourages participation, and active discussion among board members in an effort to foster consensus.

PERFORMANCE COMPETENCIES - BOARD INTERACTION

Dawn Liberta	Ms. Arenberg Seltzer and her team completed an excellent on boarding meeting where all my questions could be answered. For the short time i have been on the board she has worked well with the board members even under stressful situations.
Tom Powers	No Comment
Robert Runcie	Cindy works well with the CSC board members.
Maria Schneider	No Comment
Paula Thaqi	Always keeps the Board informed of relevant issues so they can make appropriate decisions. This is exemplified by the Budget Book.
Ana Valladares	No Comment

CHIEF EXECUTIVE OFFICER'S STRENGTHS/SPECIAL ACHIEVEMENTS

Robin Bartleman	No Comment
Emilio Benitez	I have always stated that the CEO has tremendous strengths, many of which I emulated in my role as the CEO of Florida's largest child welfare system. But, complacency and entitlement has taken a toll. Particularly, when the CEO forgets that she serves at the pleasure of the Council members and instead publicly attacks her superior with the use of vulgarity. Seemingly she feels she is above reproach.
Cathy Donnelly	<p>Cindy's personal investment to bring long term care and resources to our traumatized community after MSD continues to be a priority as it should be.</p> <p>Cindy's commitment to Racial Equity training is ongoing and has strengthened our profile as an organization and helped our community to grow and be recognized on a national level for the quality of leadership and exceptional training success that CSC team has put forth under Cindy's leadership.</p> <p>Cindy has received numerous awards from the community for the exceptional leadership, care and dedication she has brought to so many agency's over the past year. All so very well deserved. I am particularly proud and impressed that Cindy has encouraged her team to also shine within the community. She is no longer the only face the community recognize and value for the work of the CSC. I think this shows outstanding leadership from Cindy and am impressed with commitment to let her team shine.</p>
Beam Furr	Vision, and the ability to communicate that vision. This year was particularly challenging with additional demands regarding behavioral and mental health issues. She was able to able to gather community support and address these issues very well.
Kenneth Gillespie	Leadership. Mrs. Arenberg Seltzer showed exemplary courage and strength in her role as CEO in the aftermath of the Parkland tragedy. She spearheaded several initiatives involving trauma-related counseling for children and adults, among other things.
Dawn Liberta	Ms. Arenberg Seltzer has shown great strength in the ability to understand the community and its needs and ensuring those needs are met.
Tom Powers	No Comment
Robert Runcie	<p>Communicating CSC goals and value proposition to the community.</p> <p>Engaging CSC in pertinent community issues, challenges and opportunities.</p>
Maria Schneider	Cindy continues to be responsive to this communities needs as they develop and change over time. She is open to best practices used in other jurisdictions and is committed to continuing or employing such as appropriate and needed in our community.
Paula Thaqi	No Comment
Ana Valladares	Cindy continues to provide sound leadership within the organization and the community. She continues to be engaged in the community and is willing to take risks by courageously addressing issues that are sensitive and are needed in the community.

ANNUAL PERFORMANCE GOALS/OBJECTIVES (Future Period):

Robin Bartleman	No Comment
Emilio Benitez	Sensitivity and cultural bias training.
Cathy Donnelly	<p>Present community priorities as deemed by staff based on well researched community need to Council prior to budget retreat 2020 for presentation, discussion and consideration.</p> <p>I would like to suggest homeless children and children caught in human trafficking to be considered in this process.</p> <p>Present future office space proposals in 2020.</p> <p>I would like to suggest that we expand utilization of Robotic processing automation to increase lean efficiency where appropriate.</p> <p>Continue to update old process to 2020 standards of business.</p>

ANNUAL PERFORMANCE GOALS/OBJECTIVES (Future Period): (Continued)

Beam Furr	Figure out how to leverage the recent child care centers' assessment scores into a working policy that will direct resources to where they are the most needed.
Kenneth Gillespie	None.
Dawn Liberta	Improve/expand upon any existing project that addresses a community's wants or needs To promote the social, psychological, and physical growth of all children and youth Continue to advocate and work in helping our homeless population.
Tom Powers	No Comment
Robert Runcie	No Comment
Maria Schneider	I would like to see the CEO continue in the path she has so well established.
Paula Thaqi	No Comment
Ana Valladares	No Comment

CAREER DEVELOPMENT GOALS/STRATEGY:

Robin Bartleman	No Comment
Emilio Benitez	Sensitivity and cultural bias training.
Cathy Donnelly	I support Cindy in any self help, learning, trainings she feels appropriate for her continued success. CEO executive trainings or coaching can be helpful.
Beam Furr	No Comment
Kenneth Gillespie	None.
Dawn Liberta	Continue to communicate and collaborate with our partners to ensure the community needs are being met.
Tom Powers	No Comment
Robert Runcie	No Comment
Maria Schneider	The efforts to address and eliminate implicit bias in our community have been courageous and effective but we have a long way to go to accomplish the goal of eliminating bias. I'd like to see the CEO and council continue to focus on these efforts.
Paula Thaqi	No Comment
Ana Valladares	Continue to learn self-care strategies and take time for herself.

STRATEGY FOR PERFORMANCE IMPROVEMENT (If applicable):

Robin Bartleman	No Comment
Emilio Benitez	Sensitivity and cultural bias training.
Cathy Donnelly	I have already mentioned where appropriate above.
Beam Furr	No Comment
Kenneth Gillespie	None.

STRATEGY FOR PERFORMANCE IMPROVEMENT (If applicable): (Continued)

Dawn Liberta	No Comment
Tom Powers	No Comment
Robert Runcie	No Comment
Maria Schneider	No Comment
Paula Thaqi	No Comment
Ana Valladares	No Comment

OTHER GENERAL COMMENTS:

Robin Bartleman	No Comment
Emilio Benitez	<p>As I mentioned previously, I have always stated that the CEO has tremendous strengths, many of which I emulated in my role as the CEO of Florida's largest child welfare system. But, complacency and entitlement have seemingly taken a toll. Particularly, when the CEO forgets that she serves at the pleasure of the Council members and instead publicly attacks her superior with the use of vulgarity. Seemingly she feels she is above reproach and the Council has strayed from its mission. Indeed, October's Council meeting demonstrated how far the Council has strayed from its mission and its objectivity when immediately after the adjournment the CEO confronted me with a tirade that included the use of vulgarity simply because this Council member expressed his opinions.</p> <p>It brought to mind the sentiments expressed by Council Member Robin Bartleman during the Council's September cantankerous meeting. In essence she questioned aloud the efficacy of bringing forward any additional amendments to the proposed statement when it was evident that there was a persistent unwillingness by some member of the Council to any compromise, and other members of the Council, who are statutory appointees, afraid of the political ramifications of voting their conscience. Political expediency won the day and the CEO allowed it to happen.</p>
Cathy Donnelly	Thank you Cindy for leading our community through another challenging year. Our children, their families and our council and staff at CSC are fortunate to have you as our CEO.
Beam Furr	Cindy has done an outstanding job leading the CSC. She has shown not only our county, but others, the gift we give ourselves as a community when we choose to invest in our children and in our future.
Kenneth Gillespie	No Comment
Dawn Liberta	I have been on the board for a very short period of time but appreciate all the great work being done at CSC.
Tom Powers	No Comment
Robert Runcie	No Comment
Maria Schneider	No Comment
Paula Thaqi	No Comment
Ana Valladares	Cindy continues to do an outstanding job as CEO of the CSC and I have the utmost respect for her and her full staff.



**2019 Executive Compensation Study
Report of Findings
President/Chief Executive Officer
Discussion Draft**

October 28, 2019



**Compensation
Resources**

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Table of Contents

Introduction and Purpose	2
Executive Summary.....	3
Background	4
Findings and Observations.....	5
Attachment A: Methodology	7
Attachment B: Peer Listing.....	10
Attachment C: Published Survey Listing	11
Glossary.....	12

Introduction and Purpose

Compensation Resources, Inc. (CRI) was engaged by Children's Services Council of Broward County (also referred to herein as "CSC Broward" or the "Organization") to conduct a competitive compensation study for the position of President/Chief Executive Officer (President/CEO), in order to evaluate pay levels against the current competitive marketplace. Although CSC Broward is an independent taxing authority, it acts like a 501(c)(3) not-for profit with respect to their programs, and many of its direct peers are not-for-profit organizations. Therefore, our analysis was conducted considering the Intermediate Sanctions rules (IRC Section 4958) as a best practice relative to the determination of market competitiveness. This analysis represents an update to a similar study conducted in 2015.

This report will present **CRI's** findings for the aforementioned position with regard to the competitive market findings of compensation, as a baseline for further examination by CSC Broward.

The information contained herein is provided for informational purposes and is not intended to provide legal, accounting, tax or investment advice and/or services. For further information or clarification, please contact:

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Executive Summary

Based on the foregoing analysis represented herein, the results of the competitive market assessment for CSC Broward's President/CEO indicate the following positioning with respect to the competitive marketplace of compensation:

Table I
Summary Market Findings

Base Salary	Total Cash Compensation (TCC)	Total Compensation Package (TCP)
Below	Below	Within

The following report provides the specific results of the competitive market assessment covering the components of Base Salary, Total Cash Compensation (TCC), and the Total Compensation Package (TCP). **CRI's** methodology is included in **Attachment A** of this report, and definitions of the key terms utilized in this report are included in the **Glossary**.

Background

Overview of CSC Broward

According to its website,¹ CSC Broward describes itself as follows:

"The Children's Services Council of Broward County is an independent taxing authority established by the voters in 2000 and reauthorized in 2014. The CSC's mission is to provide leadership, advocacy and resources necessary to enhance the lives of the children of Broward County and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of services.

The organization funds close to a hundred programs that serve children and families, advocates for policies that protect the interests of future generations and provides leadership that brings the child-serving community together. The CSC works with Community Partners to help "Turn the Curve" in a positive direction on issues like: Maternal and Child Health Family Strengthening After-School and Out-of-School Time Kinship Care Youth Leadership, Advocacy and Employment Support for Youth and Families with Special Needs."

¹www.cscbroward.org.

Findings and Observations

It is important to note that the methodology used to conduct the competitive market analysis contained in this report is based on the duties and responsibilities associated with the position, and does not take into consideration the incumbent or any factors relating to the incumbent. This is the standard and accepted procedure used to identify the market value of a position and to determine what the organization would have to provide in order to recruit and hire a fully qualified candidate for the position, and is consistent with the methodology utilized in the 2015 study.

The following represents *CRI's* findings with regard to the competitive marketplace for CSC Broward's President/CEO, covering the components of Base Salary, TCC, and the TCP, along with a comparative analysis of actual compensation² versus these findings.

**Table II
President/CEO Market Findings**

Component	Actual	25th %ile MC	Market Average MC	75th %ile MC	Relative Position
Base Salary	\$217,388	\$218,200	\$279,000	\$328,800	-0.4% Below
TCC	\$232,388	\$242,300	\$328,400	\$401,500	-4.1% Below
TCP	\$321,793	\$264,100	\$384,700	\$458,000	Within

The comparative analysis above indicates that the President/CEO is slightly below market for Base Salary and TCC. However, she is within market for the TCP, due to the generous health benefits and employer contribution to the Florida Retirement System (FRS).

Generally speaking, in light of best practices, the Board should authorize a thorough evaluation of the TCP provided to the President/CEO at least every two (2) to three (3) years, to ensure that they maintain alignment with the marketplace, while recognizing changes in revenue and scope of the incumbent's responsibilities within the Organization.

When considering the TCP among the peers and published surveys examined herein, Base Salary comprises the majority of TCP, and annual bonuses/incentives and deferred compensation/nontaxable benefits comprise the smallest portion, as illustrated below:

² Compensation information provided by CSC Broward. Actual TCP includes Base Salary, performance pay bonus, employer contributions to health, vision, and long-term care insurance, and contribution to Florida Retirement System (FRS).

Table III
Total Compensation Package Composition

Source	Base Salary	Annual Incentive/Bonus	Def Comp & Benefits	TCP	Bonus as % of Base
Peer CSCs	76.2%	0.0%	23.8%	100.0%	0.0%
Not-For-Profit Peer Group	83.1%	4.0%	12.9%	100.0%	4.8%
Not-For-Profit Surveys	66.5%	23.2%	10.3%	100.0%	34.8%
For Profit Surveys	64.5%	25.5%	10.0%	100.0%	39.4%
Average	72.5%	12.8%	14.6%	100.0%	17.7%
CSC Broward	67.6%	4.7%	27.8%	100.0%	6.9%

When examining only the peer companies:

- The peer CSCs do not provide an annual incentive/bonus.
- Within the Not-For-Profit peer group, eight (8) of the twenty-five (25) peers (32.0%) pay an annual incentive/bonus.
- Of those that did pay an annual incentive/bonus:
 - The average annual incentive/bonus was 12.5% of Base Salary, with a range of 9.0% to 19.2%

Attachment A: Methodology

CRI's market analysis of competitive compensation levels undertakes a systematic methodology that looks at a number of factors in order to provide the most applicable data for the job being evaluated. These factors include, but are not limited to, job content, organizational revenue and profile, industry, and geographic region (where applicable), while recognizing Intermediate Sanctions. The following identifies the steps undertaken during the analysis.

General

- *CRI* collected various documents and materials from CSC Broward relevant to this study, including, but not limited to, documents related to the compensation of the incumbent covered under this report, information pertaining to the duties and responsibilities of the position, and background and financial information on the Organization.
- Telephonic discussions with the Chief Operating Officer and Director of Human Resources were held in order to learn about changes to the Organization since the 2015 study.
- *CRI* undertook the evaluation of competitive compensation by utilizing, as appropriate, a combination of both peer data and published survey information, closely matched by job content, industry, organizational profile, revenue, and geography, where appropriate.

IRS Form 990 Analysis

- Utilizing GuideStar,³ *CRI* reexamined the list of comparable peers utilized in the 2015 study to determine if each organization remained relevant for the current study. Given CSC Broward's growth since the initial study, *CRI* conducted research to determine the addition of any new peers into the analysis, and expanded the geographic radius from Florida to the Eastern Region of the United States. Peers represent comparable Not-For-Profit children's services organizations whose revenues range from approximately one-half (1/2x) to double (2x) the revenue of CSC Broward (\$106 million revenue). The final peer group can be found in **Attachment B**.
- Where available, compensation data was extracted from each peer's most recent Form 990 for the matched position. Job matching was based on the job titles provided in the Form 990s. Although *CRI's* methodology is to compare jobs against criteria contained in job descriptions and/or summaries, job summaries were not provided in the Form 990s. However, job matching was based on the assumption that job titles shown were indicative of the core duties performed by the individual, and that these duties were generally comparable to the role assumed by the matching position at CSC Broward.
- All peer data was geographically adjusted based on the average geographic differential between each peer's location and Lauderhill, FL.⁴ This geographic adjustment helps to normalize data to CSC Broward's specific region.

³ GuideStar is an online research database of not-for-profit organizations (www.guidestar.org).

⁴ Geographic Assessor; Economic Research Institute (2019).

Peer Children's Services Councils

- CSC Broward identified two (2) Children's Services Councils as direct peers, presented in **Attachment B**.
- **CRI** developed a brief questionnaire, and CSC Broward's Director of Human Resources reached out to the Human Resources department of each organization to request participation in the survey, with results sent directly to **CRI**.

Published Survey Analysis

- Position matches were based on the comparability of the job criteria (duties, responsibilities, and reporting relationships) to published job summaries in the salary surveys, representing Not-For-Profit and For-Profit data.
- Data specific to Lauderhill, FL was collected, where available. Where only national data was available and, data was geographically adjusted to reflect the average geographic differential between the United States and Lauderhill, FL.⁵
- **CRI** conducted a comprehensive competitive market analysis of comparable positions by utilizing six (6) published surveys and one (1) salary planning survey to obtain market data. A list of these surveys is included in **Attachment C**.

Market Consensus Calculations

- All peer and published survey data were aged by a 2.9% annual aging factor to a common date of January 1, 2020, which is the actual 2019 merit increase percent for positions in related organizations in the Southern United States.
- To determine the market value of Base Salary, TCC and TCP, **CRI** calculated the Mean, Median, Trimmed Mean, Regression, and Market Consensus of all published survey and Form 990 data points, respectively. The definitions of these measures of central tendency are as follows:
 - **Mean:** Simple average.
 - **Median:** The middle number (the 50th percentile).
 - **Trimmed Mean:** Average that eliminates the high and low data elements.
 - **Regression:** A mathematical computation used to model a presumed linear relationship between two variables: a dependent variable (compensation element) and an independent variable (revenue) [Form 990 analysis only].
 - **Market Consensus (MC):** The average of the Mean, Median, Trimmed Mean, and Regression; represents our best estimate of the market value (consensus) for the position.
- To arrive at a TCP for published survey data, **CRI** applied the average percentage of benefits, perquisites, allowances, personal usage of organization property, indemnification arrangements, and

⁵ Ibid footnote 4.

additional non-business related expenses, as reported among the applicable peer Form 990s, to the TCC Market Consensus.

- To calculate the Overall Market Consensus, peer data and published survey data were averaged as follows, to place a greater emphasis on peer data more closely representative of comparable organizations to CSC Broward:

**Table IV
Data Source Weightings**

Data Source	Weighting
Peer CSCs	3x (37.5%)
Not-For-Profit Peer Group	2x (25.0%)
Not-For-Profit Published Surveys	2x (25.0%)
For-Profit Published Surveys	1x (12.5%)

- Since various elements can influence the compensation levels within the organization (e.g., Compensation Philosophy, performance, market positioning, etc.), it is our practice to develop a statistical sample range from the data for each component of compensation (Base Salary, TCC and TCP). We have calculated and shown both the 25th percentile and 75th percentile levels from the market data researched. Actual pay levels within the 25th to 75th percentile levels represent one-half (50%) of the sampled population and would be considered "within market."
- Subsequent to developing a Market Range for each component, **CRI** determined the relative positioning of the incumbent's compensation in each of the Market Ranges. Relative market positioning is defined below:

**Table V
Relative Market Position Definitions**

Market Positioning	Definition
Below	Incumbent's compensation falls below the minimum of the Market Range.
Within	Incumbent's compensation falls within the parameters of the Market Range. Typically represents that the incumbent's compensation is competitive with the marketplace for similar positions.
Above	Incumbent's compensation is above the Market Range.

Attachment B: Peer Listing

Not-for-Profit Organizations

Organization Name	Location	Revenue
Broward Regional Health Planning Council	Hollywood, FL	\$54,769,996
Camelot Community Care, Inc.	Clearwater, FL	\$60,007,966
Child Care Resources	Charlotte, NC	\$60,213,663
ChildFund International	Richmond, VA	\$204,709,820
ChildNet, Inc.	Fort Lauderdale, FL	\$124,640,302
Children's Home Society of Florida	Orlando, FL	\$115,569,538
Children's Village, Inc.	Dobbs Ferry, NY	\$83,335,355
Community Coordinated Care for Children, Inc.	Orlando, FL	\$102,865,791
Community Day Care Center of Lawrence, Inc.	Lawrence, MA	\$87,370,499
Community Foundation of Sarasota County, Inc.	Sarasota, FL	\$93,348,364
Episcopal Children's Services, Inc.	Jacksonville, FL	\$61,682,202
Family Support Services of North Florida Inc	Jacksonville, FL	\$57,163,789
Federation Day Care Services	Philadelphia, PA	\$79,991,135
Gulf Coast Community Foundation, Inc.	Venice, FL	\$52,163,674
National Association of Child Care Resource and Referral Agencies d/b/a Child Care Aware of America	Arlington, VA	\$125,803,531
North Carolina Partnership for Children, Inc. d/b/a Smart Start	Raleigh, NC	\$101,965,952
Our Kids of Miami-Dade & Monroe, Inc.	Miami, FL	\$104,848,234
The Children's Aid Society	New York, NY	\$134,407,048
The Community Foundation for Northeast Florida	Jacksonville, FL	\$78,520,195
The Home for Little Wanderers	Boston, MA	\$52,767,485
The Miami Foundation	Miami, FL	\$122,690,429
The New York Foundling	New York, NY	\$141,037,037
United Way of Greater Atlanta, Inc.	Atlanta, GA	\$121,871,126
United Way of Miami-Dade, Inc.	Miami, FL	\$56,149,853
YMCA of South Florida, Inc.	Fort Lauderdale, FL	\$50,272,503

Peer Children's Services Councils

Organization Name
Children's Services Council of Palm Beach County
The Children's Trust

Attachment C: Published Survey Listing

Survey Title	Publisher	Date
CompAnalyst	Salary.com Subscription Services	2019
Compensation Data Benchmark Pro National	CompData	2018
Compensation Data Not-For-Profit National	CompData	2018
National Executive Compensation Survey	Employer Associations of America	2019
Nonprofit Organizations Salary & Benefits Report	The NonProfit Times	2019
Salary Assessor	Economic Research Institute	2019
Salary Budget Survey	WorldatWork	2019-2020

Glossary

Base Salary: The fixed component of the compensation package that tends to be relatively constant by position and hierarchy across the organization's industry. Base Salary is the value that the organization attributes to a position. Base Salary is typically determined by competitive levels within the relevant labor market, and may vary within a set range. It is a major component of the Total Compensation Package in the not-for-profit industry and is typically used as the basis for calculating bonus amounts and benefits.

Bonus/Incentive: Bonuses and/or incentives make up a variable element of the Total Compensation Package. Annual bonuses/incentives are typically awarded based on the employee's contributions, in conjunction with the organization's financial and operational performance. Bonuses tend to be discretionary, whereas incentive awards are determined by a formula. Annual bonuses/incentives tend to be a relatively modest portion of the Total Compensation Package within not-for-profit organizations, when compared to for-profit companies.

Deferred Compensation: Deferred compensation includes base salary/wages/fees deferred (nontaxable in current year), bonus deferred (not taxable in current year), incentive compensation deferred (not taxable in current year), other compensation amounts deferred (not taxable in current year), employer contributions to qualified retirement plan, qualified or nonqualified retirement plan defined benefit accruals, amounts deferred by employer or employee under 457(b) or 457(f) plan (not substantially vested), and amounts deferred under nonqualified defined contribution plans (not substantially vested).

Market Consensus (MC): The best estimate of the value of the position within the competitive marketplace that takes into account published surveys and peer data (where applicable), matched by job content, organizational profile, and geography. The Market Consensus is calculated based on an examination of both not-for-profit and for-profit compensation data (to the extent that sufficient data is available), which recognizes the realities of the marketplace and is consistent with Intermediate Sanctions.

Market Positioning: The relative position of an incumbent's compensation as compared to the Market Range, defined below.

Relative Market Position Definitions

Market Positioning	Definition
Below	Incumbent's compensation falls below the minimum of the Market Range.
Within	Incumbent's compensation falls within the parameters of the Market Range. Typically represents that the incumbent's compensation is competitive with the marketplace for similar positions.
Above	Incumbent's compensation is above the Market Range.

Market Range: The range of compensation around the value of the position within the competitive market (Market Consensus) that addresses variances such as Compensation Philosophy, financial performance, competitive positioning, etc. We have calculated and shown both the 25th percentile and 75th percentile level from the market data researched. Actual pay levels within the 25th to 75th percentile levels represent one-half (50%) of the sampled population and would be considered "within market."

**2019 Executive Compensation Study
Report of Findings – President/CEO**

Discussion Draft

Non-Taxable Benefits: Non-taxable benefits include health benefit plan premiums, medical reimbursement and flexible spending programs (nontaxable), other health benefits (nontaxable), life/disability/long-term care insurance (nontaxable), housing provided by employer or ministerial housing allowance (nontaxable), personal legal service (nontaxable), personal financial services (nontaxable), dependent care assistance (nontaxable), adoption assistance (nontaxable), tuition assistance for family (nontaxable), and cafeteria plans.

Total Cash Compensation (TCC): The value of Base Salary plus annual bonus/incentives.

Total Compensation Package (TCP): The cumulative amount of Total Cash Compensation, plus both taxable and nontaxable benefits, perquisites, deferred compensation, and any other compensation. This is the amount contained in the Intermediate Sanctions regulations for comparison purposes, and includes both taxable and non-taxable income.

Z:\0 NFP\Children's Services Council of Broward County\2019\191008 2019 CEO Report of Findings rev1.docx SDS

EMPLOYMENT AGREEMENT

EMPLOYEE: Cindy J. Arenberg Seltzer **TERM:** Nov. 1, 2019 – Oct.31, 2024
Nov. 1, 2018 – Oct. 31, 2023

OFFICE: President / CEO

FOR GOOD AND VALUABLE CONSIDERATION, the receipt and adequacy of which is hereby acknowledged, **THE CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY** ("CSC"), Fort Lauderdale, Florida does hereby employ and retain **CINDY J. ARENBERG SELTZER** ("EMPLOYEE"), and EMPLOYEE does hereby accept employment, all upon the following terms and conditions:

EMPLOYMENT: EMPLOYEE will serve in the office(s) set forth above for CSC and will perform such services in such capacity as may be requested by CSC from time to time. EMPLOYEE shall devote her full time, attention and energy to the business of CSC at all times, and not serve as a paid consultant to any other person or agency or accept any outside remuneration without the written approval of CSC. EMPLOYEE shall devote her full time, skill, labor and attention to this appointment as President/CEO of CSC, will faithfully comply with the present and future special and general laws applicable to CSC and will faithfully perform all duties and responsibilities lawfully assigned to her by CSC.

TERM: EMPLOYEE will be employed from November 1, 2019 – October 31, 2024
November 1, 2018 – October 31, 2023 subject to termination in accordance with the terms hereof.

SALARY: EMPLOYEE will be paid an annual salary of \$246,330 ~~\$217,388~~, payable semi-monthly in arrears. All salary will be earned in full upon the last day of each pay period, unless the employment of EMPLOYEE has been terminated prior to such date as set forth herein, in which case, such salary will be earned and payable only upon a pro rata basis through the date of such termination, or in accordance with the termination provisions of this Employment Agreement.

PERFORMANCE

PAY:— ~~EMPLOYEE will participate in any performance pay plan of CSC, as such plan may exist from time to time for CSC employees at the officer level and will receive performance pay in amounts and upon terms and with vesting rights to be established by the Board of Directors from time to time. Such performance pay shall not exceed \$15,000. Any such performance pay plan may be implemented, amended, terminated or canceled by the Board of Directors at any time. On or about November 1, 2018, November 1, 2019, November 1, 2020, November 1, 2021, and November 1, 2022, CSC shall review the performance of EMPLOYEE and shall pay a bonus to EMPLOYEE up to \$15,000.00 in CSC's sole discretion.~~

BENEFIT

PLANS: EMPLOYEE may participate in any health, life, disability, dental, or vision insurance, cafeteria, pension, 457 or other benefit plan available to CSC

employees at the officer level, as any such plans may exist from time to time, and will receive benefits hereunder at prices and upon terms and with vesting rights to be determined by the Board of Directors in accordance with such plan. EMPLOYEE shall be included in the Florida Retirement System and designated as Senior Management. Any benefit plans may be implemented, amended, terminated or canceled by the Board of Directors at any time.

VACATION: EMPLOYEE will be entitled to vacation, personal time and holidays in accordance with the Vacation, Personal Time and Holiday policies available to CSC employees at the officer level, as any such policies may exist from time to time. Any such policies may be implemented, amended, terminated or canceled by the Board of Directors at any time.

EXPENSES: EMPLOYEE will be reimbursed reasonable expenses incurred by EMPLOYEE in the performance of services hereunder in accordance with the Expense Reimbursement policies applicable to CSC employees at the officer level, as any such policies may exist from time to time. Any such policies may be implemented, amended, terminated or canceled by the Board of Directors at any time. In lieu of reimbursement for local travel, employee will receive \$375 ~~\$350~~ semi-monthly as a business expense car allowance.

RENEWAL: The CSC shall give Employee at least 3 months written notice of the CSC's intent not to seek a renewal of this Agreement.

WORK PRODUCT: EMPLOYEE hereby acknowledges and agrees that any and all products, designs, works, discoveries, inventions, improvements, intellectual property, video materials, audio materials, graphic materials, electronically produced or stored material or information, and any other information received by EMPLOYEE as a result of EMPLOYEE'S employment (including, without limitation, any and all ideas, routines, object and source code, specifications, flow charts, licenses, copyrights, trademarks, patents, scripts, film, video, music and other materials and documentation) together with all information data and know-how, alterations, corrections, improvements and upgrades thereto (collectively, "Work Product") which is conceived, designed, developed or contributed by EMPLOYEE in EMPLOYEE'S capacity as an employee (1) is deemed to be within the scope of EMPLOYEE'S employment, (2) is deemed to be "works made for hire" under the United States Copyright Act or other applicable laws, and (3) is deemed to be specifically ordered and commissioned by CSC, and EMPLOYEE hereby assigns, transfers and conveys to CSC any and all worldwide right, title and interest which they may have in and to the Work Product, including, without limitation, any right, title and interest therein arising under trade secret, copyright, mask work patent or any other laws. EMPLOYEE will execute such further instruments and documents and take such further action as may be requested by CSC to effectuate the ownership of CSC and the purposes hereof.

TERMINATION: This Agreement may only be terminated and EMPLOYEE'S employment by the Council concluded in accordance with the procedures set forth in this Section:

- A. Without cause – The Council may , at any time, terminate this Agreement and conclude EMPLOYEE'S employment with the Council, at its pleasure and without cause, provided that: (1) the Council provides EMPLOYEE with written notice of its intent to do so , and (2) EMPLOYEE may be permitted by Council to remain employed by the Council for sixty (60) days after said notice is provided and (3) the

Council pays EMPLOYEE a sum equivalent to 20 weeks ~~twelve months'~~ salary, as and for severance pay, at the conclusion of her employment.

EMPLOYEE shall provide Council with sixty (60) days prior written notice of intent to terminate the Agreement without cause. The Council, at its option, may elect to have EMPLOYEE'S employment cease at an earlier date subject to EMPLOYEE'S being paid the unpaid balance of her salary for time actually worked, plus accrued leave balances as provided for by the same terms and conditions applied to other employees of the Council.

- B. For cause – The Council may, at any time, terminate this Agreement and conclude EMPLOYEE'S employment with the Council for cause. "For cause" shall mean (1) willfully disobeying any lawful written direct order of the Council, or willfully violating any lawful written policy of the Council (including, but not limited to, minutes of Council meetings), or (2) conviction of a felony or misdemeanor relating to her official duties or involving moral turpitude. If the "cause" is as specified in (1) above, then EMPLOYEE shall have the right to appear before the Council, with an advisor or counsel of her choosing to assist or represent EMPLOYEE (at EMPLOYEE'S cost), at a meeting of the Council to rebut, refute, or otherwise to explain the charges brought against EMPLOYEE by the Council. At said meeting the Council may question EMPLOYEE regarding said charges. The Council shall then decide whether to terminate this Agreement and to conclude EMPLOYEE'S employment.

If the Council decides to terminate this Agreement "for cause" (for the reasons specified in either (1) or (2) above) the Council shall have no obligation to pay EMPLOYEE any monies other than the unpaid balance of her salary for time actually worked, and accrued leave balances as provided for by the same terms and conditions applies to other employees of the Council.

- C. For referendum purposes – In the event CSC is dissolved pursuant to Florida Statutes, Section 125.901(4) (2012), this Agreement and EMPLOYEE'S employment with the Council shall be automatically terminated simultaneously with the dissolution of CSC thereunder. In the event of any such dissolution of CSC and termination of this Agreement, the Council shall have no obligation to pay EMPLOYEE any monies other than the unpaid balance of her salary for time actually worked, and accrued leave balances as provided for by the same terms and conditions applies to other employees of the Council.

NOTICES:

All notices and communications hereunder will be deemed given upon receipt by personal delivery, overnight courier, or telefax or upon the 3rd day following mailing by registered or certified mail, return receipt requested, and either delivered or addressed as set forth on the first page hereof. The parties may, by notice hereunder, designate any further or different addresses to which subsequent notices or communications will be sent.

ENTIRE AGREEMENT:

This Employment Agreement constitutes the entire agreement between the parties and supersedes any prior understandings or agreements, written or verbal, between the parties. This Employment Agreement may be amended, supplemented, modified or discharged only upon an agreement in writing executed by all of the parties hereto. In the event any provision of this Employment Agreement shall be held invalid or unenforceable for any reason, such holding shall not invalidate or render unenforceable any other

provision hereof. This Employment Agreement may not be assigned by either party without the prior written consent of the other, which consent will not be unreasonably withheld. This agreement supersedes any and all prior written or verbal agreements on the matters contained herein between CSC and EMPLOYEE.

**COUNCIL
POLICIES:**

All existing Council Policies & Procedures and all Policies & Procedures of the Council adopted subsequent to the execution of this Agreement, relating to vacation and sick leave, or retirement and pension system contributions, holidays, fringe benefits, and working conditions of its employees, except to the extent specifically set forth in this contract, shall apply to EMPLOYEE as they would to other employees of the Council.

**APPLICABLE
LAWS:**

This Employment Agreement will be governed by and construed in accordance with the laws of the State of Florida and venue and jurisdiction will lie only in Broward County, Florida.

IN WITNESS HEREOF, the parties have caused this Employment Agreement to be executed and delivered on their behalf as of _____, **2019**.

EMPLOYEE

**THE CHILDREN’S SERVICES COUNCIL OF
BROWARD COUNTY**

By: _____
Cindy J. Arenberg Seltzer,
President/CEO

By: _____
Cathy Donnelly,
Chair

Approved As To Form And Legal Sufficiency:

Garry Johnson, Esq.
Attorney for Children’s Services Council
of Broward County

Date

TAB N

CSC-funded YMCA LEAP (Literacy Enrichment and Academic Pursuits) High Program

Sent: Wednesday, October 30, 2019 1:04 PM

Hello, my name is Jasmari Fontanez and I'm currently a junior at McArthur High School located in Hollywood, FL. I am the Business Captain of our high school's robotics team: The Mighty Mechanical Mustangs, (M3). On behalf of everyone here in M3, I'd like to thank you for sponsoring us for the 2019 FRC season and look forward to your continued support. Before we begin our season this year we are taking part in some Off-season events such as; Roboticon located in Tampa, FL which we placed 7th and captained our own alliance with teams 5472 Stallion Robotics and 4118 Roaring Riptide playing to Semi-finals. We also attended Mission Mayhem located in Dillard High School where we played until semi-finals with teams 1523 MARS and 2383 offseason robot. We also are excited to participate in the FPL sponsored FAU Cheribundi Bowl, where we are challenged to build, design and program a robot that can kick about 35ft to score a field goal. In order for us to have a successful year in these and other upcoming events your continued support is much appreciated.

Thanks,
Jasmari Fontanez
Business Team
www.m3robo.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION
NEWS RELEASE

FOR IMMEDIATE RELEASE

11/01/2019

For more information contact:
Michele Mark Levine, Director/TSC
Phone: (312) 977-9700
Fax: (312) 977-4806
E-mail: mlevine@gfoa.org

(Chicago, Illinois)--The Certificate of Achievement for Excellence in Financial Reporting has been awarded to **Children's Services Council of Broward County** by Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

An Award of Financial Reporting Achievement has been awarded to the individual(s) or department designated by the government as primarily responsible for preparing the award-winning CAFR.

The CAFR has been judged by an impartial panel to meet the high standards of the program, which includes demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR.

Government Finance Officers Association (GFOA) advances excellence in government finance by providing best practices, professional development, resources and practical research for more than 20,500 members and the communities they serve.

TAB O

Service Goal:	3.1 Reduce risk factors associated with delinquency, teen pregnancy, substance abuse, school dropout, and other risky behaviors. 10.1 Strengthen the continuum of support services for children with special physical, developmental and behavioral health needs.
Objective:	3.1.1 Provide innovative youth development programs that engage middle school students attending high-need schools and/or living in high poverty conditions to promote school success and community attachment. 3.1.3 Provide innovative youth development programs that engage high school students attending high-need schools or students disengaged from school, and/or living in high poverty conditions to promote educational / career success and community attachment. 10.1.2 Provide transitional services to prepare youth with special needs for post-secondary education, training and gainful employment.
Issue:	Positive Youth Development RFP Source Experts
Action:	Approve Source Experts for Positive Youth Development RFP Rating Committees
Budget Impact:	N/A

Background: Four current CSC-funded program areas serving middle and high school youth will sunset on August 31st, 2020. These programs include Youth FORCE (Friends, Opportunities, Resources, Counseling, and Education), LEAP High (Literacy, Enrichment & Academic Pursuits), STEP (Supported Training and Employment Program), and Learning Together. Staff released the PYD (Positive Youth Development) RFP on October 7, 2019, which includes all of the areas addressed in the four sunseting program areas: Youth FORCE, LEAP High, STEP, and PEACE (Positive Enrichment and Community Empowerment). PEACE programs are geared towards addressing the social, emotional, and developmental needs of at-promise middle and high-school aged youth, and thus could serve the same youth populations currently served under Learning Together.

Current Status: Based upon the Contract and Procurement System (CAPS) applicant registrations, it is anticipated that a total of 6 committees will be needed: 2 for Youth FORCE, 1 for LEAP High, 2 for PEACE, and 1 for STEP. Applicant interviews are scheduled for February 2020. In accordance with Council policy, Council members may serve as raters, appoint designee raters to serve on their behalf, and approve community source experts to serve on evaluation committees. Community source experts will not be assigned to rate for any RFP area for which they may apply. Committee members will review, rate and recommend awards to the full Council at the April 16, 2020 meeting. As always, the Council has full and final authority on all programs recommended for funding.

Recommended Action: Approve Source Experts for Positive Youth Development RFP Rating Committees

**POSITIVE YOUTH DEVELOPMENT 2020 RFP
PROSPECTIVE RATERS
(or designee)**

NAME	TITLE	ORGANIZATION
Anthony Valachovic	Principal	Northeast High School
Audrey Cooper	Disability Program Success Coach	CareerSource Broward
Brandy Hughey	CSC MOST Monitor	N/A
Cady Sandler	Community Planning & Partnerships Officer	Children's Services Council of Palm Beach County
Carol Lopez	Supervisor	School Board of Broward County
Casandra Robinson	Principal	Dillard 6-12
Charisse Southwell	Title 1 Research Specialist	School Board of Broward County Student Assessment and Research Department
Christina Disbrow	President Board Member	All Write, All Write, All Write Broward Schools Career Placement Advisory Board
Christine Henschel	Principal	South Plantation High School
Danny Tritto	School Counseling Specialist, Secondary	School Board of Broward County
Darci Trachtenberg	Early Childhood Superintendent	City of Miramar
Debbie Evangelista	ESE Specialist	Atlantic Technical College & Technical High School
Deborah Gavilin	Director	School Board of Broward County Before & After School Child Care
Eleanor Weekes	Clinical Integration Coordinator	Broward Behavioral Health Coalition
Elise Bedrossian	Lead Transition Team	Broward County Public Schools - Transition
Elsa DeGoias	Disability Services Team	Broward County Public Schools - Transition
Emilia Vilaire-Monchery	Prevention Specialist	United Way of Broward County Commission on Behavioral Health & Drug Prevention
Felice Winston	Principal	William Dandy Middle School
Francisco Isaza	Chief Operations Officer	Broward 211
Gastrid Harrigan	Principal	Cypress Run Center
Jaclen Milo	Career Success Coach Specialist	Broward College

NAME	TITLE	ORGANIZATION
James Griffin	Principal	Boyd Anderson High School
Janet Morales	Principal	New Renaissance Middle School
Jim Payne	Curriculum Supervisor	Career Technical Adult Community Education Atlantic Technical College
Joaquin Arellano	Parks Manager	City of Hollywood
Joseph Gardiner	CSC MOST Monitor	N/A
Justin Kohlhagen	Program Director	Jewish Adoption & Foster Care Options
Kathy Wint	Chief Programs Office	Hands on Broward
Keith Roberson	Assistant Principal	Deerfield Beach High School
Kenny Lawrence	Parks and Recreation Manager 1	Deerfield Beach Parks & Recreation
Kimberly Berry	Assistant Bureau Chief	Florida Dept. of Education Bureau of Family & Community Outreach
Latanga Igberaese	Assistant Principal	Hallandale High School
Latema King	SYEP Program Manager	CareerSource Broward
Latori Fulton	Principal	Deerfield Middle School
Lisa Devine	Grant Writer	Boys & Girls Club of Broward County
Luciangeli Flores	Wraparound Case Manager Supervisor	Henderson Behavioral Health Youth & Family
Maria Loli Formoso	Principal	Miramar High School
Mark Howard	Principal	Hallandale Magnet High School
Michael Skolnik	CEO & President	Community After School, Inc.
Michelle Haynes	Managing Director	Haynes Program Source, LLC
Michelle Kenney	Guardianship Attorney	GAPS Legal, PLLC
Michelle Padura	Principal	Stranahan High School
Natalie Neree	ESLS Supervisor (Middle Grades)	Broward County School Board
Neolita Maharaj	Director of Program Development	Boys & Girls of Broward County

NAME	TITLE	ORGANIZATION
Parinaz Bristol	Principal	Plantation High School
Patrick Freeland	CSC MOST Monitor	N/A
Robyn McLymont	Managing Director	Q & Q Research Consultants
Rocie Clark	Assistant Principal	Blanche Ely High School
Rozalia Williams	President	College Student Development Center, Inc.
Sabine Phillips	Principal	Margate Middle School
Samora Cunningham	Disability Financial Success Coach	CareerSource Broward
Sandra Williams	Chief Executive Officer	Q & Q Research Consultants
Savika Juner	Business Relations Representative	Florida Division of Vocational Rehabilitation
Scott Strawbridge	Director of Development & Facilities	Ft. Lauderdale Housing Authority
Sharon Alexander	Executive Director	Unicorn Village Foundation
Shawn Aycock	Principal	Apollo Middle School
Stacy Wolfe	District ESLS Transition Supervisor	School Board of Broward County
Steve Rios	President	Positive Pathways / Rios Research & Evaluation
Susan Morantes	Funding and Grants Manager	Dan Marino Foundation
Tara Rolle	Guidance Counselor	Piper High School
Timothy Leistner	Chief Executive Officer	Artist's Eye, Inc.
Tonya Ricker	Coordinator of Family Support Services	Arc Broward, Inc.
Veronica Robinson	President / CEO	African American Advocacy Center for Persons with Disabilities
Wanda L. Robinson	Specialist, District Mentoring Programs	Broward County School Board Equity & Academic Attainment
William King	Housing & SOAR	Broward Behavioral Health Coalitions
Wynn Goodson	CSC MOST Monitor	N/A

TAB P

Service Goal:	2.1 Reduce the incidence of child abuse, neglect and trauma.
Objective:	2.1.3 Address the negative impacts of trauma and provide resources to allow those impacted to increase protective factors and build resiliency.
Issue:	Leverage Request for Children's Bereavement Center to continue Grief Services to the Parkland and Coral Springs Communities
Action:	Approve Children's Bereavement Center's Leverage Request
Budget Impact:	\$66,114 of \$682,305 Available in UNALLOCATED for FY 19/20.

Background: On February 14, 2018, the Marjory Stoneman Douglas (MSD) tragedy left the Parkland/Coral Springs communities traumatized, grieving and in search of resources to help cope with the resulting trauma and loss. Many trauma-focused interventions have been offered but longer term, there is a need to deal with grief directly while simultaneously building much needed practical coping skills. Untreated grief can become complicated grief and create a sense of hopelessness for the future that can last for years. Support groups are an ideal structure to address grief as they allow participants to deal with ongoing issues with copious social support and are a best practice for teenagers who by nature are more peer-oriented.

Children's Bereavement Center's (CBC) extends services to the full family after a death for two reasons. The first reason is that it is best practice to do so. It has been proven that social support is the number one factor in people's adjustment after a loss, and that a family model that includes all impacted by a death is best. The second reason is that what CBC learned from the Sandy Hook mental health colleagues is that an impacted community after a shooting is vulnerable to family breakdowns (divorce, substance abuse), especially if individuals are isolating themselves and not seeking out support. Their groups allow families to come together and have the sometimes difficult or emotional conversations that have been pushed down due to the need to "get back to normal".

CBC support groups provide protective factors that enable participants to build resilience, access strengths, disable non-productive and illogical thought processes, learn self-compassion and empathy for others, and develop a personal narrative that is more optimistic and confident. The implementation of support groups for grief and loss have been shown to be an effective intervention yielding reductions in reported post-traumatic stress symptoms and increases in resilience and overall well-being (Cacciatore, 2007; Zambelli & DeRosa, 1992).

Interviews and self-reports from families show that as a result of group participation, children have diminished physical complaints; fewer feelings of isolation, shame and guilt; improved peer relations and school performance; improved familial relations and communication; and are able to develop and maintain feelings of hope and life for the future. Unlike traditional models of peer grief support groups, which focus largely on the loss experience and adjustment to a life without the deceased, CBC's groups are innovative in that they also include Positive Psychology principles such as post-traumatic growth,

personal strengths, and resilience (Reivich & Shatte, 2002; Tedeschi & Calhoun, 2004). The inclusion of Positive Psychology into grief support groups offers additional benefits to participants as they are able to develop health-oriented coping skills, obtain a renewed sense of hope for the future, and find empowerment through the identification of strengths. CBC also provides service over the summer, which is not always the case with bereavement programs.

In 2018, the Children's Bereavement Center received a \$50,000 non-renewable grant from Alliance for Strong Families and Communities to open a full service bereavement site in Parkland servicing anyone 5 years and older. This grant funding ended on 9/30/2019. At the Parkland site, CBC offers free groups for parents who lost a child due to the MSD tragedy, teachers and other school personnel from MSD, school-aged youth, college aged youth, and all other adults. All people who have suffered a loss, no matter the cause (illness, accident, homicide or suicide) are welcome.

Current Status: CBC has secured \$30,000 in leverage funding from Parkland Cares to provide ongoing grief services at the Parkland site for MSD students, school personnel and their family members. CBC is seeking \$63,114 in funding from CSC to continue to offer a robust array of services to the families touched by this tragedy and to be an ongoing resource for anyone who has suffered a loss.

CBC evaluates the effectiveness of its program through an evidence-based assessment given three times annually. These measures assess both grief-related and post-traumatic growth symptoms, the Inventory of Social Support, and the Continuing Bonds Assessment Inventory. Through the administration of pre/post evaluations, the overarching program outcome for the year will be: 90% of children and adults who participate in Bereavement Support Groups will report an increase in social support, a reduction in grief symptoms, and a more positive outlook (positive growth).

The indicators CBC will measure for this outcome are:

- Post-evaluation online surveys will show that 90% of participants report that they can express their feelings about their grief openly and honestly (Social Support).
- Post-evaluation online surveys will show that will show that 100% of participants will report that there is at least one person that they can talk to about their grief (Social Support).
- Post-evaluation online surveys will show that less than 10% of participants will report that they agree with the sentence "My hopes are shattered" (Grief).
- Post-evaluation online surveys will show that less than 10% of participants will report that they agree with the sentence "I don't believe I will ever be happy again" (Grief & Positive Growth).

Additionally, adults and teens will also complete an age appropriate Participant Satisfaction Survey during the final month of the program year.

CBC plans on being a long-term solution for all children, teens and adults in the Parkland/Coral Springs community and is seeking various sustaining opportunities.

Recommended Action: Approve Children's Bereavement Center's Leverage Request

TAB Q

Service Goal:	3.2 Reduce the recidivism rate of low risk juvenile offenders and prevent the escalation of crime.
Objective:	3.2.1 Increase youth participation in effective diversion programs to reduce juvenile recidivism.
Issue(s):	<ol style="list-style-type: none"> 1. River Phoenix Center for Peacebuilding to conduct Restorative Justice Training. 2. Florida Restorative Justice Association Conference to be held in Broward.
Action(s):	<ol style="list-style-type: none"> 1. Approve \$12,567 for River Phoenix Center for Peacebuilding to conduct Restorative Justice Training. 2. Approve \$10,000 for Restorative Justice Association Conference Scholarships for CSC New DAY Diversion Providers.
Budget Impact:	<ol style="list-style-type: none"> 1. \$22,567 of \$25,000 Available in Goal 3.2.1 for FY 19/20.

Background: The Council has supported New DAY programming to provide juvenile justice diversion alternatives since 2002. Restorative Justice (RJ) Conferencing is an approach that brings together the offender, the victim, family members, community representatives and others impacted directly or indirectly by the offense. New DAY programs have been utilizing restorative justice group conferencing since 2003 to collectively identify needs and obligations, in order to heal and devise a plan of action to address the harm caused by the offense with all parties involved in the case. CSC has been providing RJ training to New DAY providers through River Phoenix Center for Peacebuilding (RPCP) since 2016 with attendees reporting high levels of satisfaction.

Current Status: Feedback from New DAY providers supports the need for ongoing RJ trainings and coaching sessions through RPCP. The vision for FY 19/20 is to continue with trainings, coaching and consultation sessions for New DAY staff as well as half-day introductory training for community members and law enforcement on RJ principles. The RPCP will facilitate two (2) two-day RJ facilitation trainings, four (4) one-day on-site coaching visits and consultation, and two (2) half-day Introduction to RJ Principle trainings.

Florida's Restorative Justice Association will hold their 2nd Annual Conference on January 31, 2020 and February 1, 2020 in Plantation, Florida which will feature local experts in the field. It is recommended that the Council provide scholarships so that approximately 50 of our New DAY staff can take advantage of this excellent training opportunity to improve their RJ facilitation skills and enhance the services they provide to the youth and families of Broward County who are participating in New DAY programs. Participation in this conference will further enhance the training received by the New DAY providers from RPCP.

Recommended Action(s):

1. Approve \$12,567 for River Phoenix Center for Peacebuilding to conduct Restorative Justice Training.
2. Approve \$10,000 for Restorative Justice Association Conference Scholarships for CSC New DAY Diversion Providers.

TAB R

Service Goal:	7.1 Improve the availability and quality of out-of-school time programs to promote school success of economically disadvantaged children.
Objective:	7.1.2 Provide quality year-round out of school programs to support school success for economically disadvantaged children.
Issue:	YMCA of South Florida SPARK Contract Reallocation.
Action:	Approve Reallocation of the MOST SPARK funding from the YMCA of South Florida to Unallocated.
Budget Impact:	Move \$42,996 to Unallocated in Goal 7.1.2 for FY 19/20.

Background: Since inception, the Council has been a major supporter of afterschool and summer programs that keep children safe, supervised and academically challenged. In 2005 the Council identified SPARK (Sports Play and Active Recreation for Kids) as an evidenced-based physical activity program that could be implemented by the Maximizing Out of School Time (MOST) programs. Beginning in October of 2012 SPARK became the required curriculum for all MOST providers, and the YMCA of South Florida was awarded funding to provide certification trainings and follow up visits to all MOST programs regardless of who was running the programs.

Current Status: In October 2019, SPARK transitioned to a new leadership team. One of the changes to SPARK is that the certified master trainers can only train programs within their agency. CSC has been contracting with the YMCA to use their certified master trainers to train 23 MOST provider agencies staff at a cost of approximately \$42,000 per year. Under the new SPARK training guidelines, each of 23 MOST agencies (6 of which are Summer Only providers) will be required to have 1 certified master trainer on staff. The first year cost to train 23 staff is \$184,000, and with staff turnover this will be too expensive of a model for CSC to sustain.

Prior to this model change, the YMCA provided a SPARK training to many MOST providers for SY 19/20. It is expected that the MOST staff will be able to continue to implement the SPARK curriculum this year without further training from the YMCA since such training is no longer permitted. CSC staff are researching other physical activity curricula for use moving forward, and are exploring other options with the new SPARK leadership team.

Recommended Action: Approve Reallocation of the MOST SPARK funding from the YMCA of South Florida to Unallocated in Goal 7.1.2

TAB S

Issue: Instructional Design Consultant for Writing for CSC Staff and Service Delivery Guide for child serving providers

Action: Approve Dr. Sunny Munn as the selected consultant

Budget Impact: \$ 24, 950 of \$ 30,000 Available in SYS 3.1.1 for FY 19/20.

Background: In an effort to continue to build staff skills and community capacity, CSC issued a bid instrument to procure Instructional Design services for two deliverables including (1) creating and providing Writing Workshops and Coaching for CSC staff and (2) creating a learning module for non-profit staff based on the Service Delivery Guides that CSC Staff developed based on their research for each RFP. CSC is seeking to improve the technical writing skills of staff across departments and to take an existing research report (Service Delivery Guide) and turn it into an instructor led and online module for front line and middle management service providers, including a final assessment tool. Maximum amount of Consulting Agreement is up to \$25,000.

Current Status: Two bids were received from qualified candidates. Proposals were rated by internal CSC staff as seen below:

Applicant	Proposed Cost	Average Score
Acosta Educational Consulting	\$25,000	48
Sunny Munn, PhD	\$24,950	71

Based on the above scores, Dr. Sunny Munn is recommended for funding. Consulting Services would begin December 1, 2019 through September 30, 2020.

Recommended Action: Approve Dr. Sunny Munn as the selected consultant.

TAB T

System Goal:	SYS 1.2 Research and Evaluate Systems of Care.
Objective:	SYS 1.2.3 Collaborate with community partnerships to promote child and family research initiatives.
Issue:	Case Study on CSC's Racial Equity and Collective Impact work
Action:	Approve funding Collective Impact Forum to participate in national study
Budget Impact:	\$ 20,000 of \$ 616,191 Available in UNALLOCATED for FY 19/20.

Background: CSC has served as the backbone organization for the Broward Children's Strategic Plan since the inception of the Council in 2001. With the introduction of RBA and the population level Turn the Curve approach in 2010, the Plan has grown to over 40 committees. Beginning in 2016, CSC, with Broward County Human Services Department and the Florida Department of Health in Broward, have funded over \$700,000 in two day racial equity workshops for over 2,200 people and CSC has provided training on the local history of racism and implicit racial bias to over 3,000 community partners. While our discussions of this work have generated a great deal of interest and acclaim state and nationally, staff has not had the bandwidth to write up the impact in an in-depth way.

Current Status: The Collective Impact Forum (Forum), an initiative of FSG and the Aspen Institute Forum for Community Solutions, provides training and tools to support communities to achieve success. FSG was created in 2000 by Harvard Business School Professor Michael E. Porter and Mark Kramer to help leaders imagine and create social change. CSC was contacted by the Forum in October 2019 to determine the feasibility of CSC participating in the 2020 research study including a case study of CSC's racial equity work. The proposed research study will examine how data is used for learning and to improve practice in collective impact and the effects of applying a racial equity lens for 20 – 25 sites in the US. The Broward case study would consist of interviews and document reviews. The Forum will procure the vendor to conduct the research. The CSC funding will cover the researchers' time to collect and synthesize the data, write the report, some monies for national dissemination and travel. The research will result in an 8 – 10 page report and conference presentations on the evolution of our collective impact, data and racial equity work.

This study will elevate CSC's work to attract additional partners and resources to advance the work. The case study will also be used for learning by people doing cross-sector work who are interested in the intersection of data use, collaboration and racial equity. Statewide, the report will be shared with the Florida Children's Council, Florida Child and Youth Cabinet including the Technology Workgroup, early childhood partners, Florida College Access Network, Florida Integrated Data Systems Partners and other entities as appropriate. Locally, the Broward Children's Strategic Plan and the Broward Data Collaborative members will use the report for learning and implementation. If approved, data collection would begin in Quarter 1 of 2020 with a site visit at a mutually convenient time during Quarter 2 of 2020.

Recommended Action: Approve funding Collective Impact Forum to participate in national study .

Service Goal:	3.1 Reduce risk factors associated with delinquency, teen pregnancy, substance abuse, school dropout, and other risky behaviors.
Objective:	3.1.6 Support youth leadership, voice and advocacy on local, state and national issues.
Issue:	Youth Legislative and Advocacy Training and Support
Action:	For Your Information
Budget Impact:	N/A

Background: The Positive Youth Development committee of the Children's Strategic Plan has been identifying and implementing strategies to amplify quality youth development opportunities, youth voice, and youth leadership structures and supports. A Youth Legislative and Advocacy (YLA) subcommittee was created in the Spring of 2019 to identify pathways to increased youth advocacy. Subcommittee members include city governments, non-profits, and other system partners such as Broward Schools and the United Way of Broward County who have existing youth leadership structures.

Current Status: The YLA subcommittee is recommending the coordination, alignment and strengthening of youth legislative and advocacy efforts across the county. Specifically, the committee is developing a pilot to (1) provide high quality training and support to young people that incorporates cultural arts as both a motivational strategy and tool to advance advocacy, (2) share best practices with other cities and non-profits who seek to create their own youth leadership structures and (3) create a Broward Youth Cabinet with youth representatives from existing city and non-profit structures to inform the Children's Strategic Plan committees and other county wide legislative and advocacy initiatives. The committee has identified seven training sessions such as the structures of local, state and federal government, legislative processes, and racial equity/implicit bias.

Recommended Action: For Your Information

TAB V

System Goal:	SYS 2.1 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families.
Objective:	SYS 2.1.2 Educate Broward's taxpayers about issues, resources and services available for Broward's children and families using the full spectrum of media and community outreach tools to improve community's awareness of available resources.
Issue:	Public Awareness Community Outreach Update
Action:	FYI
Budget Impact:	N/A

Background: CSC staff has always worked to educate the community about the resources available through CSC funding and partnerships and about the work and worth of the CSC, using the full spectrum of media as well as participating in hundreds of community events county-wide. This work is done with the understanding that we live in a diverse community that accesses and uses information in varied formats.

Current Status: In FY 2018/19, CSC staff, Council Members and Ambassador volunteers participated in over 80 community fairs and events reaching over 75,000 residents in person, as well dozens of Broward Read for the Record locations reaching almost 40,000 students. Community events included: A Day for Children at Nova (October 2018); Storybook Festival at Southwest Regional Library; Castle Cares Turkey Distribution with the Ft. Lauderdale Police Department; Citrix Holiday Party to benefit grassroots organizations in Washington Park and Sistrunk; Bella's Group Holiday Party for grandparents raising grandchildren; the City of West Park Holiday Giveaway; a series of Broward AWARE, Protecting Our Children community fairs, culminating in the April Family Fun and Resource Fair; four Back to School Extravaganza's providing over 8,000 students backpacks, supplies and shoes; World Refugee Day; the Florida KidCare Back to School Immunization Fair and a series of municipal and school based information and resource fairs, including Sunrise Night Out, Miramar's Egg-a Palooza and many more.

Large traffic event sponsorships supported the building of a Garden of Respect by The Humanity Project at Morrow Elementary; a countywide Broward Education Foundation Debate Initiative competition; the Above the Stigma Hispanic Conference; the Asian-Pacific American Heritage Celebration at MODS and the United Way's Behavioral Health Conference. General sponsorships supported close to 30 other community events. CSC staff provided lead support for events, including the unveiling of the Status of Girls and Young Women in Broward County Report; a Kinship Conference; and a Water Safety Symposium. In partnership with the Florida Department of Health in Broward County, the CSC helped create and market a drowning prevention campaign that included billboards, bus-wraps, social media and televised public service announcements.

In partnership with 2-1-1 Broward, the CSC produced a print, digital and radio campaign informing the public about resources available for those needing behavioral health and suicide prevention support. Outlets for the campaign included Comcast Digital, Sun-Sentinel, Entercom Digital (these all geo-fencing the NW quadrant of Broward county including Parkland and Coral Springs), CBS Digital; WLRN radio; Koze Fanm (Creole radio and Facebook live); Radio Actualidad, Fort Lauderdale Magazine and more. The TV program Future First: Focus on Broward's Children completed its 17th season and production of its 155th episode, the latter on the 2019 Broward: Read for the Record campaign, featuring the author of the selected book, Oge Mora. Other episodes focused on Dismantling Racism through Learning and Teaching History; Efforts Aimed at Reducing Childhood Hunger; the Value of the Debate Initiative; Resources for Students Graduating High Schools/BRACE; Updates on Immigration Policies; Update on the work of the Girls Coordinating Council; Providing Youth with Employment Opportunities/Alternatives to College; the work of the Early Childhood Court; and the Expansion of the Mind-Body Medicine work; These TV shows continue to be shared on social media and on Creole TV through Paramount Productions.

The CSC continue to lead in the creation and sharing of multi-language content on social and broadcast media, as well as expanding content on the new website, to include expert-sourced blogs and articles. Most recently, in partnership with WPBT, the team has assembled and provided links to the entire list of "KidVision's Featured Word" (over 200). These and dozens of PSA's on a full array of child safety and education videos are stored on the CSC's YouTube Channel.

Publications for community distribution printed and distributed in 2018/19 include: the CSC Funded Programs Directory, the 2017/18 Annual Report as executive summary of the 2017/18 Annual Performance Measures Report and, in partnership with Pace Center for Girls, the 1st edition of the Broward County Girls and Young Women Report.

In FY 18/19, the CSC's social media reach included 835 followers and 2,640 likes on Instagram; over 6,300 Facebook followers; and more than 2,400 Twitter followers. During the same period, the newly launched website was visited 102,221 times, by 58,369 users.

Recommended Action: FYI

TAB W

Issue: Establish Social Media and Web-Site Accessibility Policies.

Action: Approve Social Media and Web-Site Accessibility Policies

Budget Impact: N/A.

Background: In the world of social media, things continually evolve into the next newest "thing". It is best practice for organizations to have a broad social media policy to educate staff on the legal and security risks involved in social networking; to help branding of the organization so that the message is consistent; and so that when issues arise there is direction for staff to follow. Just as important is ensuring that the web-site and all social media is accessible to our constituents and that they have equal access to CSC's information.

Current Status: Attached are two policies: one for Social Media and the other for Web-Site Accessibility compliance specifically for CSC's on-line materials. Legal has reviewed and discussed with staff various aspects and requirements to not only meet the laws, but also to help those with special needs have access to information.

Recommended Action: Approve Social Media and Web-Site Accessibility Policies



Social Media Management Policy

Social Media Policy

The Children's Services Council of Broward County maintains a social media presence for the purpose of engaging and interacting with our community while providing relevant and timely information about funded programs and family-friendly events.

It is the policy of the Council that a standard for interaction with social media tools and their associated technology is hereby established.

Uses

The Children's Services Council of Broward County's website, www.cscbroward.org, will remain the Council's primary and predominant internet presence. When possible, content posted to the Council's social media sites should contain links directing users to the Council's official website for in-depth information, forms, documents or online services.

Compliance

All social media communications, messages and comments on CSC social media sites are subject to State of Florida open records laws. All of the Children's Services Council of Broward County social media sites shall comply with Chapter 119 of Florida State Statutes. The Children's Services Council of Broward County will retain all social media content and interactions on The Children's Services Council of Broward County owned social media accounts in accordance with applicable law. Wherever possible, such sites shall clearly indicate that any articles and other content posted or submitted for posting are currently subject to public disclosure.

The social media tools used by the Council are intended to be "family friendly". When applicable, the Council uses platform provided content moderation/filtering options to limit foul or obscene content. We retain the discretion to determine if comments violate our policy and reserve the right to remove and/or disallow those comments to be posted, subject to applicable public records laws. Removal of posts does not mean destruction of posts. We recognize that social media and its platforms are available 24/7 and comments can be posted at any time. However, as responsible stewards of local resources, moderating and posting comments should only be expected to occur during normal business hours.



Social Media Management Policy

Guidelines

We believe in the importance of protecting the privacy of children online. The Children's Online Privacy Protection Act (COPPA) governs the information gathered online from or about children under the age of 13. Verifiable consent from a child's parent or guardian is required before collecting, using, or disclosing personal information from a child under age 13. Our site is not intended to solicit information of any kind from children under age 13. If you believe that we have received information from or about children under age 13, please contact us.

Posts and content (including pictures, usernames or e-mail addresses) that contain any of the following shall not be allowed:

- Obscene, profane, violent, threatening, hateful, harassing or offensive language or content
- Personal attacks of any kind, including comments that target, disparage or discriminate against any race, creed, color, age, religion, gender, marital status, national origin, physical or mental disability, physical appearance, sexual orientation, financial status, or any protected category under the law.
- Defamation or accusations of criminal, unethical, or immoral conduct or activities
- Sexual content, references or innuendos, or links to any such material and content
- Solicitations of commerce or advertisements not authorized by the Children's Services Council of Broward County
- Hyperlinks to third party websites unless posted by the Children's Services Council of Broward County or approved authorized users for links to partnered/sponsored organizations and bona-fide agencies authorized by the Children's Services Council of Broward County or as the Children's Services Council of Broward County deems appropriate in its sole discretion
- Conduct or encouragement of illegal activity
- Content or comments that compromise the safety or security of the public or public systems
- Invasion of an individual's right to privacy
- Content that violates a legal ownership interest of any other party
- Promoting or opposing political campaigns or ballot measures
- Spam or suspected spam, or any links to such content



Social Media Management Policy

The views expressed within posted comments do not necessarily reflect those of the Children's Services Council of Broward County. The Council is not liable for content posted to any platform by persons other than authorized employees of the Council posting in their official capacities. The Council reserves the right to restrict or remove any content deemed in violation of this social media policy, the acceptable use set forth herein, or any applicable law, but maintained for public records purposes.

Members of the media are asked to send questions to the necessary contact through normal channels and to refrain from submitting questions here as comments. Questions from reporters will not be posted or answered.

General Procedures and Maintenance of Children's Services Council of Broward County Accounts

Management of social media accounts and initiatives will be coordinated by the Director of Communications and Community Engagement and authorized designees with postings being approved by the Director of Communications and Community Engagement. Children's Services Council of Broward County sponsored postings such as employment opportunities and Children's Services Council of Broward County events are approved to be posted without Director of Communications and Community Engagement approval.

The Chief Communications Officer and authorized designees will be responsible for posting new social media content, removing social media content that is in violation of this policy, and retaining all social media content in accordance with applicable law. All Children's Services Council of Broward County social media accounts will adhere to applicable public records laws for record retention purposes, including posts removed or hidden by the Children's Services Council of Broward County for violating this policy.

The Children's Services Council of Broward County shall not intentionally post inaccurate information. If there is an inadvertent post, a correction will be published as soon as possible. Employees who find posts or social media content that are inaccurate or that are not in compliance with this policy are to contact the Director of Communications and Community Engagement or the Multimedia Communications Specialist and provide a link to the social media post. Members of the public who find a social media posting in violation of this policy can email info@cscbroward.org and link the social media post.



Social Media Management Policy

The Children's Services Council of Broward County will not edit others' comments. However, if others' comments are not in compliance with the standards for content listed above, the comments will be either hidden or removed. Despite being hidden or removed, said comments or posts shall be retained in accordance with applicable law. Any content removed based on this policy will be retained, including time, date and identity of the poster, when available, in accordance with public records law.

Other than those specifically designated by the President/CEO or The Chief Communications Officer, no Children's Services Council of Broward County employee will state or imply that they speak on behalf of the Children's Services Council of Broward County via social media. When authorized to speak on behalf of the Children's Services Council of Broward County via social media, employees should use official Children's Services Council of Broward County owned media accounts. No Children's Services Council of Broward County employee will create or allow to be created any social media account for the Children's Services Council of Broward County without authorization from the President/CEO or the Director of Communications and Community Engagement. No Children's Services Council of Broward County employee will "claim" any Facebook "Page" without written authorization from the President/CEO. Employees cannot use official Children's Services Council of Broward County social media accounts to link to an employee's personal social media. Upon separation from the Children's Services Council of Broward County, employees will cooperate to ensure smooth transition of all Children's Services Council of Broward County owned social media accounts.

These guidelines shall be readily available to users by hyperlink on the Children's Services Council of Broward County's website.

This policy is valid for all discussions on any forum managed by the Council. Thank you for taking the time to review our policy. We encourage your participation in our discussion and look forward to an active exchange of ideas.

Introduction

The Children's Services Council of Broward County (CSC) is committed to maintaining an accessible website by ensuring that this website achieves equal access to all users of information and functionality in removing barriers to interacting with or accessing the website and application by individuals with disabilities. CSC endeavors to have its website comply with the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, as amended.

Policy Statement

To ensure access for persons with disabilities, CSC website shall meet the Web Content Accessibility Guidelines (WCAG) established by the World Wide Web Consortium (W3C). CSC website must comply with WCAG 2.1. These internationally recognized guidelines establish standards of accessibility for information in a web page or web application, including information such as text, images and sounds, as well as code or markup that defines architecture and presentation of web and online content.

Responsibilities

CSC is responsible for the procurement, development and/or maintenance of accessible web templates within CSC's centrally-maintained content management system(s).

The Director of Communications and Community Engagement is responsible for ensuring that each piece of web content created, edited or maintained on CSC's website complies with this policy. All staff associated with creating content to be a part of the website are required to complete Website Accessibility Training. All creators must immediately report web accessibility complaints regarding their content to the Director of Communication and Community Engagement and Director of MIS.

Procedures

Launching New Content

Public Affairs and Organizational Development (PAOD) will evaluate the accessibility of each new webpage/new content prior to its public release on the cscbroward.org domain. New webpages/content that does not comply with this policy will not be publicly released until the site's accessibility issues are resolved.

Addressing Accessibility Issues

PAOD serves as the first point of contact for site users or visitors who have concerns about the accessibility of the CSC website. PAOD will work with the appropriate departments or individuals to provide access to the content in question and to resolve the accessibility issue.

Noncompliant Content

When the Director of MIS and/or Director of Communication and Community Engagement receives a complaint about content accessibility on the CSC website they manage, they will have 30 days to address the issue. If the content accessibility issue is not addressed within 30 days, CSC reserves the right to take the website offline until the issue is resolved.

Ongoing Review

CSC has retained a third party digital accessibility and assistive technology testing partner to assist CSC in adopting and implementing procedures to the relevant portions of the WCAG 2.1 as its web accessibility standard for its website and continues to make such compliance of its website a key focus of its software development and design efforts.

CSC continues to work with its accessibility consultant to conduct periodic website accessibility audits and to incorporate ongoing and specific recommendations to facilitate and strengthen accessibility for its website and conformance with current WCAG 2.1 standards. In a dynamic ever-changing technology environment, CSC understands the importance of continually testing its digital properties to ensure consistent experiences are delivered. CSC tests and confirms the accessibility of its website in advance of an initial launch, if applicable, and on a periodic basis thereafter to monitor and test for conformity to WCAG 2.1, Title III of the American with Disabilities Act (ADA) and other accessibility guidelines. CSC uses manual, functional and technical methods to conduct the evaluations, which include people with disabilities, to enhance the digital customer experience for people of all abilities. CSC provides regular training and education to employees who are central to its website software and design development on current website accessibility guidelines and principles.



Policy & Procedures Manual Website Accessibility

Contact Information

If you have difficulty assessing any material on our web pages or if you use assistive technology (such as a Braille reader, a screen reader, or TTY) and the format of any material on this website interferes with your ability to access information or have comments and/or feedback, please contact us via the following methods.

Email: helpdesk@cscbroward.org

Phone: 954-377-1000

Write: 6600 West Commercial Blvd, Lauderhill, FL 33319

To enable us to respond in a manner most helpful to you, please indicate the nature of the accessibility problem, the web address of the requested material, your preferred format in which you want to receive the material (electronic format, standard print, large print, etc.), and your contact information. We will make all reasonable efforts to make the page accessible for you.

TAB X

Issue:	Preliminary Financial Statements for FY ended September 30, 2019
Action:	Approve Preliminary Financial Statements for FYE September 30, 2019
Budget Impact:	None

Background: The Preliminary Year-end Financial Statements through September 30, 2019 are attached for your review and approval. These statements are the basis for the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending September 30, 2019. There should only be minor changes (if any at all) during the audit and the preparation of the CAFR.

Current Status: A summary of the major financial highlights of the fiscal year include:

- ◆ Total Tax Revenue was \$157,891.26 less than budgeted. However, it is expected that the remaining balance will be remitted in FY 19/20.
- ◆ Interest earned on Investments during the fiscal year was \$1.2 million more than budgeted. It is not best practice to budget for interest earnings.
- ◆ Total Program Services/Support Expenditures increased by \$1.4 million or 2% from the prior year; however, the corresponding budget was \$6.6 million or 8% higher than the prior year. The overall program utilization for FY 18/19 was 87% which is a 6% decrease over the prior year. There were some key areas that the high underutilization was expected. Those key areas include:
 - ELC's contract underutilization of \$2.5M, was due to a large influx of federal money and problems with the rollout of their new technology for managing payments.
 - After School Programs underutilized \$719,000 in their MOST contract due to 3 schools not allowing them on campus to provide summer programs.
 - Several Family Strengthening contracts which were not renewed under the new procurement were highly underutilized, which in part contributed to the higher underutilization.
 - Unallocated ended the year at \$1M and can be used to meet for future needs.
- ◆ General Administration came in well under budget with the total actual administrative rate of 3%.
- ◆ CSC ended the year with a \$25 million total Fund Balance, an increase of \$6.6 million from the prior year. This increase was anticipated and discussed in April when calculating the estimated budget that could be used for programs for FY 19/20. While not Generally Accepted Accounting Principles (GAAP), the Fund Balance may be categorized in specific classifications and presented as such in the Interim Financial Statements. Of the \$25M fund Balance:
 - \$6.6M was approved in May/June for program services in FY 19/20,
 - An additional \$1.2M is recommended as Budget Carry Forward for Purchase Orders and other reserves for FY 19/20,
 - Minimum Fund Balance in the FY19/20 Interim Financial Statements will increase \$1.2M for a total of \$10.1 million (calculated at 10% of the Operating Budget per policy).
 - The remaining \$6.8M Undesignated is available to address future needs.

Additional financial analysis, including charts and graphs of Fiscal Year 18/19, will be provided when the CAFR is completed in February 2020.

Recommended Action: Approve Preliminary Financial Statements for FYE September 30, 2019



**INTERIM FINANCIAL STATEMENTS
For The Twelve Month Period Ended
September 30, 2019**

Submitted to Council Meeting November 21, 2019



**BUDGET AMENDMENTS
For The Twelve Month Period Ended
September 30, 2019**

Submitted to Council Meeting November 21, 2019



**Children's Services Council of Broward County
Budget Amendments
For October 2018 through September 2019**

	<u>Beginning Budget Annualized</u>	<u>Total Amendments</u>	<u>Ending Budget Annualized</u>	<u>Comments</u>
Budget Amendments reflected in the financial statements:				
Revenues & Appropriations:				
Comm Collaboration - Research/Evaluation System of Care 1-2-1	292,187.00	6,474.00	298,661.00	Revenue commitment for REI from Broward County.



**Children's Services Council of Broward County
Table of Contents
September 30, 2019**

	<u>Page</u>
Balance Sheet.....	2
Statement of Revenues, Expenditures and Changes in Fund Balance.....	3
Budget to Actual (Budgetary Basis) - Annualized Fiscal Year End.....	4-5
Contracted Programs Goals Budget to Actual - Monthly.....	6-13
Notes to the Financial Statements.....	14



Children's Services Council of Broward County
Balance Sheet
September 30, 2019

	<u>General Fund</u> <u>September 31, 2019</u>	<u>Prior Year</u> <u>General Fund</u> <u>September 31, 2018</u>
ASSETS		
Current Assets:		
Cash	\$ 2,801,023.70	\$ 1,681,682.05
Investments (Note 3)	28,397,130.40	24,603,387.72
Accounts & Interest Receivable	44,442.02	132,032.68
Due from Other Governments	43,204.67	161,754.65
Due from Other Funds	-	300,000.00
Prepaid Expenses	228,306.86	225,776.89
Total Current Assets	<u>\$ 31,514,107.65</u>	<u>\$ 27,104,633.99</u>
LIABILITIES and FUND EQUITY		
Liabilities:		
Accounts Payable	6,094,659.81	8,367,074.39
Salaries & Wages Payable	289,484.62	278,817.89
Deferred Revenue	54,576.90	28,320.00
Total Liabilities	<u>6,438,721.33</u>	<u>8,674,212.28</u>
Fund Equity:		
Committed for Carry forward FY 19/20 (Note #4)	1,243,558.00	3,615,653.00
Committed Fund Balance for FY 19/20 Programs (Note #5)	6,580,890.00	3,200,000.00
Unassigned Fund Balance: Minimum Fund Balance	9,262,060.90	8,383,946.70
Unassigned Fund Balance	7,988,877.42	3,230,822.01
Total Fund Equity	<u>25,075,386.32</u>	<u>18,430,421.71</u>
Total Liabilities and Fund Equity	<u>\$ 31,514,107.65</u>	<u>\$ 27,104,633.99</u>

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



**Children's Services Council of Broward County
Statement of Revenues, Expenditures and
Changes In Fund Balance
For October 2018 through September 2019**

	Sep 2019 Actual	General Fund FY 2019 YTD Actual	General Fund FY 2018 Prior YTD Actual
Revenues:			
Local Sources:			
Ad Valorem Taxes	\$ 17,138.99	\$ 88,063,545.74	\$ 82,432,099.32
Interest on Investments	49,195.87	1,388,744.14	857,632.80
Federal through State	20,257.89	152,956.48	253,590.98
Local Foundation(s)/Grant	46,971.78	1,015,211.54	911,567.05
Local Collab. Events & Resources	7,637.51	282,844.51	356,118.68
Training	902.00	20,922.00	20,420.00
Total Revenue	<u>142,104.04</u>	<u>90,924,224.41</u>	<u>84,831,428.83</u>
Expenditures:			
Total Program Services/Support	5,709,270.54	78,030,206.35	76,566,253.94
Total General Administration	291,455.33	3,075,689.56	2,843,659.49
Total Non-Operating	-	2,875,491.75	3,015,748.98
Total Capital Outlay	54,107.68	297,872.14	166,819.27
Total Expenditures	<u>6,054,833.55</u>	<u>84,279,259.80</u>	<u>82,592,481.68</u>
Excess of Revenues over Expenditures	<u>\$ (5,912,729.51)</u>	6,644,964.61	2,238,947.15
Beginning Fund Balance		18,430,421.71	16,191,474.56
Ending Fund Balance		<u>\$ 25,075,386.32</u>	<u>\$ 18,430,421.71</u>

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



**Children's Services Council of Broward County
Budget to Actual (Budgetary Basis)
Annualized - Fiscal Year Ending September 30, 2019**

	FY 2019 Annual Budget	FY 2019 YTD Actual	Budget to Actual Variance	% of Actual Exp. of Budget
Revenues:				
Local Sources:				
Ad Valorem Taxes	\$ 88,221,437.00	\$ 88,063,545.74	\$ (157,891.26)	99.82%
Interest on Investments	150,000.00	1,388,744.14	1,238,744.14	925.83%
Federal Through State	156,000.00	152,956.48	(3,043.52)	98.05%
Local Foundation(s)/Grant(s)	1,011,387.00	1,015,211.54	3,824.54	100.38%
Local Collab. Events & Resources	270,378.00	282,844.51	12,466.51	104.61%
Training	10,000.00	20,922.00	10,922.00	209.22%
Fund Balance	6,815,653.00	-	-	0.00%
Total Revenue	96,634,855.00	90,924,224.41	1,105,022.41	
Expenditures:				
Program Services:				
Direct Programs	82,580,431.00	72,237,293.99	10,343,137.01	87.48%
Monitoring	68,000.00	63,734.75	4,265.25	93.73%
Outcome Materials	29,000.00	10,742.99	18,257.01	37.04%
Total Program Services	82,677,431.00	72,311,771.73	10,365,659.27	87.46%
Program Support:				
Employee Salaries (Note #6)	4,245,022.00	4,154,925.27	90,096.73	97.88%
Employee Benefits (Note #6)	1,771,672.00	1,448,374.90	323,297.10	81.75%
Consulting	9,581.00	750.00	8,831.00	7.83%
Travel	54,352.00	31,381.78	22,970.22	57.74%
Software Maintenance	76,810.00	27,490.62	49,319.38	35.79%
Telephone	24,803.00	12,522.05	12,280.95	50.49%
Postage	3,197.00	3,189.76	7.24	99.77%
Advertising/Printing/Other	33,064.00	27,083.42	5,980.58	81.91%
Material and Supplies	7,301.00	1,201.75	6,099.25	16.46%
Dues and Fees	34,180.00	11,515.07	22,664.93	33.69%
Total Program Support	6,259,982.00	5,718,434.62	541,547.38	91.35%
Total Program Services/Support	88,937,413.00	78,030,206.35	10,907,206.65	87.74%

	FY 2019 Annual Budget	FY 2019 YTD Actual	Budget to Actual Variance	% of Actual Exp. of Budget
General Administration:				
Employee Salaries	1,805,450.00	1,761,146.00	44,304.00	97.55%
Employee Benefits	721,910.00	651,171.46	70,738.54	90.20%
Legal Fees	35,060.00	35,057.50	2.50	99.99%
Auditors	34,662.00	33,600.00	1,062.00	96.94%
Other Consultants	86,684.00	21,300.00	65,384.00	24.57%
Insurance	56,047.00	51,607.95	4,439.05	92.08%
Telecommunications	43,740.00	16,918.39	26,821.61	38.68%
Internet	19,775.00	19,591.22	183.78	99.07%
Rental - Equipment	43,474.00	18,131.78	25,342.22	41.71%
Building Operations				
Facilities Management	339,879.00	163,212.91	176,666.09	48.02%
Utilities	74,300.00	56,461.97	17,838.03	75.99%
Other	11,065.00	8,773.89	2,291.11	79.29%
Software/Repair Maint	134,649.00	64,251.76	70,397.24	47.72%
Equipment Repairs & Maintenance	60,451.00	19,672.50	40,778.50	32.54%
Travel	30,116.00	10,668.49	19,447.51	35.42%
Postage	7,500.00	4,228.20	3,271.80	56.38%
Advertising	10,670.00	2,300.00	8,370.00	21.56%
Printing	12,000.00	7,724.23	4,275.77	64.37%
Other Purchased Svc	113,495.00	85,490.63	28,004.37	75.33%
Materials and Supplies	54,792.00	32,122.97	22,669.03	58.63%
Dues and Fees	37,238.00	12,257.71	24,980.29	32.92%
Total General Administration	3,732,957.00	3,075,689.56	657,267.44	82.39%
Non-Operating				
Comm. Redevelop Agency (Note # 7)	2,982,360.00	2,296,451.64	685,908.36	77.00%
Property Appraiser Fees	579,041.00	579,040.11	0.89	100.00%
Total Non-Operating	3,561,401.00	2,875,491.75	685,909.25	80.74%
Capital Outlay:				
Computer Equip/Software	186,135.00	127,950.04	58,184.96	68.74%
Furniture/ Equipment	74,351.00	32,225.89	42,125.11	43.34%
Improvements other than Bldgs	80,376.00	80,375.67	0.33	100.00%
Remodeling & Renovations	62,222.00	57,320.54	4,901.46	92.12%
Total Capital Outlay	403,084.00	297,872.14	105,211.86	73.90%
Total Expenditures	\$ 96,634,855.00	\$ 84,279,259.80	\$ 12,355,595.20	87.21%

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



Children's Services Council of Broward County
Program Expenditure By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2019

	Program Invoice		Fiscal Year 2018-2019			% of Budget	Comments
	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget		
Services Goals:							
1.1-1 Training/Tech Assistance							
Trainers	9,297.00	5,700.00	97,147.00	92,448.70	4,698.30	95.16%	
Total Training/Tech Assist	9,297.00	5,700.00	97,147.00	92,448.70	4,698.30	95.16%	Carryforward to FY20 for various trainings.
1.1-2 Support Organization/Program Quality							
Capacity Building	18,495.00	13,587.50	190,001.00	177,990.00	12,011.00	93.68%	
Leadership Initiatives	9,344.00	329.61	58,224.00	42,759.37	15,464.63	73.44%	
Total Support/Prog. Quality	27,839.00	13,917.11	248,225.00	220,749.37	27,475.63	88.93%	
1.1-3 Fiscal Support Fees							
Comm Based Connection FS Alex Rebb-Fam St	939.00	938.66	11,264.00	10,852.76	411.24	96.35%	
Comm Based Connection FS Alex Rebb-LT	1,141.00	1,144.66	13,736.00	13,735.92	0.08	100.00%	
Ctr for Hearing FS KIDS-Fam St	367.00	367.62	4,411.00	4,411.00	-	100.00%	
Ctr for Hearing FS KIDS-Yth Force	569.00	565.37	6,784.00	6,784.00	-	100.00%	
Ctr for Hearing FS KIDS-MOST SN	561.00	561.88	6,743.00	6,743.00	-	100.00%	
Ctr for Hearing FS KIDS-STEP	583.00	588.50	7,062.00	7,062.00	-	100.00%	
Men2Boys FS FLITE -Learning Together	1,503.00	1,502.08	18,025.00	18,024.97	0.03	100.00%	
New Mirawood FS KIDS- MOST	1,580.00	1,580.88	18,971.00	18,971.00	-	100.00%	
Unallocated	100,000.00		100,000.00	-	100,000.00	0.00%	
Total Fiscal Support Fees	107,243.00	7,249.65	186,996.00	86,584.65	100,411.35	46.30%	Carryfrd to FY20 for support fees. Used as needed.
1.1-4 Volunteers							
Volunteer Broward	20,161.00	22,547.68	241,899.00	241,772.01	126.99	99.95%	
Total Volunteers	20,161.00	22,547.68	241,899.00	241,772.01	126.99	99.95%	
1 Total Agency Capacity Bldg.	164,540.00	49,414.44	774,267.00	641,554.73	132,712.27	82.86%	
2.1-1 Reduce Abuse & Neglect/Family Strengthening							
ARC, INC - PAT	52,275.00	57,453.12	627,157.00	624,105.74	3,051.26	99.51%	
Boys & Girls Club	20,779.00	-	249,260.00	213,029.41	36,230.59	85.46%	Case management funds not utilized.
Broward Behavioral Health Coalition (BYRC)	25,000.00	15,384.42	40,000.00	18,999.42	21,000.58	47.50%	Match dollars. Contract spans fiscal years.
Broward Children's Center	9,940.00	12,519.10	119,181.00	107,525.60	11,655.40	90.22%	
Camelot Community Care -FFT	19,976.00	7,603.51	239,525.00	118,819.53	120,705.47	49.61%	Extended staff vacancies. Sunsetting 9/30/19.
Center for Hear/FS KIDS	13,390.00	18,194.35	160,680.00	148,036.49	12,643.51	92.13%	
Children's Harbor	38,420.00	36,636.04	461,062.00	431,552.02	29,509.98	93.60%	
Children's Home Society	68,674.00	12,221.41	824,000.00	469,911.02	354,088.98	57.03%	Extended staff vacancies. Sunsetting 9/30/19.
Comm Based Connections/ FS Alex Rebb	19,285.00	200.85	211,150.00	210,667.80	482.20	99.77%	
Family Central - Nurturing	33,062.00	27,576.41	395,267.00	360,251.32	35,015.68	91.14%	
Father Flanagan's Boys Town	37,170.00	22,601.74	447,217.00	303,264.00	143,953.00	67.81%	Staff vacancies throughout the fiscal year.
Juliana Gerana / Gate	24,289.00	18,472.95	271,457.00	271,051.59	405.41	99.85%	
Gulf Coast CC	46,453.00	41,905.63	557,513.00	556,568.21	944.79	99.83%	
Healthy Mothers/Babies	39,708.00	12,420.60	476,375.00	383,122.35	93,252.65	80.42%	Low referrals, staff vacancy. Sunsetting 9/30/19.
Healthy Mothers/Babies-Mentoring	24,932.00	11,782.78	287,976.00	201,950.42	86,025.58	70.13%	Low referrals, staff vacancy. Sunsetting 9/30/19.
Henderson - HOMEBUILDERS	84,209.00	30,128.51	515,346.00	372,496.38	142,849.62	72.28%	Staff turnover and low referrals impacted utilization.
Henderson - MST	39,436.00	47,622.85	673,034.00	634,766.52	38,267.48	94.31%	
Hispanic Unity	19,717.00	16,294.48	236,450.00	236,429.97	20.03	99.99%	
JAFCO - MST	52,396.00	37,626.10	513,146.00	513,144.08	1.92	100.00%	
KIDS in Distress, HOMEBUILDERS	48,267.00	55,063.08	504,461.00	498,123.31	6,337.69	98.74%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
KIDS - KID FIRST & SAFE	100,483.00	89,966.07	1,205,774.00	1,089,539.83	116,234.17	90.36%	
Memorial Healthcare Sys - SFBT	59,607.00	17,419.04	715,086.00	715,086.00	-	100.00%	
Smith Community MH - CBT	35,329.00	38,173.23	423,706.00	405,049.17	18,656.83	95.60%	
Training	43,500.00	-	43,500.00	-	43,500.00	0.00%	
Total Reduce Abuse & Neglect	956,297.00	627,266.27	10,198,323.00	8,883,490.18	1,314,832.82	87.11%	
2.1-2 Kinship/Non-Relative Care							
Kids in Distress	48,818.00	12,775.76	561,739.00	561,662.56	76.44	99.99%	
Harmony	12,787.00	25,262.44	153,316.00	142,741.40	10,574.60	93.10%	
Legal Aid of Broward County, Inc	41,463.00	34,677.82	332,402.00	332,392.03	9.97	100.00%	
Mental Health Assoc	12,067.00	6,796.37	141,522.00	112,436.43	29,085.57	79.45%	Staff turnover impacted utilization.
Total Kinship/Non-Relative Care	115,135.00	79,512.39	1,188,979.00	1,149,232.42	39,746.58	96.66%	
2.1-3 Trauma Care							
Broward Behavioral Health	179,174.00	8,319.48	500,000.00	162,960.09	337,039.91	32.59%	Lower usage during initial year.
Create Global Healing	798.00	-	55,798.00	55,000.00	798.00	98.57%	
JAFCO - AEAP	177,777.00	95,637.63	641,217.00	485,306.09	155,910.91	75.69%	Services began in Jan. Carryforward to FY20- \$2,806
JAFCO - CSC	6,672.00	6,540.25	60,000.00	57,492.67	2,507.33	95.82%	
Furniture & Equipment	-	-	43,230.00	42,460.45	769.55	98.22%	
Center for Mind Body - CSC	702.00	701.40	110,702.00	110,701.40	0.60	100.00%	
Center for Mind Body - JMoran	-	-	110,000.00	110,000.00	-	100.00%	
Total Kinship/Non-Relative Care	365,123.00	111,198.76	1,520,947.00	1,023,920.70	497,026.30	67.32%	
					-		
2.1 Total Service Goal 2.1	1,436,555.00	817,977.42	12,908,249.00	11,056,643.30	1,851,605.70	85.66%	
2.2-1 Prosperity							
EITC							
Hispanic Unity	26,250.00	17,288.38	315,000.00	311,420.59	3,579.41	98.86%	
CCB	-	-	10,000.00	10,000.00	-	100.00%	
Hunger							
Brow County FA for BWBC	20,000.00	-	20,000.00	-	20,000.00	0.00%	Fed program ended. Will resume as local initiative FY19/20
Florida Impact	5,000.00	3,935.78	60,000.00	58,454.52	1,545.48	97.42%	
Harvest Drive	-	-	20,000.00	20,000.00	-	100.00%	
LifeNet4Families - Hunger	8,499.00	670.80	33,990.00	30,637.87	3,352.13	90.14%	
So FL Hunger: Breakspot	9,930.00	3,747.89	59,740.00	56,294.65	3,445.35	94.23%	
So FL Hunger: Mobile Food Pantry	-	-	70,000.00	69,921.50	78.50	99.89%	
Unallocated	1,174.00	-	1,174.00	-	1,174.00	0.00%	
Total Prosperity EITC/Hunger	70,853.00	25,642.85	589,904.00	556,729.13	33,174.87	94.38%	
2 Total Family Strengthening	1,507,408.00	843,620.27	13,498,153.00	11,613,372.43	1,884,780.57	86.04%	
3.1-1 Youth Force							
ASP, Inc	49,486.00	50,324.08	579,093.00	520,070.69	59,022.31	89.81%	TA provided to improve case management services.
Ctr for Hearing FS KIDS	15,984.00	9,718.32	252,924.00	249,428.96	3,495.04	98.62%	
Community Access Center, Inc	10,900.00	4,372.34	144,092.00	143,964.61	127.39	99.91%	
Community Reconstruction Housing- North	11,302.00	15,813.52	150,000.00	142,249.54	7,750.46	94.83%	
Community Reconstruction Housing- South	14,508.00	11,615.42	199,898.00	163,061.54	36,836.46	81.57%	Low attendance during summer component.
Crockett Foundation, Inc	19,034.00	21,791.36	246,000.00	210,381.64	35,618.36	85.52%	Staff turnover impacted utilization.
HANDY	36,903.00	21,668.04	419,981.00	411,537.25	8,443.75	97.99%	
Hanley Ctr Foundation	2,500.00	2,499.89	30,000.00	30,000.00	-	100.00%	
Harmony Development Center, Inc.	32,891.00	17,536.88	428,240.00	428,238.59	1.41	100.00%	
Hispanic Unity	90,526.00	77,157.38	1,086,955.00	1,086,937.25	17.75	100.00%	
Memorial Healthcare System	46,467.00	55,810.54	553,031.00	549,207.36	3,823.64	99.31%	
Opportunities Ind Ctr (OIC)	24,879.00	4,343.15	291,261.00	281,551.41	9,709.59	96.67%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
Smith Community MH Foundation	40,261.00	28,154.60	493,564.00	493,200.44	363.56	99.93%	
Urban League of Broward County, Inc.	14,157.00	6,696.63	185,862.00	184,586.58	1,275.42	99.31%	
West Park, City of	-	-	206,000.00	206,000.00	-	100.00%	
Wyman TOP Training	2,000.00	-	9,000.00	7,000.00	2,000.00	77.78%	
YMCA of S FL.	61,512.00	59,389.40	762,252.00	751,543.94	10,708.06	98.60%	
Total Youth Force	473,310.00	386,891.55	6,038,153.00	5,858,959.80	179,193.20	97.03%	
3.1-3 LEAP High (Sustained High Schools)							
Hispanic Unity	40,213.00	64,361.48	484,649.00	477,975.68	6,673.32	98.62%	
Hispanic Unity-COMPASS LEVERAGE	10,262.00	13,655.90	122,845.00	122,790.33	54.67	99.96%	
Motivational Edge	-	-	50,000.00	13,064.40	36,935.60	26.13%	Late start impacted utilization.
YMCA	117,028.00	365,483.09	2,115,105.00	2,114,957.44	147.56	99.99%	
Unallocated	83,194.00	-	83,194.00	-	83,194.00	0.00%	
Grand total LEAP	250,697.00	443,500.47	2,855,793.00	2,728,787.85	127,005.15	95.55%	
3.1-4 Summer Youth Employment							
CareerSource	82,318.00	57,039.35	1,835,153.00	1,688,981.33	146,171.67	92.03%	
Total Summer Yth Employment	82,318.00	57,039.35	1,835,153.00	1,688,981.33	146,171.67	92.03%	
3.1-5 Learning Together							
Crockett Foundation, Inc	21,473.00	15,226.46	257,500.00	245,131.40	12,368.60	95.20%	
Community Based Connection FS Alex Rebb	21,462.00	18,422.76	257,500.00	246,920.60	10,579.40	95.89%	
Men2Boys FS FLITE	21,473.00	16,658.90	257,500.00	230,891.30	26,608.70	89.67%	Low referrals. TA provided.
Total Learning Together	64,408.00	50,308.12	772,500.00	722,943.30	49,556.70	93.58%	
3.1-6 Youth Leadership Development							
Broward Youth Shine	400.00	400.00	6,700.00	6,700.00	-	100.00%	
YMCA of SFL (GNS)	-	-	11,143.00	11,143.00	-	100.00%	
Youth Equity Training	1,420.00	-	13,000.00	11,579.40	1,420.60	89.07%	
Unallocated	25,857.00	-	25,857.00	-	25,857.00	0.00%	
Total Youth Leadership Development	27,677.00	400.00	56,700.00	29,422.40	27,277.60	51.89%	
3.1 Total Service Goal 3.1	898,410.00	938,139.49	11,558,299.00	11,029,094.68	529,204.32	95.42%	
3.2-1 Diversion Programs							
New Day							
Broward Sheriff's Office	65,239.00	76,802.54	783,000.00	726,564.52	56,435.48	92.79%	
Camelot CC	68,251.00	15,009.46	340,543.00	305,390.34	35,152.66	89.68%	Extd staff vacancy. On going TA
Harmony Development Ctr	18,655.00	5,053.93	223,893.00	223,857.87	35.13	99.98%	
Henderson BH	33,223.00	23,280.48	367,433.00	328,432.83	39,000.17	89.39%	Staff vacancy. TA provided.
Juliana Gerena & Assoc	6,485.63	6,394.50	371,282.00	371,190.87	91.13	99.98%	
Memorial Healthcare Sys	48,746.00	56,513.85	584,875.00	554,774.93	30,100.07	94.85%	
PACE Center for Girls	17,614.00	17,470.57	212,141.00	204,473.15	7,667.85	96.39%	
Smith Mental Health Assoc	14,873.00	22,204.86	208,862.00	190,689.55	18,172.45	91.30%	
Urban League of Broward Training	25,001.00	13,861.76	299,935.00	248,181.95	51,753.05	82.75%	Low referrals. Recent vacancy filled.
	18,716.00	5,683.33	25,000.00	11,966.66	13,033.34	47.87%	All necessary training for FY 18/19 occurred.
Total Diversion Programs	316,803.63	242,275.28	3,416,964.00	3,165,522.67	251,441.33	92.64%	
3.2-2 Juvenile Assessment Center							
Broward Sheriff's Office-JAC	-	-	89,500.00	89,500.00	-	100.00%	
Total JAC	-	-	89,500.00	89,500.00	-	100.00%	
3.2 Total Service Goal 3.2	316,803.63	242,275.28	3,506,464.00	3,255,022.67	251,441.33	92.83%	
3 Total Delinquency Prev & Div.	1,215,213.63	1,180,414.77	15,064,763.00	14,284,117.35	780,645.65	94.82%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
4.1-1 Healthy Youth Transitions (HYT)							
Camelot CC	33,035.00	27,680.79	396,277.00	350,075.77	46,201.23	88.34%	Staff vacancy recently resolved.
FLITE	19,344.00	13,270.07	177,160.00	171,362.40	5,797.60	96.73%	
Gulf Coast	37,893.00	29,792.20	454,518.00	380,478.48	74,039.52	83.71%	Staff vacancy. TA provided.
HANDY	65,974.00	94,137.34	713,954.00	713,850.46	103.54	99.99%	
Henderson BH-Wilson Gardens	19,069.00	16,894.05	228,740.00	174,372.94	54,367.06	76.23%	Staff vacancy resolved. TA provided.
Housing Opp Mort Assist (HOMES)	8,337.00	5,833.45	100,000.00	100,000.00	-	100.00%	
Memorial Healthcare	53,539.00	17,231.53	642,380.00	642,379.85	0.15	100.00%	
Museum of Discovery & Science	8,011.00	1,647.12	97,534.00	97,516.33	17.67	99.98%	
PACE Ctr for Girls	21,742.00	23,712.72	260,673.00	258,090.16	2,582.84	99.01%	
SunServe	29,467.00	20,996.46	353,362.00	328,908.52	24,453.48	93.08%	
Urban League of Broward County	24,351.00	22,850.30	292,190.00	239,436.71	52,753.29	81.95%	Staff vacancy resolved. TA provided.
Total Healthy Youth Transitions (HYT)	320,762.00	274,046.03	3,716,788.00	3,456,471.62	260,316.38	93.00%	
4 Total Healthy Youth Transitions	320,762.00	274,046.03	3,716,788.00	3,456,471.62	260,316.38	93.00%	
5.1-1 Subsidized Childcare							
Early Learning Coalition-FACCS	1,092,447.00	107,207.90	5,442,850.00	2,871,192.95	2,571,657.05	52.75%	State funds used before CSC funds.
Early Learning Coalition-Vol Pop	419,293.00	363,068.94	3,345,850.00	3,304,216.37	41,633.63	98.76%	
Total Subsidized Childcare	1,511,740.00	470,276.84	8,788,700.00	6,175,409.32	2,613,290.68	70.27%	
5.1-2 Preschool Training							
Family Central (PBS)	41,215.94	40,740.28	884,770.00	884,294.34	475.66	99.95%	
Training	6,015.00	1,730.75	10,000.00	5,715.50	4,284.50	57.16%	
Total Preschool Training	47,230.94	42,471.03	894,770.00	890,009.84	4,760.16	99.47%	
5.1-3 Grade Level Reading Campaign							
KidVision/WPBT and Word A Day	-	-	76,000.00	76,000.00	-	100.00%	
Broward Reads	50,678.00	1,755.00	82,779.00	34,535.39	48,243.61	41.72%	
Countdown to Kindergarten	-	-	9,537.00	9,393.78	143.22	98.50%	
Broward Reads for the Record	85,000.00	-	85,000.00	-	85,000.00	0.00%	Event moved to November. Carryforward to FY 19/20
Reading & Math	17,587.00	16,025.46	211,000.00	198,504.85	12,495.15	94.08%	
Volunteer Broward	7,104.00	8,279.07	85,226.00	83,262.25	1,963.75	97.70%	
Total Grade Level Reading Campaign	160,369.00	26,059.53	549,542.00	401,696.27	147,845.73	73.10%	
5.1-4 Child Care Accreditation							
Unallocated	276,296.00	-	276,296.00	-	276,296.00	0.00%	
Total Child Care Accreditation	276,296.00	-	276,296.00	-	276,296.00	0.00%	
5 Total Early Care & Education	1,995,635.94	538,807.40	10,509,308.00	7,467,115.43	3,042,192.57	71.05%	
6.1-1 Adoption Campaign/Foster Parent Recruitment							
Gialogic -Forever Families	14,748.00	29,505.16	177,031.00	177,030.96	0.04	100.00%	
Heart Gallery	3,446.00	5,832.00	36,050.00	34,992.00	1,058.00	97.07%	
Total Adoption Campaign/Foster Parent Recruitment	18,194.00	35,337.16	213,081.00	212,022.96	1,058.04	99.50%	
6.1-2 Legal Assistance/ Child Welfare / Recruitment							
Legal Aid - Dependency System	61,380.00	29,548.77	736,450.00	736,444.00	6.00	100.00%	
Legal Aid - DJJ/Crossover	27,408.00	28,390.67	328,929.00	328,929.00	-	100.00%	
Legal Aid of Broward County - LAW LINE	7,042.00	7,973.24	84,460.00	83,067.98	1,392.02	98.35%	
Total Legal Assistance/Child Welfare/ Recruitment	95,830.00	65,912.68	1,149,839.00	1,148,440.98	1,398.02	99.88%	
6.1-3 Early Child Court							
Henderson BH	5,022.00	4,414.97	60,000.00	58,176.03	1,823.97	96.96%	
Total Child Court	5,022.00	4,414.97	60,000.00	58,176.03	1,823.97	96.96%	
6 Total Child Welfare System Support	119,046.00	105,664.81	1,422,920.00	1,418,639.97	4,280.03	99.70%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
7.1-1 Leadership/Quality for Out-of-School Programs							
FLCSC/Mott-Lev	-	-	15,000.00	15,000.00	-	100.00%	
Total Leadership/Quality MOST	-	-	15,000.00	15,000.00	-	100.00%	
7.1-2 Maximizing Out of School Time: Elementary (MOST)							
Advocacy Network for Disabilities	8,587.00	7,685.48	103,000.00	88,757.20	14,242.80	86.17%	Staff turnover recently resolved.
After School Programs	350,074.00	288,300.21	4,316,911.00	3,598,220.89	718,690.11	83.35%	School site closures; fewer children served.
Boys & Girls Clubs	54,032.00	48,800.37	1,239,938.00	1,041,327.93	198,610.07	83.98%	Inconsistent summer attendance.
City of Hallandale Beach	8,853.00	7,797.99	160,451.00	140,732.75	19,718.25	87.71%	Higher than expected 3rd party payments (\$12,300)
City of Hollywood	21,483.00	22,930.41	572,567.00	479,707.38	92,859.62	83.78%	Low enrollment at one site.
Community After School	22,615.00	8,163.39	392,486.00	391,908.28	577.72	99.85%	
Community After School w/Margate CRA	23,600.00	8,522.82	365,926.00	365,881.15	44.85	99.99%	
Hallandale - CRA	1,169.00	-	501,451.00	500,282.00	1,169.00	99.77%	
Hollywood Beach - CRA	-	-	228,665.00	228,665.00	-	100.00%	
Kids in Distress	13,301.00	23,505.98	192,610.00	192,609.99	0.01	100.00%	
City of Miramar	9,567.00	6,452.44	154,216.00	113,702.37	40,513.63	73.73%	Higher than expected 3rd party payments (\$27,136)
New Mirawood Academy w/ KIDS as FS	19,476.00	13,793.33	271,013.00	265,705.31	5,307.69	98.04%	
Russell Life Skills	10,558.00	7,474.43	144,922.00	144,914.15	7.85	99.99%	
Soref JCC	26,207.00	28,133.74	337,497.00	335,159.25	2,337.75	99.31%	
Sunshine After School	107,695.00	103,079.44	1,503,071.00	1,318,084.86	184,986.14	87.69%	School site closures; fewer children served.
YMCA of S FL.	272,805.00	260,456.34	3,403,500.00	3,142,404.23	261,095.77	92.33%	
YMCA of S FL.-with Deerfield CRA	27,497.00	19,792.65	287,041.00	269,320.61	17,720.39	93.83%	
YMCA of S FL. -SPARK Fidelity	3,519.00	6,965.00	42,228.00	42,228.00	-	100.00%	
Back to School - Supplies	-	-	152,990.00	152,990.00	-	100.00%	
Training	16,650.00	2,150.00	66,200.00	51,700.00	14,500.00	78.10%	Carryforward to FY20 for PBIS \$2,400
Lights on Afterschool	1,549.00	-	10,000.00	9,096.89	903.11	90.97%	
Sub-Total MOST: Elementary	999,237.00	864,004.02	14,446,683.00	12,873,398.24	1,573,284.76	89.11%	
7.1-3 Summer Only Programs: Elementary (MOST)							
Lauderdale Lakes	-	-	103,487.00	103,262.63	224.37	99.78%	
West Park	-	-	60,026.00	60,026.00	-	100.00%	
New Hope World Outreach	-	-	92,368.00	82,631.90	9,736.10	89.46%	Low summer enrollment.TA provided.
Urban League of Broward County	-	-	111,625.00	91,359.63	20,265.37	81.85%	Low summer enrollment.TA provided.
Total Summer Only Programs: Elementary (MOST)	-	-	367,506.00	337,280.16	30,225.84	91.78%	
7 Total Out of School Time	999,237.00	864,004.02	14,829,189.00	13,225,678.40	1,603,510.60	89.19%	
8.1-1 School Based Health Care							
Sierra w / Coral Springs CRA	9,640.00	9,690.00	106,020.00	106,020.00	-	100.00%	
Sierra Lifecare, Inc.	144,570.00	149,625.00	1,590,300.00	1,590,300.00	-	100.00%	
Total School Based Health Care	154,210.00	159,315.00	1,696,320.00	1,696,320.00	-	100.00%	
8.1-2 Water Safety							
Swim Central/Broward County	58,580.00	24,340.80	702,960.00	606,843.20	96,116.80	86.33%	Low summer enrollment.TA provided.
Brow Health-Prevent Drowning	23,694.00	13,049.48	276,740.00	256,166.04	20,573.96	92.57%	
MNetwork Water Watchers	-	-	7,500.00	7,500.00	-	100.00%	
Total Water Safety	82,274.00	37,390.28	987,200.00	870,509.24	116,690.76	88.18%	
8.1-3 Kid Care Insurance Outreach							
Kid Care Outreach/BC Health Dept.	36,481.00	36,319.45	437,750.00	434,288.36	3,461.64	99.21%	
Total Kid Care Insurance	36,481.00	36,319.45	437,750.00	434,288.36	3,461.64	99.21%	
8 Total Physical Health	272,965.00	233,024.73	3,121,270.00	3,001,117.60	120,152.40	96.15%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
9.1-1 Home Visiting							
BRHPC-Healthy Families	174,730.00	116,973.56	2,059,557.00	1,605,631.47	453,925.53	77.96%	Staff vacancies impacted utilization. TA provided.
Total Home Visiting	174,730.00	116,973.56	2,059,557.00	1,605,631.47	453,925.53	77.96%	
9.1-2 Support Maternal Child Health							
Healthy Mothers/HB	38,732.00	41,743.39	464,784.00	429,915.95	34,868.05	92.50%	
Memorial Healthcare System	34,634.00	16,509.31	415,388.00	415,386.31	1.69	100.00%	
Zero to Three Sponsorship	-	-	12,000.00	12,000.00	-	100.00%	
Unallocated	138,000.00	-	138,000.00	-	138,000.00	0.00%	Reserved for potential waitlist.
Total Maternal Child Health	211,366.00	58,252.70	1,030,172.00	857,302.26	172,869.74	83.22%	
9.1-3 Explore Fetal/Infant Mortality Factors							
Healthy Mothers/Healthy Babies SAFE SLEEP	17,055.00	12,349.35	149,750.00	149,374.59	375.41	99.75%	
Total Infant Mortality Factors	17,055.00	12,349.35	149,750.00	149,374.59	375.41	99.75%	
9 Total Maternal & Child Health	403,151.00	187,575.61	3,239,479.00	2,612,308.32	627,170.68	80.64%	
10.1-1 Physical Development- MOST SN After School							
After School Programs/Quest	43,198.00	40,714.28	595,310.00	499,301.94	96,008.06	83.87%	Lower than expected summer attendance.
Ann Storck Center	21,179.00	21,154.91	283,062.00	244,002.37	39,059.63	86.20%	Lower than expected summer attendance .
ARC	107,874.00	52,170.76	1,602,753.00	1,602,751.31	1.69	100.00%	
Broward Children's Center	36,560.00	11,067.12	635,732.00	624,266.69	11,465.31	98.20%	
Ctr for Hearing/FS KIDS	11,841.00	14,768.91	274,982.00	270,810.69	4,171.31	98.48%	
Smith Community MH (BH)	61,458.00	63,235.95	897,091.00	869,893.20	27,197.80	96.97%	
United Cerebral Palsy	51,221.00	58,650.99	716,656.00	634,737.13	81,918.87	88.57%	Lower than expected summer attendance.
YMCA of S FL	342,861.00	353,028.40	4,618,262.00	4,553,926.79	64,335.21	98.61%	
Total SN After School Programs	676,192.00	614,791.32	9,623,848.00	9,299,690.12	324,157.88	96.63%	
10.1-1 Summer Only Programs SN - MOST RFP							
JAFCO	-	-	329,783.00	327,825.80	1,957.20	99.41%	
City of Pembroke Pines (Summer Only)	-	-	102,389.00	102,342.72	46.28	99.95%	
Total SN Summer Programs	-	-	432,172.00	430,168.52	2,003.48	99.54%	
Total SN MOST Programs	676,192.00	614,791.32	10,056,020.00	9,729,858.64	326,161.36	96.76%	
10.1-2 STEP SN							
Abilities	7,683.00	10,297.78	92,185.00	89,666.10	2,518.90	97.27%	
ARC	27,841.00	17,098.36	397,362.00	396,266.63	1,095.37	99.72%	
Ctr for Hearing/FS KIDS	15,579.00	11,312.99	258,130.00	256,242.30	1,887.70	99.27%	
Junior Achievement- LEVERAGE	-	-	7,000.00	7,000.00	-	100.00%	
Smith Community Mental Health	20,173.00	15,224.50	284,429.00	256,856.09	27,572.91	90.31%	
United Cerebral Palsy	35,498.00	41,725.48	491,565.00	490,435.36	1,129.64	99.77%	
YMCA of S FL	37,419.00	18,375.63	582,872.00	577,393.82	5,478.18	99.06%	
Sub-Total STEP SN	144,193.00	114,034.74	2,113,543.00	2,073,860.30	39,682.70	98.12%	
10.1-3 Information/Referral Network SN							
First Call for Help - SN	67,539.00	70,542.23	810,347.00	799,953.32	10,393.68	98.72%	
Unallocated	26,446.00	-	26,446.00	-	26,446.00	0.00%	
Total Inform/Referral Network SN	93,985.00	70,542.23	836,793.00	799,953.32	36,839.68	95.60%	
10.1-4 Respite Services- BREAK							
Memorial Healthcare System(BH)	7,003.00	4,681.26	84,058.00	84,052.12	5.88	99.99%	
Smith Community MH (BH)	7,211.00	4,167.06	86,433.00	78,472.55	7,960.45	90.79%	
Total Respite Services-BREAK	14,214.00	8,848.32	170,491.00	162,524.67	7,966.33	95.33%	
10.1-5 SN Parent Training							
SN Parent Training	4,507.00	-	5,000.00	493.00	4,507.00	9.86%	
SN Parent Interpreters	8,247.00	455.00	19,000.00	10,500.00	8,500.00	55.26%	
Unallocated	9,700.00	-	9,700.00	-	9,700.00	0.00%	
Total SN Parent Training	22,454.00	455.00	33,700.00	10,993.00	22,707.00	32.62%	
10.1 Total Service Goal 10.1	951,038.00	808,671.61	13,210,547.00	12,777,189.93	433,357.07	96.72%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
11.1-1 Safety/Anti-Bullying							
United Way- Choose Peace	3,671.00	2,542.84	43,975.00	43,975.00	-	100.00%	
Total Safety/Anti-Bullying	3,671.00	2,542.84	43,975.00	43,975.00	-	100.00%	
11 Total Child Safety	3,671.00	2,542.84	43,975.00	43,975.00	-	100.00%	
Grand Total Service Goals	7,952,667.57	5,087,786.53	79,430,659.00	70,541,540.78	8,889,118.22	88.81%	
Systems Goals:							
1.1-2 Single Point of Entry							
First Call for Help	31,276.00	37,680.14	375,345.00	370,835.82	4,509.18	98.80%	
Total Single Point of Entry	31,276.00	37,680.14	375,345.00	370,835.82	4,509.18	98.80%	
1.1 Total System Goal 1.1	31,276.00	37,680.14	375,345.00	370,835.82	4,509.18		
1.2-1 Leadership/Resources/Community Strategic Plan							
Consultants -Undoing Racism, FSN,etc.	29,694.00	20,597.60	192,208.00	186,110.20	6,097.80	96.83%	
SN Assessment	-	-	60,600.00	60,600.00	-	100.00%	
Consultants - OPS	8,897.00	3,550.18	37,732.00	32,375.57	5,356.43	85.80%	
Unallocated	8,121.00	-	8,121.00	-	8,121.00	0.00%	
Total Leadership/Resources/Community Strategic	46,712.00	24,147.78	298,661.00	279,085.77	19,575.23	93.45%	
1.2-2 Improve Provider Reporting							
SAMIS Maintenance/Enhancement	4,146.00	-	84,291.00	80,145.00	4,146.00	95.08%	
TBD	85,000.00	-	85,000.00	-	85,000.00	0.00%	
Unallocated	42,400.00	-	42,400.00	-	42,400.00	0.00%	
Total Improve Provider Reporting	131,546.00	-	211,691.00	80,145.00	131,546.00	37.86%	Carryforward to FY20 for SAMIS & CAPS.
1.2-4 Integrated Data Collaboration							
Consultant	26,840.00	3,060.00	60,000.00	36,219.95	23,780.05	60.37%	
FSU FICW - Grant	665.00	870.00	18,215.00	18,214.90	0.10	100.00%	
FSU FICW - CSC	2,500.00	-	12,000.00	9,500.00	2,500.00	79.17%	Carryforward to FY20 for CPAR Evaluators.
Webauthor	74,595.00	2,283.75	80,000.00	7,685.00	72,315.00	9.61%	
Unallocated	68,000.00	-	68,000.00	-	68,000.00	0.00%	Carryforward to FY20 for IDS as needed.
Total Integrated Data Collaboration	172,600.00	6,213.75	238,215.00	71,619.85	166,595.15	30.07%	
1.2 Total System Goal 1.2	350,858.00	30,361.53	748,567.00	430,850.62	317,716.38	57.56%	
101 Total Seamless System of Care	382,134.00	68,041.67	1,123,912.00	801,686.44	322,225.56	71.33%	
2.1-1 Public Awareness - Sponsorships							
Sponsorships	215.00	-	35,000.00	34,785.00	215.00	99.39%	
High Traffic Sponsorships	145.00	-	20,000.00	19,855.00	145.00	99.28%	
Nova SE University - Day for Children	-	-	7,500.00	3,750.00	3,750.00	50.00%	
Total Sponsorships	360.00	-	62,500.00	58,390.00	4,110.00	93.42%	
2.1-2 Public Awareness - Educate Taxpayers							
Marketing	12,695.00	8,779.02	408,800.00	405,582.29	3,217.71	99.21%	
Outreach Materials	1,998.00	1,885.00	46,800.00	46,609.56	190.44	99.59%	
Printing	-	-	5,800.00	5,800.00	-	100.00%	
Sponsorship-Resource Guides	-	-	140,700.00	140,700.00	-	100.00%	
BECON - Future First	13,890.00	11,850.00	31,600.00	29,760.00	1,840.00	94.18%	
M Network- Website Consulting	25,649.00	18,139.25	70,000.00	62,487.50	7,512.50	89.27%	
Taoti Creative-Website Hosting	19,728.00	10,985.00	47,080.00	38,333.75	8,746.25	81.42%	
Total Educate Taxpayers	73,960.00	51,638.27	750,780.00	729,273.10	21,506.90	97.14%	

	September Budget	September Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Comments
2.1-3 Public Awareness - Outreach							
Business Plan-FLCSC	-	-	84,126.00	84,126.00	-	100.00%	
Consultant	-	-	15,000.00	15,000.00	-	100.00%	
Travel, Dues & Fees	2,776.00	1,460.64	8,597.00	7,277.67	1,319.33	84.65%	
Total Outreach	2,776.00	1,460.64	107,723.00	106,403.67	1,319.33	98.78%	
201 Total Public Awareness & Advocacy	77,096.00	53,098.91	921,003.00	894,066.77	26,936.23	97.08%	
3.1-1 Leveraging Resources							
Unallocated	30,000.00	-	30,000.00	-	30,000.00	0.00%	
Total Leveraging Resources	30,000.00	-	30,000.00	-	30,000.00	0.00%	
301 Total Leveraging Resources	30,000.00	-	30,000.00	-	30,000.00	0.00%	
Grand Total System Goals	489,230.00	121,140.58	2,074,915.00	1,695,753.21	379,161.79	81.73%	
Unallocated	1,074,857.00	-	1,074,857.00	-	1,074,857.00		
Program Goals Grand Total	\$ 9,516,754.57	\$ 5,208,927.11	\$ 82,580,431.00	\$ 72,237,293.99	\$ 10,343,137.01	87.48%	



Children's Services Council of Broward County
Notes to the Financial Statements
September 30, 2019

- (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, Wells Fargo Advantage Funds, and Florida Education Investment Trust Fund accommodate pool participants with readily available cash. The pool follows GASB Statement No. 31 which outlines two options for accounting and reporting for money market investment pools as either "2a-7 like fund" or fluctuation of the net asset value ("NAV"). CSC accounts for investments funds using the first method.
- (4) Carry forward budget for Fiscal Year 18/19 commitment and budget extending into Fiscal Year 19/20.
- (5) Fund Balance committed to Fiscal Year 2019-2020 programs
- (6) Salary, Fringe and Travel budget and expenditures are included for the SAMIS Director Position for when CSC serves as the Salary Agent. The revenue and related expenditures are considered Pass Through Funds and do not have an impact on CSC Broward's financial statements.
- (7) The City of Hollywood rebated \$677,442 as a refund of Tax Increment payment for FY 18/19.

TAB Y



For Council Meeting

November 21, 2019

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, 2019. This month you will see the CRA invoices to be paid before December 31st in order not to incur late fees. While these amounts are much greater than the \$10,000 back-up limitation, staff did not include anything in the packet since the amounts are prescribed by the State and based on the CRA property values and CSC's milage rate. To facilitate reviewing the various purchases, staff has segregated the items into various categories. All purchases listed are with 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

Budget Impact: See attached Report



**List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
November 21, 2019**

Vendor		Amount	Comment
			Back-up documentation is available upon request.
<u>Purchase Orders (greater than \$10,000): Back-up documentation is attached:</u>			
A	United Health Care	Employee Insurance for FY 19/20 for Health Insurance	\$1,036,452 See Issue Paper for details
A	Guardian	Employee Insur for FY 19/20 for Dental, Vision, Life, & LTD	\$75,187 See Issue Paper for details
B	Ciminelli	Bldg maintenance personnel	\$10,920 See Issue Paper for details
C	ADA Site Compliance	ADA Compliance for CSC Websites	\$30,000 See Issue Paper for details; To be used as needed from Sys Goal 1.2.2
<u>Community Redevelopment Tax: To be paid once tax revenue is received but prior to Dec. 31, 2019</u>			
	Coral Springs	CRA Tax Increment 19/20	\$29,452 Will rebate for School Health
	Davie	CRA Tax Increment 19/20	\$202,790
	Fort Lauderdale (both CRAs)	CRA Tax Increment 19/20	\$996,870
	Hallandale Beach	Est. CRA Tax Increment 19/20	\$574,426 CRA will use for Children's Services
	Hollywood, Beach	CRA Tax Increment 19/20	\$1,366,504 CRA will use \$228,665 for Children's services; Anticipate partial rebate
	Hollywood, Downtown	CRA Tax Increment 19/20	\$353,722
	Lauderdale Lakes	CRA Tax Increment 19/20	\$92,230
	Plantation	CRA Tax Increment 19/20	\$71,940
	Pompano NW	Est. CRA Tax Increment 19/20	\$370,694
<u>Purchase Orders (less than \$10,000):</u>			
	Budget Notary Services	2 ea. Notary license renewal	\$176
	CDWG	3 Microsoft Surface Pro (\$1,024.08ea)	\$3,072
	Dean Lue	Telecommunications Consultant for voice and data systems	\$8,000
	Ross Leo	HIPPA consultant	\$8,000
	TBD/ Misc/ Amazon	Staff retreat supplies	\$1,200
	Technogroup	Copy charges - 3 machines	\$10,000 Vendor name change; Previously approved
<u>Program Related Purchases:</u>			
	Blank Canvas Cooking	Cooking Demonstration for Lauderhill Resiliency Symposium	\$200 System Goal 1.2.1
	Meals on Wheels FS S FL Hunger Coalition	Fiscal Sponsor fee for FY 19/20	\$2,100 Service Goal 1.1.3
<u>Facilities Operations:</u>			
	AA Advance Air, Inc	Misc AC work for 1st fl server room	\$1,740
	EMCOR	Preventative Maintenance for AC and Misc repairs	\$18,260 Ciminelli managed the bids; Change of vendor effective 11/1/19
	Shenandoah	Clean and remove debris from drain structures	\$1,445
	TBD/CPMG/Sparkle Team	Interior deep cleaning of floors, carpets, etc.	\$5,000 To be completed over December break
	Tech III	Low voltage bldg improvements	\$500
<u>Employee Travel and Training:</u>			
	Megan Turetsky	FL Legislature; 10/14-10/17/19; 10/21-10/24/19; Tallahassee	\$2,474
	Laura Ganci	Logistics memo; 10/8/19; Baltimore	\$41 3rd party reimbursement
	Sue Gallagher	Webinar-Neuroscience for Nonprofit Leaders; 11/13/19	\$79
	Keisha Grey	Webinar-Ensuring Equity; 11/13/19	\$25



**List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
November 21, 2019**

Vendor		Amount	Comment
Maria Juarez & Erin Byrne	5th Annual Juvenile Crime Conference; 11/22/19; Delray	\$250	
<u>Trainers/Materials (Service Goal 1.1.X) (Provider names and courses may be subject to change):</u>			<i>Instructor Led Unless Otherwise Indicated</i>
Maria Mejia	Reduce burnout training	\$750	
Ronik Radlauer	Wrap around training	\$3,900	
<u>Sponsorship</u>			
City of Lauderdale Lakes	Youth Empowerment conference; Jan 26-28, 2020; Tallahassee	\$1,000	Opportunity to enhance educational experience by providing training opportunities to include public speaking and engage youth to gain confidence to overcome obstacles and challenges that may prohibit them from pressing forward.
City of West Park	Kids Holiday Event; Dec 17, 2019. West Park	\$1,000	Create an atmosphere of educational excellence, family involvement and cultural diversity for the children and families of the City.
Cleft of the Rock	Conversations on Parenting; Jan 11, 2020, Deerfield	\$1,000	To provide parent education, support and accountability w/ childcare
Community Reinvestment Alliance of S FL	Summit 20; Feb 27, 2020, Davie	\$1,000	Provide training and technical assistance to community based organizations and financial institutions accessing affordable housing.
Dr. Martin Luther King, Jr. Celebration Committee	2019 MLK Holiday Celebration; Jan 16-20, 2020; Ft Laud	\$1,000	Bring awareness of Dr King, his vision and to promote "non-violence as a problem solving strategy very early in life".
Early Learning Coalition	Broward Early Childhood Conference; Feb 1, 2020; Broward College	\$1,000	Provides a professional educational opportunity for local child care directors, providers and teachers.
Humanity Project	Garden of Respect, Feb 2020; North Lauderdale	\$3,170	Provides information on healthy parenting practices as well as anti-bullying materials among other information on site during the event. Efforts to bring new pride to the school and the neighborhood, with anticipated corresponding decreases in school bullying and local crime. (HIGH TRAFFIC SPONSORSHIP)
Student ACES, Inc	Leadership summit; Dec 6, 2019; Pompano	\$1,000	Provide leadership skills, techniques and life lessons to students who are leading each of their teams in today's highly competitive world.
<u>Memberships:</u>			
Great Plains User Group	2020 Annual Membership	\$450	

Issue:	Insurance for CSC Employees.
Action:	<ol style="list-style-type: none">1. Approve Health Insurance with United Healthcare (UHC) and Neighborhood Health Partnerships (NHP), a subsidiary of UHP.2. Approve Dental, Life, Vision and Long-Term Disability Insurance with Guardian.
Budget Impact:	<p>\$833,730 of \$1,162,404 available within Fringe Benefits for the remaining 9 months of FY 19/20.</p> <p>\$277,909 Commitment for 3 months through 12/31/19 to be included in the Budget for FY 20/21. CSC is on a calendar year for benefits.</p>

Background: Employee benefits include a base plan health insurance paid for by CSC as well as an \$80.00 per month Cafeteria allowance for employees to use towards Dental, Life and Long-term Disability insurance. Staff contributes 3% towards their health insurance premiums. Furthermore, CSC pays for a basic Long-term Care insurance policy for employees only. Any premiums in excess of the Cafeteria allowance are borne by the employee. The insurance renewal period is on a calendar period effective January 1, 2020-December 31, 2020.

Current Status: Staff worked closely with our new brokers Brown and Brown, to review the health insurance options for the upcoming year. CSC's current health carrier, United Health Care (UHC) initially came in with a 17% renewal rate increase, but after several negotiating sessions they offered a 7% rate increase or \$67,800 annually. The base plan provides an HMO option through Neighborhood Health Partnerships (NHP), a UHC subsidiary, which offers a health network only within the tri-county area, and a high deductible health insurance option which includes a Health Savings Plan component.

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

- Continue with United Health Care and Neighborhood Health Partnerships. Continuing these plans allows staff to have a choice of three health plans, maintains a relatively high level of benefits, as well as reasonable co-payments for all medical services, which are to be borne by the employee.
 - CSC provides a base plan HMO plan through NHP 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 Health Care POS plan.
 - For those employees who wish to participate in the High Deductible Plan, because the premium is less than the HMO, CSC would contribute the difference in the premium of the HMO plan through NHP (with employees contributing 3% of the premium) to a Health Saving Account (HSA). Employees may make additional contributions to their HSAs up to the maximum allowed per the IRS.

- Vision insurance plan came in flat with no increase.
- Continue the ancillary insurance products: Dental, Life, Vision and Long-term Disability with Guardian. Guardian was the carrier of these insurance products last two years and came in flat with no increase in the dental rates. The Life insurance and Long-term Disability premiums also remained flat with no increase. These ancillary insurance products are deducted from the Cafeteria allowance and any additional premium is borne by the employee.

Recommended Action:

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



For Council Meeting

November 21, 2019

Issue: On-site Facility Maintenance Services

Action: Approve Costs for On-site Facility Maintenance

Budget Impact: \$ 10,920 Available within Facilities for FY 19/20.

Background: At the October 17, 2019 Council meeting, Cimminelli was awarded the contract as CSC's Facility Manager. Unfortunately, the costs associated with the On-site Maintenance reimbursement was inadvertently not included in the total cost on the issue paper.

Current Status: The on-site maintenance is an integral part of their service and the employees that Ciminelli assign to the CSC are always quite responsive and professional. This component adds \$10,920 annually to the \$42,000 already approved in October for a total annual amount of \$52,920.

Recommended Action: Approve Costs for On-site Facility Maintenance

System Goal:	SYS 1.2 Research and Evaluate Systems of Care.
Objective:	SYS 1.2.2 Improve provider reporting capability through SAMIS and enhancements to improve measurable impact and positive system and service outcomes.
Issue:	ADA Web Site Compliance
Action:	Approve ADA Site Compliance to provide Compliance Services
Budget Impact:	Not to Exceed \$30,000 of \$32,400 Available in SYS 1.2.2 for FY 19/20.

Background: It is important for CSC's public websites to be easily accessible for all interested parties to access whether hearing, visually and/or physically impaired. While the new CSC primary website design and implementation completed last year required the site to be ADA compliant, new documents as well as auxiliary websites such as the Training site also need to be ADA compliant.

Current Status: Staff conducted a bid solicitation for website ADA compliance and remediation services and received two bids. After thorough review, staff selected ADA Site Compliance to help provide pdf and document remediation services, training for staff, video captioning and transcribing and auditing of current websites to ensure compliance. The consultant will work with staff to help ensure full compliance of all documents and reports posted on the site on an on-going basis throughout the year. The \$30,000 will be used as needed based in the fee structure provided. A copy of their fee structure is included and their full proposal is available upon request.

Recommended Action: Approve ADA Site Compliance to provide Compliance Services

TAB Z



Broward County Logo

DRAFT

Broward County Board of County Commissioners
Children's Services Board
Regular Board Meeting Minutes September 20, 2019
Governmental Center Annex, Room A337
Fort Lauderdale, FL 33301

1. Call to Order

Ms. Swartzbaugh, Chair, called the meeting to order at 9:02 a.m.

2. Roll Call

Ms. Swartzbaugh, Chair, asked Pastor Nugent, Secretary, to call roll. A quorum was established with Jarvis Brunson, Sandra Einhorn, Dr. Antoine Hickman, , Dr. Andrea Keener, Monica King, Commissioner Robert Mayersohn, Pastor Andrew-Craig Nugent, Daniel Schevis, Joel Smith, Paula Smith and Karen Swartzbaugh. Lori Alhadeff, Kim Gorsuch, Julia Musella, Paige Patterson-Hughes and Vice-Mayor Holness participated via phone. Members absent: Cassandra Evans and Allicia Walford.

Staff Members in attendance: Darrell Cunningham, Community Partnerships (CPD) Director, Silvia Beebe, CPD Assistant Division Director, Maya Moore, County Attorney Office, Deborah Meidinger Hosey, Children's Services Administration (CSA), Tamika McBride, CSA, Deborah Scott, CSA, and Anna Gibbs, CSA.

Guests in attendance: Shawn Preston, ARC Broward, Stacey Hauglund, Parent to Parent.

9:15 a.m. Sandra Einhorn arrived.

9:25 a.m. Commissioner Robert Mayersohn arrived.

3. Approval of the August 16, 2019 Minutes

MOTION: To approve the August 16, 2019 minutes with the amended summary of the Needs Assessment Committee on page 6, section 9, letter e, to read that staff

recommended a different tool that would report data differently related to provider utilization. However, there was not consensus from the committee to support the tool as presented. Staff and committee members agreed to consider all options and continue to develop the tool.

Motion: To approve minutes with revised language

First: Dr. Andrea Keener

Second: Sandra Einhorn

Declaration of Conflict: None

Discussion: Needs Assessment Committee report summary.

Result: Passed

9:40 a.m. Vice-Mayor joined via telephone.

4. Chair Report

Ms. Swartzbaugh shared that the Agenda has been revised and now separates the CSB Committee Reports from the Liaison Reports. Ms. Swartzbaugh informed the Board that it is time to update the CSB Strategic Plan. Ms. Swartzbaugh created a Strategic Planning Ad-Hoc Committee to assist in the process. The committee will review and analyze data from reports, websites, community partners, and other suggested resources to identify the needs, gaps and unmet needs in the community. Once completed, the results will be shared with the Board during the Strategic Plan Retreat scheduled for January, directly following the January CSB meeting. The following Board members volunteered to serve on the committee: Mr. Schevis, as Chair, Mr. Brunson, Ms. King, Mr. Smith and Ms. Smith.

5. Section Report

- a) **Overview of CSA Activities:** Ms. Hosey shared that all Non-profit Organizations (NPO) contracts and renewals have been approved by the Board of County Commission (BOCC) for the new Fiscal Year (FY) 2020, beginning October 1, 2019. Ms. Hosey also shared that the Broward County Human Services Department (HSD) has been awarded the One Community Partnership (OCP) 3 Grant for the third consecutive time. OCP3, in collaboration with our community partners Broward Behavioral Health Coalition (BBHC), School Board of Broward County (SBBC), ChildNet, South Florida Wellness Network and Children's Services Council. The grant will expand and enhance the delivery of school and child welfare services for youth ages of 12 – 21 years. OCP3 will be focused on a youth and family driven recovery-oriented community setting and create a sustainable infrastructure and eminent space to practice mental health services within Broward Schools and the child welfare system. The Board asked questions regarding OCP3 funding amounts, the OCP3 Board, and if CSB will have a seat at the OCP3 Board. CSB members also requested a presentation of the OCP2 final program results. Ms. Hosey mentioned that all CSA providers were invited to attend an overview of changes in FY20 funding and they are currently being trained on the SAMIS application that will be used starting on October 1, 2019.

- b) **2020 Sunset Review Process Update:** Ms. Hosey informed the Board that Broward County Office of Intergovernmental Affairs reviews the Board ordinances every four years and will facilitate a meeting with HSD, CPD, CSA, Office of Intergovernmental Affairs, and the CSB Chair and Vice-Chair to review and/or revise the ordinances. Following this meeting, the information will be presented to the Board for discussion. The Board discussed the CSB position as an advisory Board that operates independently of HSD but does not have the authority to make final decisions on spending county tax dollars. Staff also shared various time constraints that must be adhered to for the Request or Proposal (RFP) process, developing BOCC agenda items and the quarterly utilization review process for re-allocation of funds to providers.
- c) **CSB Strategic Plan:** Ms. Hosey presented the Board with historical data on the previous CSB Strategic Plan process and pointed out that a new data driven approach will be taken in the Strategic Plan Retreat scheduled for January 2020.

6. Committee Chair's Reports

- a) **Advocacy:** Ms. Einhorn shared that the committee has not met since the last CSB meeting and the next meeting is scheduled for Tuesday, October 8, 2019. Ms. Einhorn informed the Board that "vaping" is getting a lot of attention in the mainstream media. She also stated that SBBC has a short video addressing the consequences of vaping in schools. Dr. Hickman shared the following SBBC resource link: <https://www.browardschools.com/Page/32435>. The Board viewed the short video and continued to discuss vaping challenges and concerns.
- b) **Needs Assessment:** Commissioner Mayersohn shared that the committee has not met since the last CSB meeting. The August committee meeting summary was discussed and clarified the process of reporting items to the Board.

7. Liaisons Reports

- a) **Behavioral Health/SEDNET:** Mr. Smith shared that at the last SBBC Board meeting they announced that September is Suicide Prevention month and they are promoting a Public Service Announcement (PSA) contest for Middle Schools and High School students. High school students will have the opportunity for their PSA to be broadcast Nationwide.
- b) **Broward Suicide Prevention Coalition:** Mr. Smith shared that in April, he attended the American Association of Suicidology Conference in Denver, Colorado, where Dr. April Forman, an expert on suicide parameters was a presenter. Broward Behavioral Health Coalition through United Way created the Broward Suicide Prevention Coalition that consist of community leaders who want to address suicide prevention. Dr. Forman has been hired as a consultant for the group to educate everyone on Psychological Autopsy. This focuses on the entire life history of an individual who has committed suicide to determine if any similarities can be identified and used to prevent future suicide and

how to address this issue in our communities. The Board also discussed suicide statistics on youth and adults and resources that are available in the community.

- c) **Integrated System:** No report was given.
- d) **Juvenile Justice Circuit 17:** No report was given.
- e) **SNAC:** Commissioner Mayersohn shared that full SNAC will meet in December 2, 2019 and the sub-SNAC committees are reviewing committee responsibilities. He will keep the Board updated on the progress.
- f) **Transitional Independent Living:** Mr. Smith did not attend the last meeting but shared that FLITE Center is hosting its annual fundraising luncheon event today.

8. **Old Business**

Ms. Swartzbaugh, Chair, reviewed the upcoming presentations dates for United Way of BC Commission on Substance Abuse. Wrap Around and Census presentations are still being finalized.

9. **Public Comments**

Ms. Stacey Hauglund from Parent to Parent spoke about services they offer the community.

10. **Good of the Order**

No Good of the Order.

11. **Adjournment**

MOTION: To adjourn the meeting at 11:00 a.m.

First: Commissioner Robert Mayersohn

Second: Sandra Einhorn

Declaration of Conflict: Discussion: None

Discussion: None

Result: Passed

The next Children's Services Board Meeting will be Friday, October 18, 2019.

These minutes were approved at the Children's Services Board Meeting dated October 18, 2019, as certified by:

Pastor Andrew-Craig Nugent _____
Children's Services Board Secretary

CSC In The NEWS

South Florida 100: Florida Senate votes to oust Scott Israel; Trump's impeachment inquiry; remembering Tree of Life synagogue shooting victims a year later

SOUTH FLORIDA SUN SENTINEL | OCT 25, 2019 | 6:15 PM



Cindy Arenberg Seltzer, president, Children's Services Council of Broward County

Last week: A federal government report depicts a disturbing trend: Rate of suicide among youth has spiked dramatically in the last few years, enough to affect overall life expectancy. Why? Depends who you ask: technology, social media, ease of access to unsecured firearms, a general sense of malaise. As adults, we must understand what drives youth and shape a world where suicide is not a viable option. While this has been a major concern for a while, a new community collaborative led by the United Way, BBHC, CSC, BCPS and BC Human Services is leading research on local drivers and creative prevention strategies.

Source:

https://www.sun-sentinel.com/opinion/south-florida-100/fl-op-sf100-florida-senate-scott-israel-impeachment-synagogue-20191025-hufeztdtjvayrkuyjp6h37lkje-story.html?int=lat_digitaladshouse_bx-modal_acquisition-subscriber_ngux_display-ad-interstitial_bx-bonus-story

The Parklander Magazine

November 2019

From The Commissioner, 3rd District, Broward County

By Michael Udine



Veterans Day is an important time to reflect on the sacrifice that heroes make day in and day out for the country and our community. I look forward to attending events in Coral Springs, North Lauderdale, Parkland and Tamarac. Take a moment and honor those who have served and continue to serve our communities by helping a veteran and thanking them for their service.

At the beginning of November, I look forward to participating in the Children's Services Council annual "Read for the Record" program at Tamarac Elementary. This countywide event is in its 14th year, and I look forward to reading the book "Thank You, Omu!" to the kids. Its hard to tell who enjoys this event more—the kids, or me!

Ready to race? Join me and over a thousand runners at Tamarac City Hall for the 39th annual Tamarac Turkey Trot on Thanksgiving Day. The Turkey Trot is a tradition for the whole family, and a great way to work up a big appetite before your Thanksgiving dinner.

Every day we hear about concerns regarding how elections are run and securing them against potential threats. In October, I attended the Florida State Association of Supervisor of Elections Conference in Orlando. As a member of the Broward County Canvassing Board, our priority is to administer efficient and

secure elections to ensure every vote counts. Topics included Legislative Changes, Signature Verification, Voter Intent, Recounts, and Post-Election Audits.

In November, I will be attending the Florida Association of Counties Legislative Conference which will be hosted right here in Broward County. The FAC conference puts a spotlight on topics vital to county governments throughout the state. Subjects in the past have include Health, Public Safety, Infrastructure, and many more areas.

Lastly, on behalf of the entire Udine family I would like to wish everyone a Happy Thanksgiving. As we all gather around our table with family and friends, let's be thankful for all of those in our lives and how fortunate we are.

Staying connected with the residents of District 3 is a top priority for me. Every month, we hold office hours on the third Wednesday. I can be reached at (954) 357-7003 or MUdine@Broward.org. Follow me on social media @MichaelUdine on Twitter or Instagram or on Facebook @CommissionerMichaelUdine to receive important updates and see what is happening in our community.

OFFICE HOUR LOCATIONS:

10-11am at the Northwest Regional Library,
2-3pm at the Tamarac Community Library, and
4-5pm in North Lauderdale at the Saraniero Branch Library. ♦

Source: Parkland Living on the Wedge

EMAILS & OPINIONS

FLAPOL

By

Staff Reports

on

November 5, 2019

Mental health grant announced

Rep. Deutch is announcing a \$1 million grant to Broward County that will help fund mental health and substance abuse programs. Deutch made the announcement Tuesday morning at the Broward Governmental Center.

That money will come from the U.S. Department of Health and Human Services' **Substance Abuse and Mental Health Services Administration**.

The grant will go toward the One Community Partnership 3 (OCP3) Initiative. That organization is a collaboration between the Broward County Human Services Department, Broward Behavioral Health Coalition, Broward County Public Schools, Child Welfare Lead Agency (ChildNet), South Florida Wellness Network, and the **Children's Services Council of Broward**.

The initiative aims to help deliver mental health services to young people dealing with trauma, substance abuse and other issues.

"The OCP3 initiative will provide Broward with the opportunity to expand and enhance the existing System of Care into a new population of focus and to enhance service capacity throughout Broward's school and child welfare systems with the goal of improved mental health outcomes for youth and families, by supporting systems-level change," according to the group.

Source:

<https://floridapolitics.com/archives/310431-delegation-for-11-5-19-trump-in-the-red-new-florida-man-yoho-v-twitter-elevate>

South Florida's drowning statistics are scary: Here's how to keep your kids safe

By DAN SWEENEY
SOUTH FLORIDA SUN SENTINEL | NOV 05, 2019 | 1:10 PM

What the local community is doing to help

Broward County put together Swim Central, a program that coordinates water-safety instruction courses. According to the program's statistics, in the late 1990s, Broward County reported an average of five drowning deaths per year among children ages 4 through 7. According to the Florida Department of Health's statistics, since the SWIM Central program formed in 1999, Broward County has never had five deaths in a year in that age group. The highest was four children ages 4 to 7 in 2018.

The program has partnered with the Children's Services Council of Broward County to offer \$40 coupons to help with the cost of swimming instruction for children ages 6 months to four years.

The earliest instructions, for infants of six months old, teach kids to hold their breath, flip onto their backs and float. Many follow a program called ISR, or Infant Swimming Resource. There are over 50 ISR certified swimming instructors in South Florida, which can be found on its website, Infantswim.com. Even learning to float can be the difference between life and death for a child waiting on a momentarily distracted adult.

Other counties had higher rates of drowning per 100,000 residents, but many of them are low-population counties where just a couple of drownings can result in a high rate.

Source:

<https://www.sun-sentinel.com/features/south-florida-parenting/fl-ne-sosf-swim-lessons-drowning-20191105-cygi26bvzng7vk2pi74mlbvly-story.html>

Urban League of Broward County's Game On! Red Gala honors leaders who go 'above and beyond'

By KARI BARNETT
SOUTH FLORIDA SUN SENTINEL | OCT 16, 2019 | 12:18 PM

This year's honorees were:

- Tripp Scott Diversity Champion Award - Gregory A. Haile, Esq., president of Broward College
- Margaret Roach Humanitarian Award presented by JM Family Enterprises - **Cindy Arenberg Seltzer, president and CEO of Children's Services Council of Broward County**
- Margaret Roach Humanitarian Award presented by Broward Health - Kimm Campbell, director of Broward County Human Services Department
- Urban League "I AM EMPOWERED" Award - Yazmin Lee, National Achiever Society Student

The Urban League of Broward County, a community-based organization dedicated to empowering communities and changing lives in the areas of education, entrepreneurship, jobs, justice, housing, and health, serves 14,000 individuals every year, according to officials.

In 2020, the organization will celebrate 45 years of service.

Source:

<https://www.sun-sentinel.com/features/society/fl-fea-broward-urban-league-game-on-red-gala-20191020-20191016-633dnmowujdyfinbsvlfmd2eue-story.html>

Celebrate Literacy And The Power Of Reading By Volunteering For “Broward: Read For The Record!”



October 10, 2019 at 3:46 pm

This is the 6th year that the **Children’s Services Council of Broward County (CSC)** will be the lead sponsor of *Broward: Read for the Record*, to be held on Thursday, November 7th. This year’s chosen book is “Thank You, Omu!” by Oge Mora, which tells the story of a stew so tasty it brings the whole neighborhood together!

Sponsored nationally by Jumpstart, a national early education organization working toward the day every child in America enters kindergarten prepared to succeed, *Read for the Record* brings together millions of people each year in classrooms, libraries, community centers, and homes across the USA to highlight the importance of building early literacy and language skills for every child, so that all children have the opportunity to enter kindergarten prepared to succeed.

Here in Broward, **CSC** and our partners are ensuring that all four and five-year-olds receive a copy of the book to take home. 40,000 copies of the book have been purchased and now it’s time to recruit the hundreds of volunteers needed to read and distribute them in classrooms all over the county on the same day. As in years past, many of the Broward Reads Coalition/Campaign for Grade Level Reading community partners have joined **CSC** to support this endeavor: Broward County Government, Broward County Public Schools, the Jim Moran Foundation, United Way, Castle Group, the Early Learning Coalition, PNC Bank, and community activist Georgia Robinson are among those sponsoring the effort.

You are invited to be volunteer readers to sit with the children and share your love of reading. If you have done this in the past, you know how much fun it is. If you haven’t, you will definitely want to this year. The book is beautiful! You will even be provided with tips on reading to young children.

Sign up to read at www.handsonbroward.org. Follow the “Sign Up” link. If you prefer a particular school or general area, make sure you indicate the location.

For more about the campaign visit cscbroward.org/browardreads.

About the Children’s Services Council of Broward County

The **Children’s Services Council of Broward County** is an independent taxing authority established by a public referendum on September 5, 2000, and reauthorized on November 4, 2014, which, through Public Act, Chapter 2000-461 of the laws of Florida, authorizes the Council to levy up to 0.5 mills of property taxes. The role of the Council is 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.

Source:

<https://miami.cbslocal.com/2019/10/10/celebrate-literacy-and-the-power-of-reading-by-volunteering-for-broward-read-for-the-record/>

Read to A Child on Nov. 7 As Part of Broward Reads for the Record



Book cover of “Thank you, Omu,” the book selection for Read for the Record® campaign on Nov. 7, 2019.

Children’s Services Council of Broward and Broward County Public School Coordinate Massive Day of Literacy and Love of Reading, featuring a book about sharing, “Thank You, Omu!” – Register by Nov. 5

Broward County – On Thursday, November 7, 2019, from 8 a.m. to noon, hundreds of people will pick up the same book and read the same story aloud to thousands of children throughout Broward County, as part of Broward Reads for the Record®.

One of the lead coordinators of the massive, literacy effort – the Children’s Services Council of Broward County – is signing up volunteers for the inspiring day, which will feature a story about building community, sharing and caring for your neighbors.

Organizers want to surpass last year’s number of readers, which was more than 1,200, and share the book, “Thank You, Omu!” by Oge Mora with 40,000 students in 500 VPK centers, 225 schools and 15,000 classrooms.

“This is a day where everyone remembers why they love a good book,” said Cindy Arenberg Seltzer, president/CEO of Children’s Services County of Broward County.

“The readers add their own personal touches to the story-telling and get instant feedback from the children. For children, the benefits of being read to cannot be over-emphasized. In addition to the cognitive and behavioral benefits, they develop an appreciation for stories; they are introduced to new people and cultures through the book selection; and they are able to share a special time with their classmates and friends.”

Broward County’s participation in the Read for the Record® campaign is part of a national event that mobilizes millions of children and adults to celebrate literacy by participating in the largest shared reading experience.

Locally, the Children’s Services Council of Broward County and Broward County Public Schools are coordinating Broward Reads for the Record, and their goal is to have reader volunteers registered by **November 5** at 5 p.m.

[CLICK HERE](#) to register.

When volunteers sign up for this project, they will be asked to:

- select a school that is convenient to their home or office,
- type in their city/geographic area and zip code
- type in their best contact phone number

All of the supplies, including the book, will be given to readers at their designated location.

“We want students and readers, especially parents and caregivers, to experience the positivity surrounding the simple act of reading,” said (name). “So much good comes from reading stories to one another, and if people are inspired to continue reading at home, we will have achieved our ultimate goal.”

According to PBS.org for Parents, reading aloud to children has clear cognitive benefits. For example, brain scans show that hearing stories strengthens the part of the brain associated with visual imagery, story comprehension and word meaning.

One [study](#) found that kindergarten children who were read to at least three times a week had a “significantly greater phonemic awareness than did children who were read to less often.”

And the landmark, *Becoming a Nation of Readers* report from 1985 concluded that “the single most important activity for building knowledge for their eventual success is reading aloud to children.”

Reading also strengthens children’s social, emotional and character development.

According to a [2018 study](#) reading to very young children is linked to decreased levels of aggression, hyperactivity, and attention difficulties.

The study’s lead author, Alan L. Mendelsohn, shared with *The New York Times*, “when parents read with their children more... they learn to use words to describe feelings that are otherwise difficult and this enables them to better control their behavior when they have challenging feelings, like anger or sadness.”

In 2014, Broward County joined the national Campaign for Grade-Level Reading (CGLR) to increase the number of children reading at grade level by the time they complete grade 3.

The Children’s Services Council of Broward County convened community partners with leadership and support from the Broward County Commission, Broward County Public Schools, Broward County Library System, Early Learning Coalition, United Way, Family Central, Jim Moran Foundation, A.D. Henderson Foundation, Community Foundation of Broward and others to form the Broward Reads Coalition – Campaign for Grade-Level Reading ([Broward Reads](#)), now a formal component of the Broward County Children’s Strategic Plan.

Please like & share:

Like Share Tweet



NEWS · POLITICS

Broward County Commissioner Michael Udine's Exciting

November Updates

By *Guest Contributor* on November 1, 2019

By: County Commissioner Michael Udine

Veterans Day is an important time to reflect on the sacrifice that heroes make day-in and day-out for the country and our community. I look forward to attending events in Coral Springs, North Lauderdale, Parkland and Tamarac. Take a moment and honor those who have served and continue to serve our communities by helping a veteran and thanking them for their service.

Tamarac Elementary

At the beginning of November, I look forward to participating in the Children's Services Council annual "Read for the Record" program at Tamarac Elementary. This countywide event is in its 14th year, and I look forward to reading the book "Thank You, Omu!" to the kids. It's hard to tell who enjoys this event more—the kids, or me.

Tamarac Turkey Trot

Ready to race? Join me and over a thousand runners at Tamarac City Hall for the 39th annual Tamarac Turkey Trot on Thanksgiving Day. The Turkey Trot is a tradition for the whole family, and a great way to work up a big appetite before your Thanksgiving dinner.

News

Every day we hear about concerns regarding how elections are run and securing them against potential threats. In October, I attended the Florida State Association of Supervisor of Elections Conference in Orlando. As a member of the Broward County Canvassing Board, our priority is to administer efficient and secure elections to ensure every vote counts. Topics included Legislative Changes, Signature Verification, Voter Intent, Recounts, and Post-Election Audits.

In November, I will be attending the Florida Association of Counties Legislative Conference which will be hosted right here in Broward County. The FAC conference puts a spotlight on topics vital to county governments throughout the state. Subjects in the past have included Health, Public Safety, Infrastructure, and many more areas.

Lastly, on behalf of the entire Udine family, I would like to wish everyone a Happy Thanksgiving. As we all gather around our table with family and friends, let's be thankful for all of those in our lives and how fortunate we are.

Office Hour Locations:

- 10:00-11:00 AM at the Northwest Regional Library,
- 2:00-3:00 PM at the Tamarac Community Library, and
- 4:00 to 5:00 PM in North Lauderdale at the Saraniero Branch Library

Staying connected with the residents of District 3 is a top priority for me. Every month, we hold office hours on the third Wednesday. I can be reached at MUdine@Broward.org or 954-357-7003.

Source:

<https://parklandtalk.com/broward-county-commissioner-michael-udines-exciting-november-updates-5769>

CSC Correspondence

Children's Services Council of Broward County Charitable Fund

Year to Date - July 1, 2019 to September 30, 2019

BEGINNING FUND BALANCE, 07/01/2019		\$ 53,301.41
ADDITIONS TO FUND: <i>(cumulative from July 1st)</i>		
<i>Contributions (see over)</i>	28,570.00	
<i>Investment Income, Net (cumulative from July 1st)</i>	258.85	
TOTAL ADDITIONS TO FUND		28,828.85
FUND BALANCE BEFORE GRANTS AND EXPENSES		82,130.26
GRANTS/FUND EXPENSES: <i>(cumulative from July 1st)</i>		
<i>Grants Disbursed (see over)</i>	61,251.00	
<i>Administrative Fees (cumulative from July 1st)</i>	0.00	
<i>Other Expenses</i>	0.00	
TOTAL GRANTS & FUND EXPENSES		61,251.00
ENDING FUND BALANCE, 09/30/2019		\$ 20,879.26

BALANCE AVAILABLE FOR GRANT MAKING \$20,879.26

Investment Update – September 30, 2019

Economic indicators were strong in early 2019 and net *calendar-year-to-date* performance for our endowment through 09/30/2019 was 11.8%. However, the market slowed considerably for the *quarter* ending 09/30/2019. Lower corporate earnings, depressed manufacturing data, trade negotiations and other political concerns have lowered equity performance. These are issues we take seriously at the Community Foundation of Broward, so recently, our team of investment experts made some changes. We replaced a value strategy and made adjustments in the fixed income space, which provided positive returns. While risks continue to emerge in the market, we believe the diversified portfolio will provide downside protection while participating in market upswings as they occur.

If you have any questions about your Fund Statement, please contact Carol Dorko, CFO/COO, at 954.761.9503 x107.

Children's Services Council of Broward County Charitable Fund

Below is a listing of gifts between July 1, 2019 and September 30, 2019:

Donor	Date	Amount
Crockett Foundation	07/01/2019	7,500.00
Community Care Plan	07/17/2019	2,500.00
PNC Financial Services Group	07/25/2019	12,500.00
Patricia Priester	08/06/2019	35.00
Zenia Mitchell	08/06/2019	35.00
Fidelity Charitable Gift Fund	08/19/2019	6,000.00
*** Total Gifts:		28,570.00

Below is a listing of grants between Jul 1, 2019 and September 30, 2019:

Grantee	Date	Amount	Descr
Children's Services Council of Broward County	08/20/2019	61,251.00	Back to School Extravaganza and Broward Reads
*** Total Grants:		61,251.00	

Fund Statement Explanation:

Contributions:	Gifts added to your fund.
Investment Income, net:	Interest, dividends, realized and unrealized gains & losses net of investment fees.
Grants Disbursed:	Grants paid from your fund.
Foundation Administrative Fees:	Fees paid to the Community Foundation of Broward.
Other Expenses:	(only if applicable)
Balance Available for Grant making:	Available to grant. This may be expended during the fiscal year. Balances will carry-forward from year to year.

All activity is based upon the Foundation's fiscal year which is July 1, 2019 through June 30, 2020.

Don't Forget!

**Grant applications are due
November 22 for programs that
Build a Vibrant Community.**

This includes grants that support:

- **Art of Community**
- **Animal Welfare**
- **ECO Broward**

As an agency endowment Fund,
we prioritize your proposals in our
grant review process.

Make sure your proposals show how you will tackle these
key **ISSUES THAT MATTER:**

- **Art of Community:** How will you transform our community and unite residents?
- **Animal Welfare:** How will you reduce overpopulation and increase adoptions?
- **ECO Broward:** How will you tackle the negative effects of climate change?

Apply online at www.cfbroward.org.

Questions? Contact Strategic Grants Manager Angelica Rosas at arosas@cfbroward.org
or 954-761-9503.



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