



**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*

*Dr. David H. Kenton
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*

*Jeffrey S. Wood
Governor Appointee*

STAFF

*Cindy J. Arenberg Seltzer
President/CEO*

LEGAL COUNSEL

John Milledge

Garry Johnson

DATE: April 9, 2020
TO: Council Members
FROM: Cindy Arenberg Seltzer, President/CEO
SUBJECT: Information for April 16th Council Meeting

I hope you are all staying safe and healthy during these challenging times.

Enclosed is the information packet for the April 16th Council meeting, at 9:30am. Packets will be electronic this month for all Members. Since our last meeting the Governor has issued an Executive Order which has allowed governments to meet virtually providing public access is available. In accordance with that order, our April meeting will be entirely virtual. Please keep an eye out for an email that will contain information to help you connect to the virtual meeting.

As you will see, much of the packet consists of updates on the ways that CSC and our Provider network have responded to this crisis. While this is clearly a stressful time for everyone and these are not optimal working conditions, I'm happy to tell you that your amazing staff barely missed a beat in their transition to this all virtual environment. Our MIS team have been incredible!

While there are not many action items currently on the agenda, this is still an important meeting. As this situation continues to evolve, it would be helpful to understand your vision for CSC's role in responding. In addition, it will be technically instructive in case we must conduct the May meeting this way.

Please let Amy know of your planned attendance/absence by sending an email to ajacques@cscbroward.org. And if you have any questions or need further explanation on any items in this packet, or our handling of the COVID-19 situation, please feel free to email (cseltzer@cscbroward.org) or call me (954-649-8420).

Broward County Children's Services Council Monthly Meeting

April 16, 2020

9:30 a.m.

MEETING AGENDA

INFORMATION ON CONNECTING TO VIRTUAL MEETING IS AVAILABLE AT WWW.CSCBROWARD.ORG

- | | | |
|--|-----------------|---------------------------------------|
| I. Call to Order | | Cathy Donnelly, Chair |
| II. Roll Call | | Cindy Seltzer, President/CEO |
| III. Chair's Comments | | Cathy Donnelly, Chair |
| a. Moment to Arrive | | |
| b. Approve March 19, 2020, Council Minutes | (Tab 1) | |
| c. Approve New Date/Time for 1 st TRIM Hearing | (Tab 2) | |
| IV. President's Report | | Cindy Arenberg Seltzer, President/CEO |
| a. CSC Update RE COVID-19 | | |
| i. Ratify Emergency Funding to FLIPANY in Response to COVID-19 Hunger Relief Needs | (Tab 3) | |
| b. Intergovernmental Update RE COVID- 19 | (Tab 4) | |
| c. CSC May Meeting & Budget Retreat | | |
| V. Chief Programs Officer (CPO) Report | | Maria Juarez, CPO |
| a. FYI – Provider Services Update RE COVID-19 | (Tab 5) | |
| b. FYI – Funders Forum Update | (Tab 6) | |
| VI. Chief Innovation Officer (CIO) Report | | Sue Gallagher, CIO |
| a. FYI – Program Evaluation Update RE COVID-19 | (Tab 7) | |
| b. FYI – Research/Planning Update RE COVID-19 | (Tab 8) | |
| VII. Chief Communications Officer (CCO) Report | | Sandra Bernard-Bastien, CCO |
| a. Accept Trauma Report from Dr. West | (Tab 9) | |
| b. FYI – Hunger Update RE COVID-19 | (Tab 10) | |
| c. FYI – Training/Capacity Update RE COVID-19 | (Tab 11) | |
| d. FYI – Broward Reads Coalition Update RE COVID-19 | (Tab 12) | |
| VIII. Chief Operating Officer (COO) Report | | Monti Larsen, COO |
| a. Approve Financial Statements and Budget Amendments for March 2020 | (Tab 13) | |
| b. Approve Invoices, P.O.s & Contracts | (Tab 14) | |
| c. FYI – Billing Guidelines | (Tab 15) | |
| IX. Public Comment | | Cathy Donnelly, Chair |
| X. Council Members' Discussion | | Cathy Donnelly, Chair |
| XI. For Your Information | (Tab 16) | |
| 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.

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

6600 W. Commercial Blvd., Lauderhill, FL 33319

March 19, 2020

9:30 A.M.

Minutes

Members in Attendance:

School Board Member Robin Bartleman (*via phone*); Governor Appointee Cathy Donnelly; Broward County Commissioner Beam Furr; Judge Kenneth L. Gillespie (*via phone*); Governor Appointee David H. Kenton; DCF Community Development Administrator Dawn Liberta; Governor Appointee Tom Powers; Governor Appointee Jeffrey S. Wood

Counsel Present:

Garry Johnson, Esq.

Council Members Absent:

School Superintendent Robert W. Runcie; Governor Appointee Maria Schneider; Health Department Director Paula Thaqi

Staff in Attendance:

Cindy Arenberg Seltzer, President/CEO; Monti Larsen, COO

Guests in Attendance:

There were no guest attendees physically present in the room. Individuals were able to join via live stream, with the submission of comments/questions via email. No one made their presence known nor did they submit any questions prior to nor during the meeting.

Agenda:

I. Call to Order:

Ms. Donnelly called the meeting to order at 9:30 A.M.

II. Roll Call:

There were only five Members (Ms. Donnelly, Commissioner Furr, Dr. Kenton, Ms. Liberta, and Mr. Wood) present in the room at 9:30am, so the Chair proceeded with non-action items until Mr. Powers arrived, at which time Ms. Arenberg Seltzer called roll and announced the establishment of a quorum.

III. Chair's Comments:

a) Moment to Arrive:

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

b) January 16, 2020, Council Minutes:

Ms. Donnelly explained that in order to conduct an expedited meeting under the current CDC guidelines, she would like to take as many approval items as possible in a single motion. She asked Members to review the approval items, including the food funding on the supplemental agenda, and let her know if any should be pulled for an explanation, discussion, or abstention vote.

Mr. Powers pulled agenda item VI.a., “Approve Funding for Cyntoia Brown-Long and Push-Out Movie Screening Licensing Fees,” for questions and discussion.

ACTION: Commissioner Furr made motion to approve all approval items as presented, minus the Cyntoia Brown-Long item. Those items included approval of the February 20, 2020, Council meeting minutes; approval of CSC as a leverage partner for Feeding South Florida (FSF), approval of additional funding for Harvest Drive (HD) Food Boxes; approval of funding South Florida Hunger Coalition (SFHC) food distribution efforts; approval of the Department of Children & Families (DCF) Interagency Agreement, contingent upon legal counsel review and approval; approval of additional funding for 2-1-1/Henderson Behavioral Health case managers for FY 19/20; approval of revenue from ELC and related expenditures to M Network in support of the relaunch of the Look Before You Lock Campaign; approval of match funding to expand public awareness efforts related to Census 2020 through niche media outlets; approval of CSC as a leverage partner in FLIPANY’s Aetna Foundation’s Healthiest Cities Grant application, pending award; approval of budget amendments and interim financial statements for period ending February 29, 2020; and approval of the CSC monthly/annual purchases. The motion was seconded by Mr. Powers and passed with no opposing votes.

Mr. Powers inquired as to whether this May 4th event featuring Ms. Cyntoia Brown-Long was still happening; and if not, when would it be rescheduled. Ms. Arenberg Seltzer noted that the event had been postponed until September, but that no funds would be expended until the event occurred. She further explained that if it didn’t occur, the funds would return to the budget line; but if it did, Council approval now would allow staff to proceed with planning and logistics. Mr. Powers also sought confirmation that the event was not focused on selling Ms. Brown-Long’s book. Ms. Arenberg Seltzer assured him it was not a book-selling event, but rather a presentation and discussion focused on opportunities to improve the justice system and services for youth, with a focus on girls – especially those who were victims of human trafficking.

ACTION: Mr. Powers made a motion to table the Cyntoia Brown-Long agenda item until September. The motion was seconded by Mr. Wood. Mr. Powers withdrew his motion.

ACTION: Commissioner Furr made a motion to approve funding for Cyntoia Brown-Long and Push-Out movie screening licensing fees, as presented. The motion was seconded by Mr. Wood and passed with no opposing votes.

IV. President's Report:

a) Good of the Order:

In order to conduct an expedited meeting under current CDC guidelines, Ms. Arenberg Seltzer chose to forego her Good of the Order this month. She did, however, draw Members' attention to the Comprehensive Annual Financial Reports (CAFR) at the dais.

b) Deerfield Beach High School Update:

Ms. Arenberg Seltzer highlighted CSC's role so far in Deerfield Beach High School's recovery efforts after the recent deaths of three students. She further explained that CSC was assisting in pulling together weekend, evening, and Spring Break opportunities for youth, similar to those available at Eagles' Haven for Marjory Stoneman Douglas students, when the Corona Virus pandemic occurred. As a result, staff are looking at electronic opportunities and the sharing of apps. Crisis services are still available through normal channels.

c) COVID-19 Update:

i. Additional Food Funding:

ACTION: Was included in approval motion earlier in the meeting.

ii. Delegation of Authority to Executive Committee:

Ms. Arenberg Seltzer raised the issue of how to handle Council approval of possible emergency funding requests related to COVID-19 before the next Council meeting or in a situation where the Council is unable to have a quorum physically present in the room to conduct business. Discussion ensued. It was noted that an Executive Committee meeting requires two Members to be physically present, while a meeting of the full Council requires six. It was also noted that all Council members would receive any Committee meeting materials and would be able to virtually participate and join in discussions, but not vote if not a member of that Committee.

ACTION: Mr. Powers made a motion to approve creation of a Corona Virus Response Fund of up to \$500,000, to be administered by the Executive Committee, CEO, COO, and CPO in that order. The motion was seconded by Commissioner Furr and passed with no opposing votes.

In case there was no Council meeting in April, Ms. Arenberg Seltzer sought guidance on the main agenda item, the Positive Youth Development RFP awards, where contracts would need to be executed by the start of the 2020/2021 school year. Consensus was reached to permit staff to negotiate and draft contracts that could quickly be executed after Council approval of the RFP awards at the May Council meeting. It was emphasized that contract negotiations and the drafting of contracts did not constitute grant awards, and that the Council would have the final authority on who received awards. It was made clear that this directive was just an attempt to expedite the execution of contracts once the final awards were made by the Council.

For the other two RFPs currently in progress, Ms. Arenberg Seltzer explained that the process would continue electronically through CAPS, with the only adjustment being virtual or no in-person interviews.

d) Legislative Report:

In order to conduct an expedited meeting under current CDC guidelines, Ms. Arenberg Seltzer chose to forego her Legislative Report this month.

V. Chief Programs Officer (CPO) Report:

DCF IV.E. Agreement:

ACTION: Was included in approval motion earlier in the meeting.

VI. Chief Innovation Officer Report:

a) Funding for Cyntoia Brown-Long and Push-Out Movie Screening Licensing Fees:

ACTION: Was approved earlier in the meeting.

b) Additional Funding for 2-1-1/Henderson Behavioral Health Case Management:

ACTION: Was included in approval motion earlier in the meeting.

VII. Chief Communications Officer Report:

a) ELC Funds to Support Creation and Distribution of Look Before You Lock Campaign Material:

ACTION: Was included in approval motion earlier in the meeting.

b) Expansion of Census 2020 Outreach:

ACTION: Was included in approval motion earlier in the meeting.

c) Match Funding for FLIPANY's AETNA Foundation's Healthiest Cities Grant Application:

ACTION: Was included in approval motion earlier in the meeting.

VIII. Chief Operating Officer (COO) Report:

a) Financial Statements and Budget Amendments:

ACTION: Was included in approval motion earlier in the meeting.

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

ACTION: Was included in approval motion earlier in the meeting.

IX. Agency Capacity Building Committee Report:

In order to conduct an expedited meeting under current CDC guidelines, the Chair chose to forego the Committee Report this month.

X. Public Comment:

There were no comments.

XI. Adjournment:

The meeting adjourned at 10:31 A.M.

Kenneth L. Gillespie, Secretary

TAB 2



Issue: Rescheduling of 1st TRIM Hearing Due to Conflict with School Board TRIM Hearing Date

Action: Approve Rescheduling 1st TRIM Hearing from September 9th at 5:01pm to September 8th at 5:30pm

Budget Impact: None

Background: CSC is statutorily required to hold two annual T.R.I.M. Public Hearings where residents can hear and comment on the proposed budget and millage rate before Council members cast their final votes on these two items. The T.R.I.M. Hearing and process are prescribed and scripted, including the dates and times during which the Hearings must be held. CSC is prohibited from holding its TRIM Hearings on the same day as the County or School Board, and the Hearings must start *after* 5:00pm. On October 17, 2019, the Council approved its 2020 meeting calendar, which included the 2020 T.R.I.M. Hearing dates of September 9th and September 24th.

Current Status: In March, the Broward County Property Appraiser's Office released the confirmed Public Hearing dates for the School Board and County Commission. The School Board's dates are July 23rd and September 9th, which conflicts with CSC's currently-scheduled first Hearing; and the County Commission's dates are September 10th and September 22nd. Staff considered other possible dates for CSC's first Public Hearing, with the statutory requirements, deadlines and prohibitions as parameters, and is proposing **Tuesday, September 8th, at 5:30pm**. While we have previously avoided Tuesdays due to quorum concerns, there is no County Commission meeting currently scheduled for that day. There is, however, a School Board workshop scheduled from 10am-5pm. We are hoping that either there will be a quorum present in the room to allow for Superintendent Runcie and School Board Member Bartleman to vote via phone, or the later start time of 5:30pm would allow them to be physically present.

Recommended Action: Approve Rescheduling 1st TRIM Hearing from September 9th at 5:01pm to September 8th at 5:30pm

TAB 3

Service Goal:	2.2 Children live in financially stable environments, free from hunger.
Objective:	2.2.1 Promote efforts to increase economic self-sufficiency and food security for families.
Issue:	Expand Availability of Nutritious Food for Families in Need.
Action:	Ratify Emergency Funding to FLIPANY in Response to COVID-19 Hunger Relief Needs
Budget Impact:	\$ 10,000 of \$500,000 Available in Goal 2.2 for FY 19/20.

Background: Approximately one in five children in Broward experience food insecurity under normal circumstances. The Children's Services Council of Broward County (CSC) has been a supporter of childhood hunger relief efforts since 2006.

Current Status: The rapid spread of COVID-19 in Broward compelled the School Board to launch a virtual educational model and close schools for the foreseeable future. This also meant no access to school building for contracted out-of-school time programs that, in addition to academic supports also serve participants snacks and supper. Children that rely on school meals to not go hungry and their families are being especially negatively affected by this disruption of this safety net. Many of the families impacted also rely on the greatly disrupted hospitality and services industries for employment, further negatively affecting their livelihood. To confront this new reality, at their March 16, 2020 meeting, Council authorized the President/CEO to expend a limited amount of funds toward addressing critical community needs, including hunger relief.

While the Florida Department of Agriculture and Community Service got permission from the federal government to expand eligibility for the federal snack and supper program to include all children under 18. That program specifically excluded previously scheduled Spring Break which in Broward took place the week of March 23. Accordingly, staff recommended, and the President/CEO approved, providing \$10,000 to FLIPANY for additional "grab-n-go" food distribution sites, including at Kid, Inc., Christian Life Center, JLP All Sports and New Horizons during Spring Break when other options were not available. The funding allowed for over 5,000 meals (snacks and supper) to be distributed to families in need over spring break.

Action: Ratify Emergency Funding to FLIPANY in Response to COVID-19 Hunger Relief Needs

TAB 4

Issue: Intergovernmental Update re: COVID-19

Action: For Your Information Only

Budget Impact: None.

Background: As CSC has always been involved in advocacy for children and families at all levels of government, we continue to do so now.

Current Status: CSC has provided information about our programs during COVID-19 to our community's elected officials. We have connected our local elected officials with our providers to distribute food to communities in need and provided extensive resources including information about mental wellness exercises. We have also been involved in various digital communication events, including telephone town halls with Congressman Ted Deutch and Congresswoman Debbie Wasserman Schultz, to provide information to families about where they can find food and other resources in the community. As we continue to provide information to both elected officials and families in our community, we are working to host telephone town halls with Senator Rubio and other members of Congress for our provider network to ask questions about the stimulus package and what opportunities nonprofits may have for funding and resources during this time.

While Florida's regular legislative session ended in March, there is still a lot of uncertainty about what we will see from a policy and budget perspective. Due to COVID-19 and the potential loss of revenue for the state, there is a chance that we will be seeing the Governor exercise his veto authority at a higher rate than usual and/or a special session for budget reductions. We intend to leverage our relationships with our elected officials to continue to ensure that children and families are at the forefront of the agendas during this time.

Despite the current challenges, CSC has continued to partner with the County to promote the Census through all available media since July 2019. In March, the Council approved additional dollars for additional promotional efforts using paid media:

- Future First Episode with Senator Nan Rich (Committee Chair), Jose Perez (BCPS) Emmanuela Jean-Etienne and Renee Jaffe (ELC)
- Interview/spots on Caribbean Connection
- Interview/spots on Riddims Marketing
- Interview/spots Koze Fanm Creole Radio Maude
- Ads print/radio Brazilian Portuguese Achei USA
- Web/digital Census promotion on ShineOn South Florida (African American Website)
- Print Spanish Census Promotion on EnUSA
- Radio Spanish Census Promotion Actualidad
- Digital Census Promotion Caribbean National Weekly

We have also be working to connect census outreach and food distribution to the extent possible.

Recommended Action: For Your Information Only

TAB 5

Issue:	CSC Provider Services Update Post COVID-19
Action:	For Your Information
Budget Impact:	None

Background: As a result of the Coronavirus (COVID-19) Global Pandemic, Governor DeSantis declared a state of emergency for the entire state of Florida on March 9th. Following the emergency declaration, Broward County Public Schools closed on March 13th and were initially set to reopen on April 15th, but extended closures to May 1st with an acknowledgment that school campuses may not reopen this school term. On March 16th President Trump and the Centers for Disease Control and Prevention (CDC) issued the “15 Days Slow to Spread” guidance advising individuals to adopt far-reaching social distancing measures, such as avoiding gatherings of more than 10 people. On March 20th, Governor DeSantis requested application of the CDC recommendations to Broward County, and non-essential businesses were closed.

The COVID-19 Pandemic is having a profound impact across the globe, and in Broward County the impact is experienced by increased unemployment, increased financial instability, increased stress, triggering of previous trauma experiences for many children and families, increased mental health concerns, and increased hospitalizations and death.

Current Status: On March 11, CSC reassured providers that we understood the pandemic was going to interrupt service delivery and that we intended to invoke emergency billing guidelines developed in response to hurricane disruptions. We also encouraged them to explore ways to continue to serve families remotely, knowing that need for the services would only grow. Of course, at that time no one knew how long or how stringent the social distancing guidelines would be or how severely the pandemic would hit Broward County. Nevertheless, the majority of providers moved with amazing speed to shift their services delivery models.

While they had to dramatically change their service delivery models or shut down entirely at some point during the month of March, the vast majority of CSC providers have adeptly modified their services to continue to engage and support Broward’s children and families. Even the afterschool providers, once they recognized that schools were not opening in April, have developed alternative strategies and services to support the youth and families in their programs. CSC staff from all departments are in regular contact with the providers to understand the needs of the children and families and to maintain accountability (see Program Evaluation paper under the CIO report and Billing Guidelines under the COO)

Please see attached document for a list of services currently being offered by CSC funded providers.

Recommended Action: For Your Information

CSC Provider Services During COVID-19

Family Strengthening/MOMS/Kinship/Healthy Families Broward Services (In-home counseling and/or parent education services, and center-based group parenting and group support programs)

- Online/virtual support groups and parenting education sessions.
- Tele mental health services for individual and family therapy sessions.
- As needed, daily supportive counseling & case management check-ins via phone and video chats.
- Connecting families with community resources such as linkages to food resource distribution
- Utilizing CSC flex funding to assist families with emergency needs.
- Addressing school needs and helping families navigate BCSB eLearning.
- Participating in organized food distribution drives with Feeding South Florida and offering drive up “Grab and Go Meals.”
- Programs are accepting new referrals and communicating with referral sources to advise them of the virtual services still being offered.

Broward Behavioral Health Coalition (BBHC) Trauma Counseling

- Online group support.
- Ongoing telephonic support to clients, as needed.
- Tele mental health services for individual therapy services.

Eagles’ Haven

- Online/virtual support groups, Center for Mind Body Medicine series, wellness activities
- Daily phone contact with navigation services, as needed.
- 24-hour crisis line for anyone.
- Referrals to Broward Behavioral Health Coalition therapy providers for Tele mental health services.

Legal Supports, Kinship Legal and Early Childhood Court Services

- All legal services and case management services are being provided remotely and Court Hearings are on Zoom. The Dependency Court Hearings by Zoom are going well, all things considered.

Healthy Start-Safe Sleep Program

- Continues to distribute pack and play cribs to low-income families. Appointments are scheduled and delivery is made outside of the home. Families have the option to pick up cribs from the Healthy Start Coalition office outside the building at curbside.
- Set up instruction provided at a safe distance.
- Safe sleep education, including pre and post-tests, are provided over the phone or through video chat utilizing PowerPoint slides.

CSC Provider Services During COVID-19

Healthy Youth Transition Programs (HYT)

Supports for youth aging out of foster care, living in kinship care, involved with the juvenile justice system, and youth who are LGBTQ transitioning to adulthood

- Individual therapy through Telehealth, Doxy.me, and FaceTime. The therapists are also reaching out to any young people in need of additional support that are not formally enrolled in the counseling component of HYT.
- Informal counseling and navigation services provided through phone calls, texts, FaceTime, Zoom, and Doxy.me
- Flex fund gift cards for food are being delivered to youth.

New DAY Programs

Structured diversion interventions for youth with eligible offenses referred by the State Attorney's Office, and/or Broward County Justice Services, law enforcement or the Broward School Board.

- Individual /family Counseling, group sessions via various platforms (Zoom, doxy.me, etc.).
- Telephone contacts are occurring at least twice a week.
- Case management-flex fund dollars for emergency needs, referrals for resources.
- Using genius scan and cam scan to have youth return worksheets as part of programming.

Afterschool Programs

(Maximizing Out of School Time, Youth FORCE, Learning Together, LEAP High)

Elementary Afterschool Programs

- Tutoring and homework assistance.
- Helping parents navigate CANVAS and Broward County School platforms.
- Weekly wellness calls to families to see what their needs are and how they are doing, connecting them to community resources/services i.e. food distribution, first responder and health care provider camps, following up if the children/families have issues with digital learning.
- Individual and group virtual Lessons using PATHS, SPARK (through ZOOM and other platforms). Some programs have created videos which offer social emotional learning and fitness opportunities with SPARK and PATHS activities for the children. One program is offering physical education zoom calls for the children to do martial arts.
- Virtual field trips/STEAM activities online.
- For families with elementary-age children, encouraging families to read books with children, engaging families in read aloud, and STEAM activities.

CSC Provider Services During COVID-19

Additional services offered by afterschool providers who specialize in working with children with Special Needs

- Parent support with behavioral strategies (prevention and intervention).
- Nursing staff will provide parents will check-ins, support and guidance related to medical issues.

Middle and High School Afterschool Programs

Via phone and computer with youth and families:

- Assessing and providing case management to connect youth and families with needed resources, such as food pantries & feeding sites, applications for public benefits, flex funds, health care services, etc.
- Ongoing informal counseling sessions to address feelings of isolation and stress.
- Weekly check-ins to keep youth and families engaged in the program.
- Virtual afterschool for homework assistance.
- Online academic support with Khan Academy and other platforms.
- Virtual afterschool groups: TOP, life skills, fitness & nutrition.
- Social media posts and connections (FB and Instagram.)
- Zoom groups for youth with staff.
- Online groups for both parents and youth.
- Providing ongoing information/resources for assistance during this time.

Supported Training and Employment Program for youth with special needs (STEP)

- Case management to meet the immediate needs of youth and their families.
- Technology such as ZOOM, Google Classroom, and YouTube are being utilized for individual instruction and group activities.
- Youth are receiving homework assistance, social skills instruction, job interview preparation, and watching videos created for them to address specific issues and practicing dressing for success.

TAB 6

Funders Forum Meeting Summary February 7, 2020

Members Present:

Angelica Rosas, Community Foundation of Broward; **Angelika Schlanger**, The Frederick A. Deluca Foundation (by Phone); **Cassandra Evans**, Department of Juvenile Justice (DJJ); **Darrell Cunningham**, Broward County Community Partnership Division; **Dawn Liberta**, Florida Department of Children and Families; **Dion Smith**, Children's Services Council (CSC) (For Maria Juarez Stouffer); **Elida Segrera**, Broward Behavioral Health Coalition (BBHC); **Evan Goldman**, Jewish Federation of Broward County; **Keyonia Lawson**, CSC; **Larry Rein**, ChildNet; **Maria Hernandez**, United Way; **Melanie Burgess**, The Jim Moran Foundation; **Melissa Blum**, Humana; **Monica King**, Broward Healthy Start Coalition (BHSC); **Renee Jaffee**, Early Learning Coalition (ELC); **Renee Podolsky**, Florida Department of Health; **Silvia Quintana**, BBHC; **Susan Eby**, ChildNet; **Suzette Fleischman**, DCF

Guest:

Sandra Veszi Einhorn, Coordinating Council of Broward and Nonprofit Executive Alliance of Broward

Welcome & Introductions:

On behalf of Maria Juarez Stouffer, Dion Smith, CSC's Director of Program Services, welcomed members and guest and introductions were made.

Approval of the December 6, 2019 Meeting Minutes:

Dion S. asked members to review the December 6, 2019 meeting minutes. The minutes were approved with no opposing votes.

Follow-up from December 6, 2019 Meeting:

Broward Suicide Prevention Coalition

Maria H. provided an update on behalf of Lois Beaulieu who was hired as the Director of the Behavioral and Suicide Prevention and Wellness. Kimm Campbell and Suzette Fleischmann are both Co-Chairs of the Broward Suicide Prevention Coalition.

The psychological autopsy training has begun with trained members are assigned to one case at a time.

Maria H. distributed a summary and PowerPoint that contained an analysis of the 2014-2019 death reports from the Broward Medical Examiner's Office. Maria H. plans to have her staff present to members during the April meeting.

Maria H. provided members with a handout of the "Zero Suicide Organizational Self-Study" that is designed to allow organizations to assess what components of the suicide approach the organization currently has in place and to assess organizational strengths and weaknesses to then develop a work plan which will later be used as a fidelity check to determine how closely the components of the model are being followed and gives an opportunity to identify areas for improvement. The coalition wants to encourage agencies to start a zero-suicide initiative. Members raised questions of how the study would be administered and who is responsible for

completing it? Members made suggestions of how to distribute and implement the study and also suggested to include directions when sending out.

Maria H. explained that they are planning to provide a training on May 14th during the Behavioral Health Conference as the focus of the conference is suicide prevention.

Silvia Q. mentioned that Memorial is conducting suicide prevention screenings for children and then depending on the risk, outreach workers follow-up with them and connect them to services. They currently don't have the capacity to screen adults as of now. Silvia Q. and Memorial are also looking into applying for a suicide initiative grant for children. The award amount is \$500,000.

Challenges Which Impact Funders and Providers to Improve Relationships and Practices:

Dion S. introduced Sandra Veszi-Einhorn, Executive Director for the Coordination Council of Broward (CCB) and the Nonprofit Executive Alliance of Broward. Sandra V. explained that she met with Maria J. and learned that members wanted to discuss the challenges between providers and funders. Sandra V. explained that the Non-Profit Executive Alliance is made up of 75 members. Her goal is to build stronger communication, coordination and collaboration between providers and funders. When a provider has an issue, they typically come to her versus the funder. Confidentiality is most important to her but she is willing to share what Funders Forum members need during their next meeting.

Sandra V. explained that providers plates are full and mentioned that surveys, new roll-outs and implementing new initiatives are an issue as it takes time away from providers trying to run their programs. She mentioned that CSC does a good job in making sure that providers have the funding to pay someone to implement new initiatives but if other funders don't provide this support then it makes it difficult for providers to keep employees.

Another challenge is around contracts and utilization. There are expectations of advance degrees and only being able to pay low wages then utilization is low because of staffing challenges. All providers want is to be able to provide top quality programs to their clients.

Members felt that there was a lack of trainings, supervision and a sense of urgency by some agencies. Several members spoke about organizations that apply for funding without understanding the requirements of the grant and then don't have the capacity to implement the program they were awarded.

Silvia Q. mentioned that The Community Foundation explains to agencies what their qualifications are and what is needed for them to be successful before they can approve them for funding and suggested having agencies meet some minimum requirements before they can receive tax payer dollars.

Sandra V. will add these issues to the next CCB meeting agenda and can also communicate these issues to leadership and serve as the middle person.

Darrell C. suggested doing cross shadowing so that everyone understands everyone's jobs and can respect their process.

Sandra V. invited members to attend the nonprofit meetings to discuss these topics, find out where there are disconnects and what needs to happen to correct it. Sandra V. also suggested

members attend the Coordinating Council meeting that is held with the Chief Executive Officers in the county.

Silvia Q. suggested hiring fiscal agents that can help them.

Renee P. mentioned that Capacity Building Training's are highly requested and is desperately needed. It is only offered at CSC. Grassroot agencies are eager to do well and can do the work for the community but have issues with the technical areas.

These conversations will continue to the next funders forum meeting.

Update of Tasks of the District's Strategic Plan Campaigns and Initiatives:

This topic will be tabled until the April meeting.

Upcoming Procurements / Partnerships/ Leverage Opportunities/ Common Funding Initiatives:

Children's Services Council

Dion S. announced that the Healthy Youth Transitions (HYT) RFP will close on February 18th and Kinship and Kinship Law will be released during the latter part of February.

HOPE South Florida has requested Council approval to leverage funding with United Way to continue their Homeless Family Day Respite Program. This will go to the Council for approval on February 20, 2020.

Jewish Federation of Broward County

Evan G. announced that the Jewish Federation, United Way and the Community Foundation has released their annual procurement, "Dignity in Aging." It was released on February 5th and will close on April 1st. The Community Foundation will also hold a Dignity in Aging RFP Session for Funders on February 20th at 3:00 p.m. to collaborate and address the effects of isolation facing seniors in Broward. The session is to learn more about the RFP and to help create a bold and innovative pilot project that will demonstrate an effective way to counter social isolation and its effects among the aging population.

Broward County Human Services Division

Darrell C. announced that the RFP for Children Services Health Care and will soon be released. It is approximately \$6.2 million for respite, case management, advocacy and support services.

ChildNet

Larry R. announced that in July, 2020 ChildNet is planning to release a procurement to fund two specialized residential group homes for the challenging delinquent youth in Broward. This will include input from child welfare providers, DJJ and the school system. It could also include CSC and Broward County Human Services Department.

Florida Department of Children and Families

Suzette F., announced that the Criminal and Mental Health Assessment grant was released. It is a re-entry program for adolescents involved with the Department of Juvenile Justice.

Critical Issues:

Children's Services Council:

Dion S. announced that CSC is asking for Council approval to expand BBHC's utilization to provide immediate trauma therapy. BBHC is having challenges keeping clients because of the long periods of time that it takes to navigate and receive approval from insurance companies,

clients lose touch and are no longer engaged. CSC will be meeting with DCF, BBHC, Henderson and 2-1-1 to explore how to overcome barriers to immediately serve clients that are experiencing trauma.

Dion S. shared with members that CSC and the School Board brought in Dr. Cirecie Olatunji-West to facilitate 6 group “Community Conversation” sessions (3 for adults and 3 for youth) in the Pompano / Deerfield Beach, West Park / Hallandale / Hollywood and Central Broward areas which are communities that have a high amount of community violence. The purpose of these conversations was to obtain a better understanding of community needs. Many community members expressed a lack of hope and pain. If additional funders are interested in partnering with CSC on this initiative, please reach out to Maria J. A report will be released in a few months and will be shared with members.

Broward Healthy Start Coalition:

Monica K shared that BHSC has been targeting services in the West Park area because they have the highest rate of prematurity and fetal/infant mortality in the County. Memorial has been supporting these efforts.

United Way:

Maria H. mentioned that while she was attending community court, she noticed that there are mothers with small children that need housing and noticed that the key people that can provide a good system of care were not present. She is coordinating a meeting at community court to bring key system people together. Maria H. also indicated that there are some complex issues regarding human trafficking which she would like to add to the next Funders Forum agenda.

Broward County Human Services Division:

Darrell C. mentioned that he is looking at Broward’s diversion and re-entry programs. He is finding that Broward does not have a good diversionary program to where they can divert youth from being homeless.

Additional Updates

United Way:

The Behavioral Health and Wellness Training’s have started.

Children’s Services Council:

A meeting with the Center for Mind Body Medicine meeting soon take place to discuss the next steps in offering the training again during the 2020 summer. Maria J. will update members during the April meeting.

Early Learning Coalition:

Renee J. announced that they are starting to ramp up the “Look B4 You Lock” campaign by bringing it to the school district, child care providers and parents. CSC is providing marketing and television ads.

Broward Healthy Start Coalition:

Monica K. announced that they will be holding a workshop for Home Visitors, Case Managers and Social Workers to educate them on Maternal Child Health issues on April 15, 2020 at the African Research Library.

Florida Department of Health:

Renee P. announced that on March 20, 2020 there will be a Youth Self Symposium from 8:00 a.m. to 4:30 p.m. along with CSC, BBHC and Memorial. Renee P. will share the flyer with members. She asked members that are interested to contact her for more information.

Next Steps, Tasks & Follow-up

- Maria H. to invite the Broward Suicide Prevention Coalition to present to members and discuss the Zero Suicide Self Study.
- Sandra V. to invite members to the next Non-Profit Executive Alliance and Coordinating Council of Broward CEO meetings.
- Continue discussions on “Challenges Which Impact Funders and Providers to Improve Relationships and Practices.”
- Add trafficking as a critical issue to the April agenda.
- Add “Update of Tasks of the District’s Strategic Plan Campaigns and Initiatives” to the April meeting agenda.
- Add Center for Mind Body Medicine trainings in the summer to the April agenda.
- Community Foundation to share their funded agency onboarding process which includes their expectations for agencies which they may fund, including agency qualifications which lend to the agency’s success.

Next Meeting:

Friday, April 3, 2020 from 2:00 – 4:00 P.M. via a virtual platform to be announced.

TAB 7



Issue: Program Evaluation Modifications Due to COVID-19

Action: For Your Information

Budget Impact: N/A

Background: Since CSC began funding programs at the end of 2001, Performance Measures have been consistently collected from CSC-funded service providers to evaluate the success of programming and impact on participants. CSC's approach to program evaluation is comprehensive and utilizes the Results Based Accountability model. CSC Research and Evaluation Managers measure and analyze program performance in a variety of ways depending on program model and best practice. The evaluation process includes an analysis of data integrity, ensuring outcome data is captured and reported accurately and for as many participants served as possible. Outcome data can include validated pre/post-test measurement tools, single point administration tools, and surveys to determine program effectiveness and provide data for comparison with local, state and national indicators. Each fiscal year, this data is compiled and reported for funded programs in the Annual Performance Report, which is typically presented to the Council every January.

Current Status: Due to the current COVID-19 pandemic, CSC funded providers had to dramatically change their service delivery models or shut down entirely at some point during the month of March (see Program Services issue paper for details). As a result, the manner in which program evaluation is conducted for this fiscal year will need to be modified, as many programs are not physically seeing participants and are unable to capture outcome data in many of the traditional ways. The CSC Research and Evaluation team is working closely with providers to understand what type of services are being offered and the feasibility of capturing outcomes that were otherwise due during this time. Many of the school-based programming performance measures will not be collected, as post tests were to be captured in April and May. Additionally, school-based data such as grades and test scores may not be available or reflective of service impact as it has been in the past. Research and Evaluation Managers are analyzing the data that has already been collected from providers to determine what can be reported for the fiscal year. Expectations for percent of participants fully measured and goal attainment thresholds may need to be shifted to account for the effects the pandemic will have on service delivery and data collection.

Since the full effects of the pandemic on service delivery are still unknown, a clear and finite process for program evaluation cannot currently be established, however, the expectation is that the typical process will have to be modified in some way for each program area. Any changes in evaluation methods will be reported in the Annual Performance Report, as well as explanations for outcomes that could not be collected.

Recommended Action: For Your Information

TAB 8

Service Goal:	All Goals
Objective:	N/A
Issue:	Research and Planning Department COVID 19 Update
Action:	For Your Information Only
Budget Impact:	Not Applicable

Background: The scope of work for the Research and Planning Department includes program performance measurement, Integrated Data System, Broward Children's Strategic Plan, Racial Equity and the Special Needs Advisory Coalition. Research and community indicator data analysis is being done remotely. An update for program performance measurement is provided in a separate issue paper.

Current Status: Below are updates for key RAP initiatives:

1. **Integrated Data System** – Florida's new Chief Data Officer, Matthew McCarville, joined the monthly CSC hosted Florida IDS Partners Call to introduce himself and his hopes for partnering with local IDS initiatives. On April 23rd, CSC will meet with Mr. McCarville to discuss the Enterprise MOU data sharing agreements drafted by CSC Legal Counsel to see if that may provide a model for the State. There will also be an opportunity to explore other opportunities for collaboration. Internally, significant progress is being made on matching protocols and ensuring the data integrity of informed consent documents in SAMIS. Community Participatory Action Research (CPAR) research product development is now being done virtually. The Data Funders Collaborative asked CSC to join their proposal for an October 2020 conference in NYC.
2. **Broward Children's Strategic Plan** – Chair and committee meetings are successfully migrating to virtual platforms. Consulting agreement amendments for the FSG research study on CSC's collective impact, data and racial equity intersections, the youth advocacy workshop series and public service announcements to reduce human trafficking are in process.
3. **Racial Equity** – As request by Judge Bristol, CSC staff submitted a proposal to the Florida Dependency Summit in September 2020. Broward Partners for Racial Equity (BPRE) members discussed digital divide concerns with virtual schooling. The Joint Caucus will discuss the divide on April 20, 2020. Efforts are underway to convert the Implicit Bias workshop to an online format. CSC staff shared insights on the racial equity work with the University of North Carolina regarding the Implicit Bias workshop and the Institute for Healthcare Innovation equitable youth engagement in the design, implementation and evaluation of post-secondary pathways.
4. **Special Needs Advisory Coalition** – Efforts are underway to hold the May 4, 2020 SNAC meeting as a GoTo Webinar that can support up to 1000 participants. Subcommittee chairs are meeting virtually to identify (1) ways they can support system partners in their transition to virtual platforms (ie., Voc. Rehab.) and (2) emerging needs regarding waitlists, job losses, etc.

Recommended Action: For Your Information Only.

TAB 9

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:	Conduct facilitated focus groups with communities most impacted by violence
Action:	Accept the Final Report of six Resiliency Conversations as submitted by Dr. Cirecie West-Olatunji, session facilitator
Budget Impact:	None

Background: In response to the Marjory Stoneman Douglas (MSD) tragedy on February 14, 2018, CSC has provided leadership by working in the community to “connect the dots” – bringing disparate groups together (i.e. School Board of Broward County, Broward Behavioral Health Coalition, Broward County Human Services Department, private foundations, community members, other funders, and service providers) to determine what services exist, what services are needed and to maximize and utilize existing resources which led to the creation of Eagles’ Haven.

This work, in conjunction with the trauma identification and amelioration services that CSC had already begun, made it clear that this effort needed to be replicated in other parts of the county, but with sensitivity to the voices and strengths of those communities, in keeping with the principles of undoing racism.

Current Status: In the first quarter of this FY, CSC staff convened community conversations with leaders in Pompano, West Park and Central Broward to gain their insight, input and support for deeper conversations with adults and youth who have been victims of violence, to inform an RFP focused on trauma services in those areas.

Subsequently, Dr. Cirecie A. West-Olatunji was contracted to facilitate six resiliency conversations at three different venues in West Park, Pompano and Central Broward communities - three of these with adults and three with youth from the same communities. Prior to the in-person conversations, Dr. Olatunji completed research on the relevant issues related to traumatic stress for school aged children and the adults in communities. Dr. West-Olatunji also provided an abbreviated literature review summarizing key constructs pertinent to the resiliency conversations and trained a CSC staff member on participation-observation procedures. Once the data was transcribed from the six conversations, she conducted a qualitative analysis and generated themes, as well as subsequent recommendations for the CSC in a Final Report. The Report recommendations affirm some of CSC’s approaches and programs and provide additional recommendations for future consideration (i.e., augmenting programs with community member participation and conducting an emancipatory evaluation similar to CPAR)

Recommended Action: Accept the Final Report of six Resiliency Conversations as submitted by Dr. Cirecie West-Olatunji, session facilitator

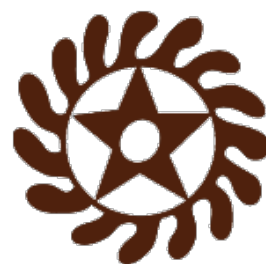
RESILIENCY CONVERSATIONS REPORT



“The streets are talking”

MARCH 2020

XULA Center for Traumatic Stress Research
Authored by: Cirecie A. West-Olatunji, Ph. D.



Resiliency Conversations Report

Executive Summary

In response to the Marjory Stoneman Douglas tragedy on 2/14/2018, the CSC has been working in the community to “connect the dots” – bringing disparate groups together. In conjunction with the trauma identification and amelioration services that CSC had already begun, this work needed to be replicated in other parts of Broward County, particularly those communities that are underserved. Prior to soliciting an outside consultant, the CSC staff convened community conversations with leaders in Pompano, West Park and Central Broward. The Children’s Services Council contracted Dr. Cirecie A. West-Olatunji, director of the XULA Center for Traumatic Stress Research (CTSR), to provide the following services: facilitate six resiliency conversations at three different venues in West Park, Pompano, and Central Broward communities. Three of these conversations were with adult community members and three were held with youth from the same communities. To prepare for facilitation of these conversations, Dr. West-Olatunji agreed to conduct a search of the relevant issues related to traumatic stress for school-aged children and the adults in their system. Additionally, Dr. West-Olatunji agreed to develop an abbreviated literature review summarizing the key constructs pertinent to the Resiliency Conversations. Prior to initiating the Resiliency Conversations, Dr. West-Olatunji provided a training on participant-observation procedures for a CSC staff person who would sit in the Resiliency Conversations as a participant-observer. Once the data was transcribed from the six conversations, the CTSR staff conducted a qualitative analysis and generated themes as well as subsequent recommendations for CSC disseminated in a final report.

***“You know, we’re nobody... they shown us everyday.
They don’t care about us. They don’t care about us.
It’s not fair.”***

The Rationale

- The different types of trauma students face in school systems affects their cognitive development and emotional well-being (Pappano, 2014).
- Traumas from mass shootings, sexual abuse, neglect, witnessing domestic/community/school violence, natural disasters, war, and suicide leave students with experiences that can cause long-term psychological disturbances and negative emotions.
- In 2017, Marjory Stoneman Douglas High School in Parkland, Fl experienced a traumatic experience that left 17 students dead from a 19 year old active shooter. However, students in other parts of the school district consistently face other traumatic events, such as drugs, alcohol, community violence, bullying, and structural racism.

Review of Relevant Research

Traumatic Stress

Traumatic stress has been used to explore the complexity of students' experiences in schools (Goodman, Miller, & West-Olatunji, 2012; Goodman & West-Olatunji, 2008). Some of these traumatic experiences include educational hegemony (the dominance of one social group over another) (Carter, 2007), transgenerational traumas (Danieli, 2007), and the effects of systemic oppression (Goodman & West-Olatunji, 2010). Psychological and somatic health problems affect substantial groups of children, leading to underachievement often, when students fall behind early in their educational experiences, they never catch up (Lau, 2002).

Trauma, as a wound that never heals, succeeds in transforming the subsequent world into its own image, secure in its capacity to re-create the experience for time immemorial. It succeeds in passing the experience from one generation to the next. (Prager, 2003, p. 176)

Transgenerational Trauma

Transgenerational trauma, also called multigenerational, intergenerational, or cross-generational trauma, is trauma that involves that transmission of trauma experienced by one generation to a subsequent generation (Davidson & Mellor, 2000; Nagata, 1990). Thus, members of the subsequent generation may be traumatized by a traumatic stimulus to which they were never directly exposed but that has impacted them through their connection to the generation that was directly impacted. The understanding of transmission between generations is essentially the belief that an experience of one person will affect future generations.

Systemic Oppression

Systemic oppression refers to the structural practices that serve as barriers to equality and are endemic in society (Carter, 2007). Those in the dominant group (e.g., White, male, higher socioeconomic status) possess the power to determine systemic practices that consistently deny privileges to those who are marginalized (Harley, Jolivette, McCormick & Tice, 2002). Oppression is the “unjust, harsh, or cruel exercise of power...that leads to psychological distress or emotional pain” (Hanna, Talley & Guindon, 2002, p. 431).

The point is oppressed people are routinely worn down by the insidious trauma involved in living day after day in a sexist, racist, classist, homophobic, and ableist society: being ogled by men on the street, slaving long hours and for minimum wages in a fish processing plant, hearing racist innuendoes even from one’s White allies. (Burstow (2003, p. 1296).

Our Conceptual Framework: Emancipatory Program Evaluation (EPE)

- ▶ Emancipatory Program Evaluation (EPE) places culture at the center of inquiry to honor and validate the stakeholders' culturally diverse ways of knowing and being.
- ▶ The method privileges the voices of those under investigation and resists implicit cultural, theoretical, or pedagogical dominance to address the macrosystemic and interpersonal issues evident within the communities.
- ▶ Use of this methodological approach allowed the consultant to deepen her understanding of the participants' worldview as community stakeholders in the Broward County neighborhoods and schools (Creswell, 1994).
- ▶ EPE involves: diverse evaluation teams, engagement of stakeholders, use of culture-centered evaluation tools, management of power dynamics, participatory evaluation designs, and strategic use of qualitative methods (Hood, 2001).

Data & Methods

- ▶ Solicit the opinions of Broward Co. residents in communities most affected by gun violence:
 - ▶ What are the key issues?
 - ▶ What community agencies or programs have been most useful?
 - ▶ What are their perceived needs?
 - ▶ Who is most affected by the gun violence?
 - ▶ What coping mechanisms have been used by individuals, families, and community organizations?
- ▶ Exploratory Question: *“How do the stakeholders served by the Children’s Services Council articulate their traumatic stress experiences and subsequent needs?”*

- Conducted searches in relevant databases to identify salient research articles and then reviewing the articles to determine key constructs related to the issue presented in the Resiliency Conversation by CSC.
- Developed an abbreviated literature review to ascertain the relevant issues and challenges as well as evidence-based practices to address issues of traumatic stress for school-aged children and the adults in their system.
- Developed 2 interview schedules for the adult and youth FG interviews. These questions were then be shared with key stakeholders for feedback and then finalized for the actual focus group interviews.
- Conducted a 10–15 minute training with the identified process observer to ensure that observational data is appropriately collected.
- Facilitated the FG interviews (n=6)
- Conducted post FG debriefing sessions with the CSC executive director and cabinet (n=6)
- Analyzed the FG data using a constant comparative method, extracted themes, and developed a report with conclusions and recommendations for action.

Attendee Record for Resiliency Conversations		
Site	Youth	Adult
West Park (Koinonia Worship Center)	6	14
Pompano Beach (Blanche Ely High School)	20	10
Central (Old Dillard Museum)	1	1

-
- ▶ Data was collected over 3 evenings (2 FGs per evening)
 - ▶ Collected at 1 school location from:
 - ▶ students representing 2 high schools
 - ▶ Community members (adults)
 - ▶ Collected at 5 community sites from students and community members (adults)
 - ▶ Focus group interviews (individual interviews when only one adult and one student was present)

Data Collection Procedures

Participants were contacted in a variety of ways by the CSC staff. Students were recruited with the assistance of teachers/principals in the identified schools. Community members were contacted using a snowball method by the CSC staff (i.e., reaching out to the community leaders to solicit names of individuals who would be willing to participate). Once potential participants were identified, they were given an Informed Consent form that outlined the purpose of the project and what they are being asked to do, including an explanation of the focus on trauma-informed services.

Data Analysis Procedures

- ▶ Review the data (to assess for accuracy),
 - ▶ Review the data several more times while highlighting salient visual points, comments or phrases that were representative of the participants' experiences,
 - ▶ Cluster highlighted visuals or statements into summary visuals or statements, and
 - ▶ Create domains of meanings from the clustered summary visuals or statements.
- The domains of meaning that emerged from the data were written up along with quotes associated with each of the categories. Team members examined commonalities and highlights, and divergent themes to reach consensus. To ensure credibility of findings, we utilized triangulation of data (i.e., archival data and demographic information), and peer examination.

The Findings

- *Responsibility* - When individuals and communities initiate an effort to provide support to an individual that they perceive to have a need.
- *Coping/Resilience* - Strategies employed to limit negative effects of distressing factors, such as school absenteeism and listening to music)
- *Systemic Trauma/Stress* - An individual’s physical or emotional response to being in a challenging environments
- *Youth Programming* - Services or activities that provide youth with an outlet away from stressful environments that promote youth mental health and supports violence reduction.

Responsibility

Responsibility			
Communal Responsibility	Self Responsibility	Role Models	Parenting Skills
Lack of Community	Need Support and Programming		

A. Communal Responsibility and Lack of Community

Both the adults and the youth spoke at great length about the lack of community support, community resources, and conflicts within the community that has occurred over time and as a result of structural racism and community disenfranchisement. One person stated that, *“It hit home and it’s like we don’t have nobody to back us up to say...to bring us together and try to find out what happened...”* Another person stated that, *“If I might say, the substance use in the community which is leading to the violence as well. There are no advocates, no programs in place.”* Someone else said, *“...you don’t have the supportive community to assist with providing care for your child*

then you're limited to doing certain things." Even the youth are aware that the community is not the same as in the past. One student shared, *"Back in the day, my grandpa said there was one dude who used to help all the kids when they needed it. Now, they don't do it no more..."*

B. Self-responsibility and the Need for Support/Programming

Overwhelmingly, the community discussants shared their frustrations with the lack of programming in their communities (*"It's a shame. There's no resources, nobody to talk to"*). Although they acknowledged that some programs exist, they found that it was difficult to access the programs because of transportation issues and when they did reach out to program personnel, they were often greeted with hostility and bias. One person shared, *"So, we try to go outside to ask for help, it's like, 'Yeah, we'll help,' but then it's closed door. You don't hear nothing back from no one."* Another adult stated that, *"...They don't mean what they say. They just say it because it's to ease your pain. But it don't ease my pain."* A common concern was the lack of concern for the gun violence, *"They don't care about what's making us sad what's killing our kids. They don't care about that. They just care about money and what they can do to get more. It's sad."* The youth talked about being put in the "rejection box" when they asked for help in their schools, *"They're draining us out of life. They taking all the fun out and stuff."* Another stated, *"We're locked down so many hard rules that maybe don't even make sense."* Yet another shared, *"You can't sit on the grass..."* And, one student complained, *"...that just takes all the fun, all the motivation for school from us."*

In all conversations and across generations, the participants agreed that there a need for more programming in their communities. Educators and students talked about the overcrowded classrooms (*"I got 45 kids in my class and seats for 30"*). Some offered suggestions for the youth, *"And that we also need to develop programs for the boys so that they're doing something, they need to be engaged in something. And they have somewhere to go where they can talk..."* The youth also believed that more programming is needed, *"...most of the time when kids are acting up or having behavior issues is because there's nothing going on in that school..."*

C. Role Models

Issues of community violence, economic hardships, structural racism, and whole scale community disenfranchisement (“*They’re knocking the apartment down to build one house. It’s sad, it’s crazy. How is you making these [row of] houses into one house that got four bedrooms? You just basically made 20 people homeless just to build this one house...*”) has left the community bereft of community members who can guide young people toward a positive sense of self, self-worth, self-love, and community engagement. This **disconnected village** has little means of stemming the rampant gun violence perpetrated by young males, in particular. The police, who could be role models are perceived as perpetrators of violence themselves, “*But they always mess with the homeless people. They stop kids that riding at night, riding in the hood...They do other stuff instead of the right stuff...*” One adult stated, “*My niece died today from a gun violence. She just died...today from a gun. A security guard shot her in the stomach.*” When asked what youth needed, one youth participant stated, “*A male role model...*” to help young people make better choices. Participants stated that role models are needed to impart moral values.

D. Parenting Skills

Although the youth did not talk a lot about their parents except when stating that their parents were their best friends, the adults did talk extensively about parenting issues. Participants discussed how economic disenfranchisement compromises their ability to take care of themselves and how they are often blamed for lack of progress with their children and in their own lives. Several sub-themes around parenting skills were identified:

- children need attention; issues that prevent parenting
 - “*...parents at home are not as interactive with their kids as they should be. And, people go through a lot of stuff at home and some of the parents they be busy and what not, and they’re not showing as much attention and love to that child as that child may need or want...*”
- need for mental health services for youth
 - “*...sometimes parents aren’t available because they’re working two jobs because the housing market is very high and it’s not matching your working wage.*”

- Need for a parent-school relationship
 - *“Parents need to go to the school and tell the teacher. Me, I go to the school and tell the teacher: ‘Listen, when you call me, I’ll come to talk. I’m a pull him out, I’m a whip him.’ ...”*
 - *“...but we need help within the schools.”*
 - *“I have a wonderful principal”*
- parenting is complicated, given their struggles related to economic stress
 - [children] *“become statistics, and it’s not fair to them, they just babies and we’re losing them...”*
 - *“And the majority of the families here is single mothers; some single fathers...I’m a single mother of 4. I just been blessed...Okay, got a p erson sitting over there working hard...trying to pay the rent but she can’t pay the rent...What about the children that need shoes that they can’t afford to buy...”*

Coping/Resilience

Coping/Resilience		
Counseling & Conflict Resolution	Growth & Resilience	Maladaptive Coping
Privacy Concerns	1. Mutuality/Friendship; 2. Coping/Trust	Marijuana

A. Counseling & Conflict Resolution

Despite the challenges faced on a daily basis, participants spoke of resilience and coping. They talked about their coping strategies, some were beneficial and others were maladaptive. Coping mechanisms included mindfulness activities, such as prayer, listening to music, meditation, and sitting quietly (*“I had to really go somewhere where there is no noise, no music, or nothing...”*). Other forms of coping included social advocacy, social action, and community empowerment.

While some participants talked about the value of counseling and mental health services, most participants spoke despairingly about their encounters with social services, and behavioral health providers. The youth spoke quite negatively about their experiences with the school counselors, *“...half the guidance counselors, they don’t do their jobs...”* And, *“...the guidance counselors, they’re not really here. They tell you to come during lunch. You come during lunch...Yeah, they’re not here...”* Another

participant stated, *“I don’t have a connection with the guidance counselor. So, if I have an issue, I wouldn’t come to the guidance counselors. I would go to one of the teachers...”*

Positive experiences with counseling were reflected in comments, such as: *“...she’s in therapy now... she seems to be doing okay.”* And, *“That’s the reason why I stay in therapy because talking to somebody besides family help you kind of get through it because family it just feels like, ‘oh, you don’t need it.’”* One youth participant had a good experience with counseling, indicating that it has been helpful, *“You go there for an hour and they talk to you about good stuff and bad stuff.”*

Other ways to cope include self-advocacy. One participant comforted another by saying, *“Don’t carry this hurt personally. Do what your son has always done. Create something in his honor...Create something in his honor to help people.....”* Another participant shared, *“You’ve got to know how to fold the grief up, put it in a box. And, she [the counselor] said, ‘take it out when you need it, when you need to...’ But you just have to learn to deal with it. Because she said the love for him is never going to go away.”*

The issue of **conflict resolution** was brought up frequently. Adults asserted that [young people]...*“don’t understand that’s it’s okay to disagree. They don’t understand that it’s okay to be mad and not have to murder.”* In discussing the gun violence, one individual stated, *“It happens every day. They talk about a lot of drive by’s. We have a lot of shootings that’s happened in our old neighborhood where we grew up at.”* One offered: *“...children are desensitized to what’s going on because it’s in their face...”* A recommendation provided was, *“...some type of conflict resolution discussion for these kids...”* Changing the narrative for youth was a concern among the adults, *“That’s another narrative that’s got to change. If you see something, you say something. That’s what the police department is pushing but, unfortunately, in our communities, ‘it’s snitches get stitches’, so that narrative has to change in order for us to get these people off the streets from killer her children.”* One youth participant stated that when there were engaging programs, *“It was fun and we all came together and we wasn’t arguing...”*

B. Growth & Resilience

Despite feelings of lack of voice, stressful schools, gun violence, and the lack of sufficient resources, the youth participants overwhelmingly felt resilient. When asked if they cope better today than they did a year ago, most participants responded affirmatively. *“I cope better now.” “you get wiser when you’re older.”* They cope by listening to music, paint (*“I’m an artist. So, I paint a lot and I listen to music...”*), draw (*“with my little sketchbook”*). Another student shared, *“Me, I’m spiritual. So I go to the scriptures, Bible, motivational videos.”* One participant stated that, *“For me, music of course, but with music I like to dance. I love to dance. I love being active. Dancing just puts me in a happy place.”* Other students talked about their social support (*“...my Mom, she has a big impact on me. She’s like my best friend.”* Or, *“Me, I like to try to connect, I like to try to spread love.”*

Young people also suggested that they struggle with trust issues, *“...we really suffer with trust issues honestly. Because if it’s somebody from my school, I’m not going [to] want to open up about anything that I’m going through because I feel like you’re going to go tell the whole school...”* In recommending peer support groups at the school, one participant suggested, *“we can have groups like these set up randomly around the school with random kinds, random teachers, just to build the trust around those group of kids, have it constantly one or two times a day in different buildings. That would be a step...to what later done the line it could prevent violence or suicide.”*

Students also discussed their lack of trust with existing service providers, *“...we don’t tend to go to them for emotional problems. I feel like everybody’s so focused on graduating and so focused on all that stuff. We done even be worried about that until something does happen. They had all those like them therapists, all that.”* Another student stated, *“...we do not like talking to people. We did not want to express ourselves. We feel like we wouldn’t get heard anyway or it’s not going to help us or we wouldn’t want to show emotion.”*

C. Maladaptive Coping

Unfortunately, with the lack of sufficient or effective mental health resources, members of the community self-medicate to cope with life’s stressors. Participants, young and old, disclosed that they use alcohol and marijuana to deal with their anxieties and frustrations (*“My dog get zooted, gets gassed.”*). Others are alone in their distress, *“I cry. I don’t know. When I feel bad, I cry.”* Other distract themselves with video games

and some students engage in social distancing, (“...just distancing myself and getting over stuff by myself that now it’s hard to even speak up to people. ...I’ll just sit there and act like I’m all right...”)

Traumatic Stress

Stress				
Curriculum Issues	Insensitive Teachers	Fewer Resources	Lack of Student Violence	Social Services @ School
	Lack of Teacher Empathy	Less Resources/Less Learning		Ineffective School Counselors

Stressful Schools

Both adults and youth participants shared their perspectives on how stressful schooling experiences are and the negative interactions between parents and educators/leaders, educators and students, the home culture and the culture of schooling. Some of the subthemes found were:

In particular, community residents were most impacted by weaponized teachers who have access to guns in schools, particularly within the current socio-political climate of political intolerance that influences legislative policies affecting disempowered and disenfranchised community residents. Students spoke despairingly about teachers, stating that, “*Yeah, they don’t care about the students. They even say that if there’s a school shooting or something, they will take care of themselves. They’re not going to take care of the students.*” Another child stated, “*They were like, ‘I might save myself. I’m not going to save anybody else.’*” One youth participant agreed, “*One of my teachers told me if there’s a school shooting, she’d jump out the window.*” As a result, students feel, “*Nervous.*” “*Overwhelmed.*” “*...Nothing.*” When asked who protects them, they said, “*God.*” “*Your parents.*” “*Yourself.*” “*Your peers.*”

There is a need for:

- enhanced communication to prevent violence; awareness of structural racism;
- increased school-parent connection; parent involvement in schools
- positive educator interactions; advocacy; social action
- trauma-informed teaching
- caring educators - translating personal life story to teach female empowerment
- caring teachers; it takes a village; when teachers go above and behind; hopeful

Stress in the Community

The compounded stressors from housing, financial, familial, and educational issues causes multiple levels of distress for community residents. They talked about:

- community violence; trauma, suicide, hopelessness (“...my 27 year old son comes to me a few months ago and say, ‘Ma, I need help if you don’t get me help, you will bury me. You will see me in prison. I’m stuck. Stuck.’”)
- traumatic stress/transgenerational trauma (“But she ain’t like me outside, I had anger issues growing up. I don’t know why, I was just an angry kid with anger issues.”)
- emotional exhaustion; compassion fatigue; limited resources (“I lost my grandson and it just took everything out of me. I really wanted to stop living because when my grandson got killed...it was like my whole world was shattered from me...” And, “I don’t want to be [in] a relationship with no more kids. I don’t want to mentor girls. I don’t want to do it. I’m tired of it.” And, “It’s gotten to the point where for me, I’m like, okay, like you say what happens to us...No, we don’t have support. There’s only so much one person...”)
- complex grief, community grief, and loss “We need a resource that come out and talk to the kids that lost a parent.” “Like I said, I still go through the emotional struggles.”
- trauma; lack of resources; systemic racism within schools; need for mental health support “...he’s getting that exposure of seeing someone die or seeing someone get shot it becomes a norm, which means [he] becomes numb to it.”
- police brutality; trauma; policing culture; police-community relationships; police brutality causes lack of respect

Insights and Recommendations

- Youth Programming (culturally responsive); “the streets are talking”
 - Conflict resolution
 - Peer counseling
 - Increase student voice, particularly in schools; eliminate weaponized teachers
 - Rite of Passage program for girls
- Community Empowerment
 - Grant writing to submit proposals to CSC
 - Use of social media to “change the narrative”
- Parents Advocating for youth in schools
 - Improve the effectiveness of school counselors; family-school-community collaboratives
 - Addressing “rejection box”; student engagement
- Place programs in the community (mental health; culture-centered trauma informed care)

Increase Youth Programming

Youth Programming/After School Programs		
Violence Reduction	Outcomes of No Programs	Barriers to Access
Conflict Resolution	Youth Mental Health	1. Expansive Options; 2. Insufficient Resources

Nearly all of the participants talked about the need to develop programming for the young people in their communities. They described their neighborhoods as being **resource deserts** where practically no programming exists. In this programming void, youth create their own activities, many are quite destructive. Recommendations for

engaging activities focused on conflict resolution and peer counseling. The conflict resolution programming would need to be engaging and therefore culturally informed. The participants talked about the need for life skills training, cultural identity development, and moral/spiritual development to promote empathy and communal responsibility. The youth in particular talked about the desire to engage in peer counseling activities in which they could be afforded the opportunity to openly share their concerns, fears, and questions about life's challenges. They also wanted to better connect with their school counselors to do more than vocational guidance with them, to focus on their emotional and psychological needs. They also wanted more information about how to help each other as peers. They wanted to know how to comfort each other when they were experiencing any emotional problems or were grieving. They also wanted to know the signs of suicidal ideation so that they could be part of each other's support network. Both adults and youth expressed the desire to be heard and be at the table when policy decisions were being made that affected their lives. The adults suggested that professional development and grant writing training be offered to assist them in learning how to be more empowered to speak up for themselves and to advocate for themselves.

Rite of Passage Programs. One intervention that has proven successful in addressing the behavioral and academic problems of African American students, males in particular, is the Rite of Passage program. Rite of Passage programs target both the education and emotional wellbeing of African American youth (West-Olatunji, 2000). The two core elements of spirituality (or morality) and interconnectedness (Harvey & Rauch, 1997).

Rite of Passage programs typically address the following components: 1) appropriate role models/bonding, 2) identity/self-esteem, 3) academic values and skills, 4) parent and community strengthening, 5) transition to adulthood, and 6) safe haven (Ascher, 1991). The three latter components also represent the potential benefits from participating in Rite of Passage programs. Rite of Passage programs provide appropriate and positive images of African American adulthood through African American teachers, mentors, and other role models. The primary aim is to combat the substantial negative images of Black adulthood. Raising the self-esteem of young African American youth is also integral to facilitating positive change in their mindset, thus impacting the manner in which they view and approach problems

encountered both at school and within their communities. Rite of Passage programs facilitate academic improvement by mandating strict attendance, provide homework assistance, and help students develop conflict resolution skills. Rite of Passage programs also help to strengthen both the family and community of the African American youth participants. Lastly, these programs provide a safe haven wherein low-income African American youths can escape from many of the negative subcultures, such as gang membership, drug abuse, and premature sexual involvement, within their communities.

Community Empowerment

Increase communication. In schools as well as in neighborhoods, community residents wanted to know more about what services are available and how to avail themselves of those services. Students also wanted to know what services were available within the schools and how they could access those services. Many of the participants recommended that community agencies and schools find better ways of communicating. For instance, community agencies and schools could use social media to **change the narrative** within these low-resourced communities regarding conflict resolution and gun violence.

Allow Parents to Serve as Advocates

Both adults and youth talked about experiences with educational hegemony and implicit bias in their interactions with school personnel. It is recommended that family-school-collaboratives be implemented. The importance of family-school-community collaboratives in which parents are involved in schools and *have a say* in the curriculum and programs being offered in schools. Parents also suggested that they could be a bridge between the home culture and the school culture to facilitate student engagement and culturally responsive instruction. Parent involvement would also help to improve the effectiveness of school counselors, teachers, and principals, ensuring that educators were more caring and inclusive in their interactions with the students. This would also aid in transforming the role of the school counselors to serve as advocates for students and address their socio-emotional needs. Additionally,

participants recommended that schools may need to extend their school day to include out-of-school time (OST) programming.

Family-School-Community Collaborations. Addressing students' educational challenges separate from environmental factors restricts the schools' ability to sufficiently address the needs of students in a manner that builds on student, family, and community assets. It has been stated that students from low income and culturally diverse backgrounds are positioned along the margins of the public education system, typically privileging middle class White students. This cultural discontinuity or cultural disconnect can impact their psychological as well as academic wellbeing (Cholewa & West-Olatunji, 2008). Families have funds of knowledge that can contribute to the schooling experience; they are not socially or intellectually barren. Homes are often places where both teaching and learning occur and children are taught social skills. As such, schools have an untapped resource: the family.

21st Century School Counselors. Developmental guidance programs have transformed into a more comprehensive model that address the academic, career, and personal/social needs of students, student standards that should be met by the school counseling program. School counselors are encouraged to implement school programs that encompass vocational, remedial, and developmental interventions, all of which have been present throughout the profession's history. Each of these services implies collaboration with stakeholders to provide culturally relevant educational practices, addressing the academic achievement of all students, moving school systems toward systemic change that reaches all students, all activities that exemplify a role of leadership within schools. Professional development training for school counselors working in low-resourced schools is needed to augment their cultural competence and improve their effectiveness in serving culturally marginalized students. For instance, school counselors could serve as leaders to initiate **restorative justice** programs within schools.

Culturally Informed Parenting Skills. One of the effects of transgenerational trauma is the disruption of cultural mores that are typically passed down from generation to generation. Moreover, with the breakdown of community unity, the lack of community support compromises parent-child relationships, erodes community

trust, and ill prepares youth for adulthood. Current parenting programs typically assume that the key aspects of parents as well as the goals of parenting are shared across cultures. Some scholars challenge those beliefs and offer research that suggests that culturally informed parenting approaches may be more effective and correlative to student academic achievement (West-Olatunji, Sanders, Mehta, & Behar-Horenstein, 2010). African American parents, in particular, demonstrate coping skills and resilience despite systemic and personal stressors. Further, their coping mechanisms are rooted in cultural patterns, such as intergenerational support from grandparents, faith in themselves and family members, and understanding the power of the spoken word as a force for healing. Thus, parenting skills programs offered by schools and within culturally marginalized communities, need to be family-guided, family-centered, family focused, and family empowered.

Augment Community-based Programs

One solution to the dearth of community services is to bring those programs to the communities that need them most. This means that either satellite programs are developed in existing buildings in low-resourced neighborhoods or mobile units are brought to neighborhoods and rotated throughout the county. Utilization of community resources, both human and material, are needed. Given the multilayered trauma issues impacting community residents, adults and youth experience a myriad of concerns in which the intensity and duration of those traumatic experiences are notable. They're presentation of trauma symptomology is similar to disaster survivors. Additionally, the pervasiveness of ineffective services can be re-injuring.

To address their needs, a comprehensive, multi-layered approach is warranted in which the community residents themselves are key players and their voices are heard. There are several models globally, particularly evident in low-resourced countries, such as India and Jamaica, that emphasize a psycho-social approach wherein community residents serve as the primary service providers. In India, for example, their disaster mental health service delivery program utilizes the training-the-trainer model wherein local residents provide disaster mental health services and the few degreed mental health professionals only come in to provide periodic supervision and professional development training. Additionally, Zimbabwe has implemented a community-based

mental health program that trains grandmothers in problem-solving, role-playing, and behavior activation skills. Their therapy sessions occur out of doors, on wooden seats, called **Friendship Benches** to combat depression in a country with an insufficient number of trained mental health professionals. CSC should consider embracing such an approach to ameliorating the grief, loss, trauma, and emotional fatigue experienced by the Broward County residents in oppressed communities.

Law Enforcement Officers. Law enforcement officers were of particular concern in their interactions with community members. Sensitivity training as well as community policing programs need to be implemented. In response to periods when police brutality against African Americans has been in the spotlight, national reform efforts have spawned with mixed outcomes. Most important in reform efforts has been a focus on improving work conditions for law enforcement officers. With burnout as a major correlate to police aggression, improved work conditions, such as increased pay, more officers hired, and better benefits, has reduced incidents of police aggression. Additionally, cultural responsiveness training has also been shown to decrease police brutality toward citizens as has community partnerships. However, purchasing more equipment has not been shown to consistently impact incidents of police aggression. Some counseling communities have taken steps to serve as advocates for African American communities in the wake of police aggression by developing internships with community police units, actively marching in demonstrations, and writing open letters to their membership to encourage social action.

The civil unrest of the 1960's gave rise to an investigation U.S. policing and led to President Johnson's 1965 Commission on Law Enforcement and the Administration of Criminal Justice. Unfortunately, the core of the commission's report erroneously stated that poverty, the economy, demographics, racism, and social injustice served as root causes to crime (Stuart & Herbert, 2016). What they did get right was their recommendation to adopt community relations programs. It wasn't until the 1990's that law enforcement reform experienced tangible results that focused on prevention and community partnerships rather than tactical resources and skills. Transformations included a focus on problem solving citizens rather than managing communities, what became known as "broken window" policing, and targeting policing. All of these steps

were taken in partnership with community stakeholders, from local transit officers to neighborhood residents, and spawned the **neighborhood watch** programs. Most importantly, law enforcement officers were operating with the approval of the community, especially among low-income African American community residents, who often experienced higher rates of crime.

In response to studies that showed significant hostility between African American community residents and police, law enforcement policy makers began to consider the need to improve community relations and developed **community-oriented policing** (COP). While studies have not shown a reduction in crime, it has been demonstrated that residents' attitudes toward law enforcement officers are greatly improved (Serbulo & Gibson, 2013). COP involved three essential elements: community partnerships, organizational transformation, and problem solving. Such problem-solving approaches have been shown to increase citizen satisfaction in relation to law enforcement (Gill et al., 2014) as well as job satisfaction among police (Greene, 2000). Counselors can serve to reduce the effects of conflict related stress on both sides. In general, culture-centered trauma informed care is needed on every level throughout the communities. This may mean that social service and behavioral healthcare providers receive substantive and comprehensive training in the area of culture-centered trauma informed care.

Culturally Responsive Evidence-based Strategies for Traumatic Stress (CRESTS).

Although there are several well-known trauma informed care strategies used by school districts, few adequately meet the needs of culturally diverse students. Even fewer have shown significant outcomes for students in low-resourced schools and impoverished communities. The CRESTS program is specifically designed to build upon the strengths of the community members and employs their cultural worldviews while integrating evidence-based interventions to reduce emotional distress, fatigue, and psychological issues resulting from pervasive stressors in marginalized communities.

The main aspects of the CRESTS program:

- a) Focuses attention on historical trauma and the macrosystemic influences as well as intrapersonal correlates on culturally marginalized individuals, families, and communities.
- b) Highlights the suppression of cultural mores and values *over* intrapsychic deficits when conceptualizing issues related to trauma in the community.

c) Introduce culture-centered healing to promote a robust state of wellness for the community (i.e., strong cultural identity, cultural restoration, spiritual wellbeing, and self-actualization).

Final Recommendation

Our final recommendation is that CSC engage in a full-scale community needs assessment that would encompass data collection over an extended period of time, consisting of:

- Behavioral Observations
- Focus Group & Individual Interviews
- Archival Data & Reports
- Existing School Data
- Videographic Data
- Surveys and Assessments, such as the Parent Proficiencies Questionnaire)

We recommend that CSC utilize the Emancipatory Program Evaluation (EPE) method to substantively involve community members of the community in the design, data collection, analysis, and interpretation. We also strongly urge the CSC to invest in training key CSC staff persons in the EPE method to engage in more participatory research under the direction of a skilled researcher. Taking these steps will ensure the trustworthiness of the investigations and improve their outcomes that, ultimately will impact the community members. Knowledge generated from and grounded in people's culture and experience can be liberating and have the potential to dismantle hegemonic knowledge paradigms that exacerbate pernicious trends in education (King & Mitchell, 1995). Therefore, this methodological framework, given its dependence on culturally diverse theories and forms of knowledge situate truth-telling, or testifyin' as tools of both disruption and liberation. By centering participant voices in accordance with their own thinking about education, schooling and achievement, EPE creates theory and practice to resolve persistent problems.

“I want to be involved because I don't want to go to another funeral.”

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Appendix A: INTERVIEW SCHEDULE-YOUTH

The Children’s Services Council is seeking input from youth in Broward County to gain their insight, input, and support in order to enhance their program and service delivery. This conversation has been designed to facilitate authentic dialogue about your experiences and your opinions about those experiences.

1. What are the most pressing concerns that you have about the stressful events that have occurred or are currently occurring in your school, home, neighborhood, or larger community?
2. Please provide some examples of when you or other youth have shown how you were impacted by some events or experiences at school. In the community. At home.
3. What are some of the obstacles that you’ve faced that you believe have influenced your relationship with others, your academic performance, your emotional wellbeing?
4. How responsive do you think school personnel, community agencies, religious leaders, elected officials, or parents are to critical events (such as natural or human-made disasters) faced by the youth of your school, neighborhood, or larger community?
5. How responsive do you think school personnel, community agencies, religious leaders, elected officials, or parents are to environmental stressors (like poverty or racism) faced by the youth of your school, neighborhood, or larger community?
6. Are you aware of any community programs (either in your community or in other communities) designed to assist youth or their family members with the stress related to critical events or environmental stressors?
7. If so, can you describe how you have (or someone you know has) made use of such programs?
8. Overall, have you or your family members found these programs helpful?
9. In what supplemental or compensatory programs are you enrolled at or after school? Have you found them helpful?
10. Now, I’d like you talk about how you have shown *resilience/coping* (or the ability to “bounce back”). Can you provide some examples of how youth have shown resilience or coping in the face of critical events or environmental stressors at school, in your home or neighborhood, or in the larger community?
11. Do you feel more resilient now than you did a year ago to cope with life’s challenges? If so, what do you think accounts for the difference?
12. What recommendations do you have for school personnel, community agencies, religious leaders, elected officials, or parents that might help to reduce the amount of stress from critical incidents or environmental stressors?

Appendix B: INTERVIEW SCHEDULE-ADULT COMMUNITY MEMBERS

The Children's Services Council is seeking input from youth in Broward County to gain their insight, input, and support in order to enhance their program and service delivery. This conversation has been designed to facilitate authentic dialogue about your experiences and your opinions about those experiences.

1. What are the most pressing concerns that you have about the stressful events that have occurred or are currently occurring in your community?
2. Please provide some examples of how you or others have been impacted by these events or experiences.
3. How responsive do you think community agencies, school personnel, religious leaders, or elected officials are to critical events (such as natural or human-made disasters) or environmental stressors (like poverty or oppression) faced by the members of the community?
4. Are you aware of any community programs (either in your community or in other communities) designed to assist individuals, families, or communities with the stress related to critical events or environmental stressors?
5. If so, can you describe how you (or someone you know) have made use of such a program?
6. Overall, do you find these programs helpful?
7. Can you give some examples of how some community members have shown resilience or coping in the face of critical events or environmental stressors?
8. Do you feel more resilient now than you did a year ago, two years ago to cope with life's challenges? If so, what do you think accounts for the difference?
9. What recommendations do you have for the community that might help to reduce the amount of stress from environmental stressors?

TAB 10

Service Goal:	2.2 Children live in financially stable environments, free from hunger.
Objective:	2.2.1 Promote efforts to increase economic self-sufficiency and food security for families.
Issue:	CSC's Support in Expanding Availability of Nutritious Food for Families in Need.
Action:	FYI
Budget Impact:	None.

Background: Approximately one in five children in Broward experiences food insecurity under normal circumstances. The Children's Services Council of Broward County (CSC) has been a supporter of childhood hunger relief efforts since 2006. After the rapid spread of COVID-19 in Broward compelled the School Board to close schools for the foreseeable future, many families whose children rely on school meals for nourishment were left with an even greater level of food insecurity. Since many afterschool programs, including CSC funded ones, are also held at school sites, thousands of children have been precluded feeding opportunities.

Current Status: During spring break, as an added challenge, Florida Dept. of Agriculture rules precluded food distributing agencies from being able to provide reimbursable meals. Accordingly, many community partners banded together to help fill the food gap, as needed. In March, the Council approved additional funds to help support expanded efforts by South Florida Hunger Coalition partners, as well as Feeding South Florida. Accordingly, "grab-n-go," safe social distancing distributions have been carried out by Mobile School Pantry, FLIPANY, Harvest Drive, Meals on Wheels and Feeding South Florida all over the County.

In addition, with leadership by Broward County Schools staff, supported by a large collaboration of partners, an app has been developed pinpointing in real time where food distribution events are taking place. In addition to connecting many partners to the collaboration, the CSC supported the effort by hosting a web page on our site www.Together4Broward.org.

Through CSC's relationship with Forever Family, they produced a spot about hunger which aired on NBC 6 promoting the work of the partners and the website. Staff, led by Communications Director, Andrew Leone, have also devoted hours to the distribution of the food as well through the partner agencies. We have also helped facilitate additional private donations.

Action: For Your Information

Service Goal:	1.1 Support provider agency efforts to enhance their infrastructure and service delivery effectiveness.
Objective:	1.1.1 Provide training, coaching and technical assistance to improve organizational effectiveness.
Issue:	Access to training and information related to emergency resources
Action:	For Your Information
Budget Impact:	None

Background: Since inception, CSC has provided local child and family serving nonprofits access to training opportunities, as well as capacity building resources to help strengthen operations, enhance service delivery, build stronger provider networks, reduce risk and increase nonprofits ability to operate sustainable businesses. The profound impact of the COVID-19 pandemic has created very specific challenges for the local nonprofit community.

Current Status: In response to the COVID-19 global pandemic, CSC has adeptly modified its business operations, communication strategies and approach to collaboration to help assess community needs, and work with other key leaders to plan and execute effective solutions. The collective efforts have included the compilation and dissemination of vital information related to:- combating income insecurity, unemployment, emergency federal aid programs for nonprofits, emergency federal aid programs for individuals and families, hunger relief efforts, local volunteer aid efforts, as well as tips and guidance for how to reduce stress, quell anxiety and help children and youth understand and cope with the impact of COVID-19. These efforts have included:

- Increased communication to local child and family serving NPO community and Agency Capacity Building members via e-blasts, Constant Contact messaging and special newsletters featuring over 40 emergency resources.
- Creation of COVID-19 Resource page featured on the CSC Training website with critical information for local nonprofits and Agency Capacity Building members.
- Coordination of efforts with the HandsOn Broward team to identify and respond to volunteer requests to support vulnerable populations within our local communities. Special projects include: creation of HandsOn at Home volunteer program, coordinated volunteer efforts with Feeding South Florida, Pantry of Broward and Broward Meals on Wheels, as well as engaging high school students through the DIY Projects and Literacy League's Storytime Heroes.
- Migration of key training titles and subjects from in person, instructor lead format to online format via the GoToMeeting platform.

Action: For Your Information

TAB 12

Service Goal:	5.1 Improve the educational success for young children.
Objective:	5.1.3 Provide leadership and support for the Community-wide Grade Level Reading Campaign including literacy and early education support (PreK through 3rd grade) and other resources for children, parents, teachers.
Issue:	Update on the work of the Broward Reads: Campaign for Grade Level Reading
Action:	FYI

Background: In 2011, the Annie E. Casey Foundation spearheaded a national Campaign for Grade Level Reading (CGLR) to make third grade reading success a priority for children and families as this is seen as a key marker in future school success. The CGLR addresses four key areas: School Readiness, School Attendance, Summer Learning and Parent Engagement. Since June 2014, CSC has assumed the lead of the local CGLR known as Broward Reads: the Campaign for Grade Level Reading which is co-chaired by Council Member Beam Furr, ELC CEO Renee Jaffe, Chief Academic Officer Dan Gohl and CSC President/CEO Cindy Arenberg Seltzer and has dozens of active members from the cities, business leaders, philanthropy and non-profits. The challenge for and focus of the group is to support common sense solutions to improve the numbers regarding reading proficiency for every student by the time they reach third grade. To do this, gaps in service are identified and addressed. This Coalition has won national Pacesetter Honors for the last two years.

Current Status: The National Grade Level Reading Campaign issued a "What's Working?" Community Challenge (WWCC) to GLR communities to post stories of progress and success as well as failures and lessons learned to foster connections between communities. WWCC is being organized to promote network-wide sharing and crowdsourcing of ideas, initiatives, and programs. These stories are also going to be peer reviewed for this year's Pacesetter Honors recognition. Broward was able to post stories on the following subjects: Attendance; Reading Pals; Children's Literature Initiative (CLI); Reading & Math, Inc.; third grade reading scores for 2019; Hands on Broward; Broward Reads in Your City and the Transition from VPK to Kindergarten. The next step in the process is to take part in the self-nomination process and the peer review process. They are looking at announcing the 2020 Pacesetter Honors sometime in July.

Broward Reads has also been busy publishing a newsletter to share the many resources available to children and families during this time of digital learning and social distancing. Many agencies are doing read alouds live on many different social media platforms to engage the children. Broward Reads is also brainstorming ideas to continue to engage the Broward Reads in Your City participants to help and educate cities how they can continue to promote early learning and literacy during this difficult time. We are also thinking of different ways to continue to recruit more cities to join and make the commitment to grade level reading in their city.

Recommended Action: FYI

TAB 13



Issue:	Budget Amendments and Interim Financial Statements for Period Ending March 31, 2020
Action:	Approve Budget Amendments and Interim Financial Statements for Period Ending March 31, 2020
Budget Impact:	None

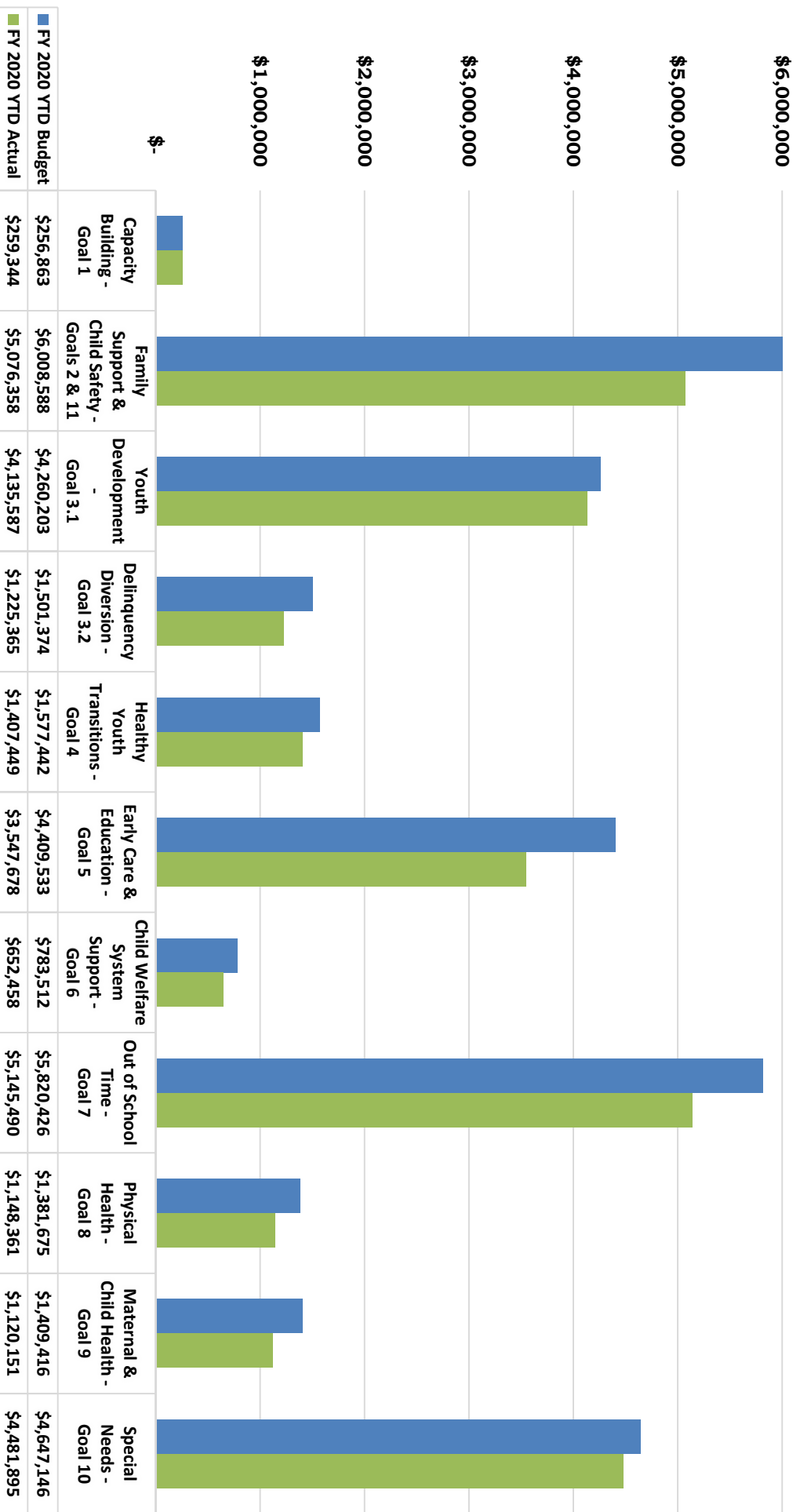
Background: The Budget Amendments and Interim Financial Statements through March 31, 2020 are attached for your review and approval. While the statements are through the period end, they only include expenditures for program services provided through February 2020 since programmatic billing runs a month behind. However, the administrative costs are presented through the end of March.

Current Status: A summary of the major financial highlights of the period includes:

- ◆ As of March 31, 2020, CSC has collected \$86.2M in tax revenue receipts, which is approximately 92.3% of the \$93.4M annual tax revenue budget. While this is a rate that is similar to this time last fiscal year, the state delayed property tax payment deadlines which will likely effect the timing for collecting the balance of our revenue. Interest received from investments to date is \$356,254, which is 78% more than budgeted, but 31% less than interest earned this time last year of \$514,130. This is primarily due to some longer-term investments (with substantially higher interest rates than currently available) which will mature in August 2020 at which time the interest earnings will be recognized.
- ◆ The Program Goals report, (starting on page 6) covers services through February. Prior to the Coronavirus shutdown, many CSC-funded programs were marginally underutilized due to various issues. The ideal utilization percentages for certain school-based programs such as; MOST, Youth Force, Youth Development and STEP, reflect historic utilization by unit type and the time of the year. Any technical assistance or corrective action that may be required is indicated in the comments column.
- ◆ There are large variances in the Family Support and Out of School Time Year-To-Date Budget to Actual as highlighted on the graph on the following page. This is the first year of a new RFP for Family Support programs and there are several new providers and/or programs that had a slow start. Typically, many of the Out-of-School Time programs, have heavy utilization in the summer months. **At this point it is impossible to know how things will evolve for the rest of this fiscal year. We'll know more in May once we have seen a full month of utilization under the Coronavirus Recovery Invoicing Guidelines rolled out on March 27.**

Recommended Action: Approve Budget Amendments and Financial Statements for Period Ending March 31, 2020.

Program Services Budget to Actual Expenditures YTD through 02.29.2020





BUDGET AMENDMENTS
for the Six Month Period Ended
March 31, 2020

Submitted to Council Meeting April 16, 2020



**Children's Services Council of Broward County
Budget Amendments
For October 2019 through March 2020**

Description	Beginning Budget Annualized	Total Amendments	Ending Budget Annualized	Comments
Budget Amendments reflected in the financial statements:				
Revenues:				
Public Awareness - Educate Taxpayers, Goal 2.1.2	\$ 710,200.00	\$ 25,000.00	\$ 735,200.00	Revenue from ELC for Kessler C/A 3/19/20.
Direct Programs:				
Prosperity EITC/Hunger, Goal 2.2.1	\$ 308,972.00	\$ 47,520.00	\$ 356,492.00	Leverage partner in FLIPPANY's Aetna Foundations Healthiest Cities Grant Application C/A 3/19/20.
Prosperity EITC/Hunger, Goal 2.2.1	\$ 356,492.00	\$ 30,000.00	\$ 386,492.00	Leverage partner for Feeding South Florida C/A 3/19/20.
Prosperity EITC/Hunger, Goal 2.2.1	\$ 386,492.00	\$ 25,000.00	\$ 411,492.00	Additional funding for Harvest Drive Food Boxes C/A 3/19/20.
Prosperity EITC/Hunger, Goal 2.2.1	\$ 411,492.00	\$ 500,000.00	\$ 911,492.00	Coronavirus Emergency Hunger Allocation C/A 3/19/2020
Unallocated / Child Care Accreditation, Goal 5.1.4	\$ 276,296.00	\$ (276,296.00)	\$ -	Reallocation to Goal 2.2.1. C/A 3/19/2020
Information/Referral Network SN, Goal 10.1.3	\$ 1,031,568.00	\$ 83,403.00	\$ 1,114,971.00	Additional funding for 211 HBC Case Managers for FY 19/20 C/A 3/19/20.
Trauma Care, Goal 2.1.3	\$ 3,248,507.00	\$ (83,403.00)	\$ 3,165,104.00	Reallocation to Goal 10.1.3 - CA 3/19/2020.
System Goals:				
Public Awareness - Educate Taxpayers, Goal 2.1.2	\$ 700,200.00	\$ 10,000.00	\$ 710,200.00	Expenditures to M Network to support the relaunch of the Look Before You Lock Campaign. C/A 3.19.20.
Unallocated	\$ 505,203.00	\$ (336,224.00)	\$ 168,979.00	Reallocation to various goals above - CA 3/19/2020.



**INTERIM FINANCIAL STATEMENTS
For The Six Month Period Ended
March 31, 2020**

Submitted to Council Meeting April 16, 2020



**Children's Services Council of Broward County
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March 31, 2020**

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**Children's Services Council of Broward County
Balance Sheet
March 31, 2020**

	General Fund March 31, 2020	Prior Year General Fund March 31, 2019
ASSETS		
Current Assets:		
Cash	\$ 3,276,465.86	\$ 2,810,110.93
Investments (Note 3)	72,539,409.73	65,563,720.92
Accounts & Interest Receivable	32,373.89	54,195.20
Due from Other Governments	-	35,936.70
Prepaid Expenses	124,477.42	131,644.67
Total Current Assets	<u>\$ 75,972,726.90</u>	<u>\$ 68,595,608.42</u>
LIABILITIES and FUND EQUITY		
Liabilities:		
Accounts Payable	121,762.97	302,056.81
Salaries & Wages Payable	323,274.61	300,816.17
Total Liabilities	<u>445,037.58</u>	<u>602,872.98</u>
Fund Equity:		
Assigned for Encumbrances and Contracts FY 20 (Note #4)	58,728,620.31	57,003,137.28
Assigned for Administration FY 20 (Note #5)	5,535,905.15	4,408,451.68
Committed for Building Fund (Note #12)	3,000,000.00	-
Unassigned Fund Balance: Minimum Fund Balance	10,125,617.70	8,942,060.90
Unassigned Fund Balance (Note #9)	(1,862,453.84)	(2,360,914.42)
Total Fund Equity	<u>75,527,689.32</u>	<u>67,992,735.44</u>
Total Liabilities and Fund Equity	<u>\$ 75,972,726.90</u>	<u>\$ 68,595,608.42</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 2019 through March 2020**

	General Fund		
	March 2020 Actual	FY 2020 YTD Actual	FY 2019 Prior YTD Actual (GF)
Revenues:			
Ad Valorem Taxes	\$ 1,616,325.05	\$ 86,248,102.25	\$ 81,222,044.85
Interest on Investments	29,925.25	356,254.22	514,130.15
Federal through State	-	-	69,717.57
Local Foundation(s)/Grant	-	828,688.29	835,390.47
Local Collab. Events & Resources	33,571.49	143,747.93	126,306.19
Training	360.00	8,430.00	7,550.00
Total Revenue	1,680,181.79	87,585,222.69	82,775,139.23
Expenditures:			
Contracted Programs:			
Total Program Services/Support	642,042.53	31,981,573.87	28,792,552.38
Total General Administration	262,801.31	1,688,782.42	1,578,508.46
Total Non-Operating	154,169.25	3,364,826.10	2,730,731.50
Total Capital Outlay	7,849.12	97,737.30	111,033.16
Total Expenditures	1,066,862.21	37,132,919.69	33,212,825.50
Excess of Revenues over Expenditures	\$ 613,319.58	50,452,303.00	49,562,313.73
Beginning Fund Balance		25,075,386.32	18,430,421.71
Ending Fund Balance		\$ 75,527,689.32	\$ 67,992,735.44

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 Ended September 30, 2020**

	FY 2020 Annual Budget	FY 2020 YTD Actual	FY 2020 Encumbrances	Annualized Encumbrances & Actual Exp.	Budget to Actual Variance	% of Actual Exp. of Budget
Revenues:						
Local Sources:						
Ad Valorem Taxes	\$ 93,454,682.00	\$ 86,248,102.25	\$ -	\$ 86,248,102.25	\$ (7,206,579.75)	92.29%
Interest on Investments	200,000.00	356,254.22	-	356,254.22	156,254.22	178.13%
Federal Through State	156,000.00	-	-	-	(156,000.00)	0.00%
Local Foundation(s)/Grant(s)	911,391.00	828,688.29	-	828,688.29	(82,702.71)	90.93%
Local Collab. Events & Resources	214,915.00	143,747.93	-	143,747.93	(71,167.07)	66.89%
Training	10,000.00	8,430.00	-	8,430.00	(1,570.00)	84.30%
Fund Balance	7,792,662.00	-	-	-	-	0.00%
Total Revenue	102,739,650.00	87,585,222.69	-	87,585,222.69	(7,361,765.31)	85.25%
Expenditures:						
Program Services:						
Direct Programs	87,096,766.00	28,947,969.73	52,736,934.23	81,684,903.96	5,411,862.04	93.79%
Monitoring	68,000.00	42,508.00	-	42,508.00	25,492.00	62.51%
Outcome Materials	20,000.00	11,375.00	12.00	11,387.00	8,613.00	56.94%
Total Program Services	87,184,766.00	29,001,852.73	52,736,946.23	81,738,798.96	5,445,967.04	93.75%
Program Support:						
Employee Salaries (Note #10)	4,801,318.00	2,141,436.32	-	2,141,436.32	2,659,881.68	44.60%
Employee Benefits (Note #10)	1,952,632.00	760,946.73	-	760,946.73	1,191,685.27	38.97%
Consulting	10,000.00	9,148.96	-	9,148.96	851.04	91.49%
Travel (Note #10)	50,015.00	8,914.11	-	8,914.11	41,100.89	17.82%
Software Maintenance	41,800.00	24,525.99	2,887.74	27,413.73	14,386.27	65.58%
Telephone	25,000.00	6,132.67	2,899.83	9,032.50	15,967.50	36.13%
Postage	3,000.00	1,728.24	894.91	2,623.15	376.85	87.44%
Advertising/Printing/Other	64,499.00	18,688.41	34,497.93	53,186.34	11,312.66	82.46%
Material and Supplies	7,770.00	678.30	650.31	1,328.61	6,441.39	17.10%
Dues and Fees	40,880.00	7,521.41	400.00	7,921.41	32,958.59	19.38%
Total Program Support	6,996,914.00	2,979,721.14	42,230.72	3,021,951.86	3,974,962.14	43.19%
Total Program Services/Support	94,181,680.00	31,981,573.87	52,779,176.95	84,760,750.82	9,420,929.18	90.00%



Children's Services Council of Broward County
Budget to Actual (Budgetary Basis)
Annualized - Fiscal Year Ended September 30, 2020

	FY 2020 Annual Budget	FY 2020 YTD Actual	FY 2020 Encumbrances	Annualized Encumbrances & Actual Exp.	Budget to Actual Variance	% of Actual Exp. of Budget
General Administration:						
Employee Salaries	2,140,685.00	947,262.49	-	947,262.49	1,193,422.51	44.25%
Employee Benefits	917,932.00	356,685.11	-	356,685.11	561,246.89	38.86%
Legal Fees	40,000.00	7,770.00	32,230.00	40,000.00	-	100.00%
Auditors	35,000.00	34,400.00	600.00	35,000.00	-	100.00%
Other Consultants	66,900.00	13,550.00	24,220.00	37,770.00	29,130.00	56.46%
Insurance	57,298.00	30,448.12	-	30,448.12	26,849.88	53.14%
Telecommunications	37,272.00	12,308.18	14,580.71	26,888.89	10,383.11	72.14%
Internet	25,728.00	15,876.00	8,146.88	24,022.88	1,705.12	93.37%
Rental - Equipment	43,474.00	9,106.87	10,717.13	19,824.00	23,650.00	45.60%
Building Operations (Note # 7)						
Facilities Management	201,142.00	76,230.04	114,674.64	190,904.68	10,237.32	94.91%
Utilities	74,675.00	27,352.20	43,369.11	70,721.31	3,953.69	94.71%
Other	173,407.00	5,562.93	9,125.58	14,688.51	158,718.49	8.47%
Software/Repair Maint	150,324.00	48,317.92	15,605.26	63,923.18	86,400.82	42.52%
Equipment Repairs & Maintenance	50,972.00	15,326.10	8,810.34	24,136.44	26,835.56	47.35%
Travel	35,000.00	3,697.65	-	3,697.65	31,302.35	10.56%
Postage	8,000.00	2,230.38	4,146.47	6,376.85	1,623.15	79.71%
Advertising	10,670.00	-	7,500.00	7,500.00	3,170.00	70.29%
Printing	12,000.00	1,727.25	2,458.75	4,186.00	7,814.00	34.88%
Other Purchased Svc	120,533.00	61,009.30	54,275.13	115,284.43	5,248.57	95.65%
Materials and Supplies	51,945.00	14,096.21	20,843.50	34,939.71	17,005.29	67.26%
Dues and Fees	42,735.00	5,825.67	2,015.00	7,840.67	34,894.33	18.35%
Total General Administration	4,295,692.00	1,688,782.42	373,318.50	2,062,100.92	2,233,591.08	48.00%
Non-Operating						
Comm. Redevelop Agency (Note #11)	3,273,777.00	2,904,369.01	-	2,904,369.01	369,407.99	88.72%
Property Appraiser Fees	618,290.00	460,457.09	157,832.91	618,290.00	-	100.00%
Total Non-Operating	3,892,067.00	3,364,826.10	157,832.91	3,522,659.01	369,407.99	90.51%
Capital Outlay:						
Land Improvements.	1,514.00	1,514.00	-	1,514.00	-	100.00%
Computer Equip/Software	318,697.00	72,273.54	18,148.67	90,422.21	228,274.79	28.37%
Furniture/ Equipment	50,000.00	23,949.76	25,779.24	49,729.00	271.00	99.46%
Total Capital Outlay	370,211.00	97,737.30	43,927.91	141,665.21	228,545.79	38.27%
Total Expenditures	102,739,650.00	37,132,919.69	53,354,256.27	90,487,175.96	12,252,474.04	88.07%

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



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	Program Invoice - Prior Month		Fiscal Year 2019-2020				Comments
		February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	
Services Goals:								
1.1-1	Training/Tech Assistance							
	Trainers	4,400.00	4,400.00	76,110.00	28,053.05	48,056.95	36.86%	
	Unallocated	-	-	27,490.00	-	27,490.00	0.00%	
	Total Training/Tech Assist	4,400.00	4,400.00	103,600.00	28,053.05	75,546.95	27.08%	
1.1-2	Support Organization/Program Quality							
	Capacity	5,100.00	5,100.00	195,570.00	74,584.38	120,985.62	38.14%	
	Leadership Initiatives	5,232.00	5,232.00	27,432.00	13,032.00	14,400.00	47.51%	
	Unallocated	-	-	26,998.00	-	26,998.00	0.00%	
	Total Support/Prog. Quality	10,332.00	10,332.00	250,000.00	87,616.38	162,383.62	35.05%	
1.1-3	Fiscal Support Fees							
	Comm Based Connection FS Alex Rebb-Fam St	1,189.00	1,189.41	14,273.00	5,947.05	8,325.95	41.67%	41.67%
	Comm Based Connection FS Alex Rebb-LT	975.00	893.91	10,727.00	4,468.95	6,258.05	41.66%	41.67%
	Ctr for Hearing FS KIDS-Fam St	370.00	370.08	4,441.00	1,850.40	2,590.60	41.67%	41.67%
	Ctr for Hearing FS KIDS-Yth Force	594.00	594.18	6,536.00	2,970.90	3,565.10	45.45%	36.36%
	Ctr for Hearing FS KIDS-MOST SN	617.00	617.67	7,412.00	3,088.35	4,323.65	41.67%	41.67%
	Ctr for Hearing FS KIDS-STEP	601.00	601.00	6,611.00	3,005.00	3,606.00	45.45%	36.36%
	S FL Hunger Breakspot - FS Meals on Wheels	711.00	711.16	8,534.00	2,844.64	5,689.36	33.33%	41.67%
	S FL Hunger Pantry - FS Meals on Wheels	591.00	590.75	7,089.00	2,953.75	4,135.25	41.67%	41.67%
	Men2Boys FS FLITE -Learning Together	1,390.00	1,529.40	15,294.00	7,647.00	7,647.00	50.00%	50.00%
	HOMES - FS KIDS-HTY	594.00	593.92	7,127.00	2,969.60	4,157.40	41.67%	41.67%
	New Mirawood FS KIDS- MOST	1,609.00	1,609.67	19,316.00	8,048.35	11,267.65	41.67%	41.67%
	Unallocated	-	-	161,031.00	-	161,031.00	0.00%	To be used as needed
	Total Fiscal Support Fees	9,241.00	9,301.15	268,391.00	45,793.99	222,597.01	17.06%	
1.1-4	Volunteers							
	Volunteer Broward	20,524.00	17,807.27	246,297.00	97,880.46	148,416.54	39.74%	41.67%
	Total Volunteers	20,524.00	17,807.27	246,297.00	97,880.46	148,416.54	39.74%	
1	Total Agency Capacity Bldg.	44,497.00	41,840.42	868,288.00	259,343.88	608,944.12	29.87%	
2.1-1	Reduce Abuse & Neglect/Family Strengthening							
	Advocacy Network on Disabilities	16,983.00		213,818.00	20,111.89	193,706.11	9.41%	41.67% Feb. invoice pending.
	ARC, INC - PAT	54,340.00	55,259.74	658,218.00	258,242.53	399,975.47	39.23%	41.67%
	Boys & Girls Club	49,563.00		446,077.00	137,212.62	308,864.38	30.76%	22.22% Feb. invoice pending.
	Broward Behavioral Health Coalition (BYRC) grant match	3,333.00		40,000.00	8,010.72	31,989.28	20.03%	41.67% Low CM needs. Feb invoice pending.
	Broward Children's Center	12,493.00	8,008.10	149,930.00	38,988.39	110,941.61	26.00%	41.67% Continued TA provided.
	Center for Hear/FS KIDS	13,978.00	14,030.14	167,742.00	63,124.57	104,617.43	37.63%	41.67%
	Children's Harbor	45,175.00	42,035.69	550,121.00	241,575.85	308,545.15	43.91%	41.67%
	Comm Based Connections/ FS Alex Rebb	23,892.00	27,136.34	290,711.00	110,041.68	180,669.32	37.85%	41.67%
	Family Central - Nurturing	39,135.00	32,121.61	475,491.00	181,441.41	294,049.59	38.16%	41.67%
	Father Flanagan's Boys Town	28,924.00	17,940.20	347,099.00	99,133.65	247,965.35	28.56%	41.67% Staff vacancy filled.
	Gulf Coast CC	71,609.00	65,099.70	872,327.00	347,273.23	525,053.77	39.81%	41.67%
	Henderson - MST	1,612.66	1,612.62	596,462.00	210,685.15	385,776.85	35.32%	41.67%
	Henderson - MST-AHCA	34,758.38	58,847.25	105,380.00	58,847.25	46,532.75	55.84%	41.67%
	Henderson - HOMEBUILDERS	45,309.00	41,703.72	543,716.00	153,966.19	389,749.81	28.32%	41.67% Low referrals. TA Provided.
	Henderson - PIP	10,851.00	1,359.90	93,673.00	4,395.77	89,277.23	4.69%	22.22% Staff vacancy. TA Provided.
	Hispanic Unity	40,692.00	38,735.27	488,309.00	125,559.63	362,749.37	25.71%	41.67% Continued TA provided.



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
	HOPE - South Florida	-	-	47,000.00	-	47,000.00	0.00%		Leverage contract started in March 2020.
	Jack and Jill	14,255.00	23,753.80	172,073.00	63,756.69	108,316.31	37.05%	41.67%	
	JAFCO - MST	49,226.00	53,533.31	590,715.00	213,181.39	377,533.61	36.09%	41.67%	
	Juliana Gerana & Associates.	27,642.00	24,228.97	334,656.00	130,964.86	203,691.14	39.13%	41.67%	
	KIDS in Distress, HOMEBUILDERS	45,821.00	47,656.74	552,873.00	186,568.73	366,304.27	33.75%	41.67%	
	KIDS - KID FIRST & SAFE	109,183.00	95,517.02	1,327,833.00	496,931.60	830,901.40	37.42%	41.67%	
	Memorial Healthcare Sys - Ties	67,425.00	69,221.88	810,019.00	366,337.46	443,681.54	45.23%	41.67%	
	Memorial Healthcare Sys - Teens	31,635.00	22,237.63	383,947.00	120,341.00	263,606.00	31.34%	41.67%	Slow start, new program.
	PACE	21,070.00	15,677.46	255,765.00	45,862.08	209,902.92	17.93%	41.67%	Low referrals. TA provided.
	Smith Community MH - CBT Training	48,177.00	60,617.65	581,647.00	244,696.98	336,950.02	42.07%	41.67%	
		-	-	43,500.00	4,560.00	38,940.00	10.48%		Trainings re-scheduled.
	Total Reduce Abuse & Neglect	907,082.04	816,334.74	11,139,102.00	3,931,811.32	7,207,290.68	35.30%		
2.1-2	Kinship/Non-Relative Care								
	Kids in Distress	47,661.00	50,260.70	571,952.00	247,648.25	324,303.75	43.30%	41.67%	
	Harmony	13,008.00	14,476.99	156,104.00	72,693.00	83,411.00	46.57%	41.67%	
	Legal Aid of Broward County, Inc	25,460.00	30,111.75	305,530.00	145,855.00	159,675.00	47.74%	41.67%	
	Mental Health Assoc	12,007.00	4,242.18	144,095.00	38,574.78	105,520.22	26.77%	41.67%	Staff vacancy. TA Provided.
	Total Kinship/Non-Relative Care	98,136.00	99,091.62	1,177,681.00	504,771.03	672,909.97	42.86%		
2.1-3	Trauma Care								
	Broward Behavioral Health	41,665.00	15,439.42	500,000.00	60,651.27	439,348.73	12.13%	41.67%	Payor of last resort
	JAFCO - Community Wellness Center	69,964.00	-	976,925.00	241,082.69	735,842.31	24.68%	41.67%	February invoice pending, amendment in process
	JAFCO - Admin Expenses - CSC	6,666.00	-	80,000.00	25,117.18	54,882.82	31.40%	41.67%	February invoice pending, amendment in process
	Children's Bereavement Center	7,346.00	-	66,114.00	-	66,114.00	0.00%		Contract approved in January.
	Center for Mind Body CSC	-	-	112,806.00	-	112,806.00	0.00%		CMBM training to occur in Summer 2020.
	Data Reporting Consultant	-	-	150,000.00	-	150,000.00	0.00%		Pending award of AEAP grant
	Community Conversations	13,550.00	8,745.92	15,050.00	13,455.92	1,594.08	89.41%		
	Unallocated	-	3,210.00	1,264,209.00	-	1,264,209.00	0.00%		
	Total Kinship/Non-Relative Care	139,191.00	27,395.34	3,165,104.00	340,307.06	2,824,796.94	10.75%		
2.1	Total Service Goal 2.1	1,144,409.04	942,821.70	15,481,887.00	4,776,889.41	10,704,997.59	30.85%		
2.2-1	Prosperity								
	EITC								
	Hispanic Unity	26,727.00	72,677.96	320,727.00	164,521.10	156,205.90	51.30%	50.00%	
	CCB	-	-	10,000.00	10,000.00	-	100.00%		
	Urban League of Broward County, Inc.	2,306.00	2,521.58	27,673.00	7,670.73	20,002.27	27.72%	30.00%	
	Hunger								
	Harvest Drive	-	-	45,000.00	27,899.51	17,100.49	62.00%	100.00%	
	SOREF	6,068.00	-	54,608.00	-	54,608.00	0.00%		New program.
	Feeding SFL	-	-	30,000.00	-	30,000.00	0.00%		New program.
	FLIPPANY - AETNA LEV	-	-	47,520.00	-	47,520.00	0.00%		New program. Pending award.
	FLIPPANY - 1X Emergency	-	-	10,000.00	9,963.20	36.80	99.63%	100.00%	
	So FL Hunger: Breakspot FS Meals on Wheels	10,160.00	5,175.04	121,917.00	26,448.95	95,468.05	21.69%		Primarily a summer program.
	So FL Hunger: Pantry FS Meals on Wheels	8,439.00	7,180.15	112,447.00	35,747.15	76,699.85	31.79%		
	Contingency Cononavirus Fund	-	-	490,000.00	-	490,000.00	0.00%		
	Total Prosperity EITC/Hunger	53,700.00	87,554.73	1,269,892.00	282,250.64	987,641.36	22.23%		
2	Total Family Strengthening	1,198,109.04	1,030,376.43	16,751,779.00	5,059,140.05	11,692,638.95	30.20%		



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
3.1-1	Youth Force								
	ASP, Inc	51,171.00	30,721.95	576,731.00	196,975.15	379,755.85	34.15%	44.00%	TA for invoicing process
	Ctr for Hearing FS KIDS	16,878.00	14,201.18	246,889.00	85,672.10	161,216.90	34.70%	44.00%	
	Community Access Center, Inc	10,590.00	12,155.69	142,543.00	63,367.45	79,175.55	44.45%	44.00%	
	Community Reconstruction Housing- North	17,990.00	13,311.71	194,418.00	93,241.45	101,176.55	47.96%	44.00%	
	Community Reconstruction Housing- South	17,552.00	13,933.51	191,577.00	69,243.22	122,333.78	36.14%	44.00%	
	Crockett Foundation, Inc	19,042.00	18,984.98	239,182.00	117,031.55	122,150.45	48.93%	44.00%	
	HANDY	40,120.00	41,167.49	422,512.00	221,869.99	200,642.01	52.51%	44.00%	
	Hanley Ctr Foundation	1,909.00	2,545.42	30,545.00	12,727.10	17,817.90	41.67%	44.00%	
	Harmony Development Center, Inc.	33,929.00	35,165.49	391,511.00	172,513.84	218,997.16	44.06%	44.00%	
	Hispanic Unity	92,136.00	89,820.25	1,035,510.00	439,680.77	595,829.23	42.46%	44.00%	
	Memorial Healthcare System	47,622.00	46,617.97	518,746.00	214,334.31	304,411.69	41.32%	44.00%	
	Opportunities Ind Ctr (OIC)	26,430.00	26,072.18	284,845.00	134,786.75	150,058.25	47.32%	44.00%	
	Smith Community MH Foundation	42,366.00	49,908.84	476,019.00	254,257.18	221,761.82	53.41%	44.00%	
	Urban League of Broward County, Inc.	14,193.00	13,199.74	179,378.00	69,727.30	109,650.70	38.87%	44.00%	
	West Park, City of	15,041.00	8,264.43	202,693.00	43,928.95	158,764.05	21.67%	44.00%	School year recruitment issues; TA provided.
	Wyman TOP Training			15,000.00		15,000.00	0.00%		Provider bills annually in July
	YMCA of S FL.	65,780.00	62,464.33	761,161.00	304,406.28	456,754.72	39.99%	44.00%	
	Unallocated	-	-	744,513.00	-	744,513.00	0.00%		Reserved for RFP Aug/Sept.
	Total Youth Force	512,749.00	478,535.16	6,653,773.00	2,493,763.39	4,160,009.61	37.48%		
3.1-3	LEAP High (Sustained High Schools)								
	Hispanic Unity	37,412.00	45,300.77	457,154.00	203,048.44	254,105.56	44.42%	38.00%	
	Hispanic Unity-LEVERAGE	11,438.00	12,520.00	116,964.00	53,401.22	63,562.78	45.66%	38.00%	
	Motivational Edge	6,045.00		50,909.00		50,909.00	0.00%		Invoices pending. Site issues. Receiving TA
	YMCA of S FL.	162,184.00	230,779.10	1,963,851.00	1,003,321.79	960,529.21	51.09%	38.00%	
	Unallocated	-	-	318,839.00	-	318,839.00	0.00%		Reserved for RFP
	Grand total LEAP	217,079.00	288,599.87	2,907,717.00	1,259,771.45	1,647,945.55	43.33%		
3.1-4	Summer Youth Employment								
	CareerSource Broward	52,854.00	12,986.23	1,898,942.00	69,388.26	1,829,553.74	3.65%		Summer Program
	Total Summer Yth Employment	52,854.00	12,986.23	1,898,942.00	69,388.26	1,829,553.74	3.65%		
3.1-5	Learning Together								
	Crockett Foundation, Inc	21,848.00	17,552.59	218,486.00	105,657.07	112,828.93	48.36%	50.00%	
	Community Based Connection FS Alex Rebb	21,848.00	21,376.94	218,486.00	103,879.75	114,606.25	47.55%	50.00%	
	Men2Boys FS FLITE	21,848.00	16,952.38	218,486.00	100,401.71	118,084.29	45.95%	50.00%	
	Unallocated	-	-	131,089.00	-	131,089.00	0.00%		
	Total Learning Together	65,544.00	55,881.91	786,547.00	309,938.53	476,608.47	39.40%		
3.1-6	Youth Leadership Development								
	Broward Youth Shine	568.00	-	6,822.00	2,295.00	4,527.00	33.64%	41.67%	Feb. invoice pending.
	Youth Leadership Consultant	-	-	4,478.00	430.50	4,047.50	9.61%		
	Unallocated	-	-	45,725.00	-	45,725.00	0.00%		
	Total Youth Leadership Development	568.00	-	57,025.00	2,725.50	54,299.50	4.78%		
3.1	Total Service Goal 3.1	848,794.00	836,003.17	12,304,004.00	4,135,587.13	8,168,416.87	33.61%		
3.2-1	Diversion Programs								
	New Day								
	Broward Sheriff's Office	66,436.00	64,786.66	797,236.00	302,308.16	494,927.84	37.92%	41.67%	
	Camelot CC	28,895.00	24,760.41	346,735.00	120,005.10	226,729.90	34.61%	41.67%	
	Harmony Development Ctr	18,996.00	20,341.27	227,964.00	66,291.10	161,672.90	29.08%	41.67%	Lower than expected referrals.



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
	Henderson BH	30,581.00	21,805.53	366,986.00	102,958.64	264,027.36	28.06%	41.67%	Lower than expected referrals.
	Julianna Gerena & Associates	30,854.00	27,253.24	370,248.00	148,496.90	221,751.10	40.11%	41.67%	
	Memorial Healthcare Sys	49,626.00	55,568.50	595,509.00	218,555.38	376,953.62	36.70%	41.67%	
	PACE Center for Girls	17,927.00	11,149.65	215,133.00	59,696.93	155,436.07	27.75%	41.67%	Lower than expected referrals.
	Smith Mental Health Assoc	29,294.00	23,013.72	351,529.00	90,522.19	261,006.81	25.75%	41.67%	Lower than expected referrals.
	Urban League of Broward	25,449.00	21,522.85	305,388.00	105,447.35	199,940.65	34.53%	41.67%	
	Training	5,684.00	5,683.33	25,000.00	11,083.33	13,916.67	44.33%		Trainings scheduled for February 2020.
	Total Diversion Programs	303,742.00	275,885.16	3,601,728.00	1,225,365.08	2,376,362.92	34.02%		
3.2	Total Service Goal 3.2	303,742.00	275,885.16	3,601,728.00	1,225,365.08	2,376,362.92	34.02%		
3	Total Delinquency Prev & Div.	1,152,536.00	1,111,888.33	15,905,732.00	5,360,952.21	10,544,779.79	33.70%		
4.1-1	Healthy Youth Transitions (HYT)								
	Camelot CC	33,623.00	34,162.90	403,482.00	150,977.62	252,504.38	37.42%	41.67%	
	FLITE	15,031.00	11,879.11	180,381.00	68,475.79	111,905.21	37.96%	41.67%	
	Gulf Coast	38,565.00	38,747.11	462,782.00	169,241.80	293,540.20	36.57%	41.67%	
	HANDY	58,386.00	59,910.57	700,638.00	309,119.79	391,518.21	44.12%	41.67%	
	Henderson BH-Wilson Gardens	19,408.00	17,482.42	232,899.00	68,783.97	164,115.03	29.53%	41.67%	Lower than expected referrals. TA provided.
	Housing Opp Mort Assist (HOMES) FS KIDS	8,484.00	12,757.39	101,818.00	47,444.00	54,374.00	46.60%	41.67%	
	Memorial Healthcare	54,504.00	52,630.77	654,060.00	213,493.07	440,566.93	32.64%	41.67%	
	Museum of Discovery & Science	8,275.00		99,726.00	50,058.18	49,667.82	50.20%	41.67%	
	PACE Ctr for Girls	22,117.00	20,386.65	265,413.00	100,025.41	165,387.59	37.69%	41.67%	
	SunServe	32,314.00	29,474.26	387,787.00	151,189.10	236,597.90	38.99%	41.67%	
	Urban League of Broward County	24,791.00	20,136.59	297,503.00	78,640.38	218,862.62	26.43%	41.67%	Staff vacancy filled.
	Total Healthy Youth Transitions (HYT)	315,498.00	297,567.77	3,786,489.00	1,407,449.11	2,379,039.89	37.17%		
4	Total Healthy Youth Transitions	315,498.00	297,567.77	3,786,489.00	1,407,449.11	2,379,039.89	37.17%		
5.1-1	Subsidized Childcare								
	Early Learning Coalition	366,070.00	-	4,592,850.00	1,495,029.27	3,097,820.73	32.55%	41.67%	Feb. invoice pending.
	Early Learning Coalition-Vol Pop	334,820.00	-	4,017,850.00	1,283,595.12	2,734,254.88	31.95%	41.67%	Feb. invoice pending.
	Total Subsidized Childcare	700,890.00	-	8,610,700.00	2,778,624.39	5,832,075.61	32.27%		
5.1-2	Preschool Training								
	Family Central (PBS)	75,006.00	85,731.48	900,073.00	405,138.04	494,934.96	45.01%	41.67%	
	Total Preschool Training	75,006.00	85,731.48	900,073.00	405,138.04	494,934.96	45.01%		
5.1-3	Grade Level Reading Campaign								
	KidVision/WPBT and Word A Day	-	-	101,000.00	75,750.00	25,250.00	75.00%		
	Broward Reads	1,068.00	1,067.40	26,096.00	17,509.95	8,586.05	67.10%		
	Children Literacy Initiative	-	-	50,000.00	-	50,000.00	0.00%		
	Countdown to Kindergarten	-	-	5,460.00	3,960.00	1,500.00	72.53%		TA being provided to address invoicing
	Broward Reads for the Record	-	-	202,815.00	142,815.00	60,000.00	70.42%		
	Reading & Math	17,903.00	18,827.88	214,836.00	87,550.92	127,285.08	40.75%	41.67%	
	Volunteer Broward	7,231.00	6,737.77	91,095.00	36,329.76	54,765.24	39.88%	41.67%	
	Total Grade Level Reading Campaign	26,202.00	26,633.05	691,302.00	363,915.63	327,386.37	52.64%		
5.1-4	Child Care Accreditation								
	Unallocated	-	-	-	-	-	0.00%		Funds moved to Coronavirus emergency needs
	Total Child Care Accreditation	-	-	-	-	-	0.00%		
5	Total Early Care & Education	802,098.00	112,364.53	10,202,075.00	3,547,678.06	6,654,396.94	34.77%		



**Children's Services Council of Broward County
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 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
6.1-1	Adoption Campaign/Foster Parent Recruitment								
	Gialogic -Forever Families	15,021.00	15,020.83	180,250.00	75,104.15	105,145.85	41.67%	41.67%	
	Heart Gallery	3,738.00	3,737.58	44,851.00	18,687.90	26,163.10	41.67%	41.67%	
	Total Adoption Campaign/Foster Parent Recruitment	18,759.00	18,758.41	225,101.00	93,792.05	131,308.95	41.67%		
6.1-2	Legal Assistance/ Child Welfare / Recruitment								
	Legal Aid of Broward County	159,653.00	-	1,781,818.00	536,255.43	1,245,562.57	30.10%	41.67%	February invoice pending.
	Total Legal Assistance/Child Welfare/ Recruitment	159,653.00	-	1,781,818.00	536,255.43	1,245,562.57	30.10%		
6.1-3	Early Child Court								
	Henderson BH	5,090.00	4,504.78	61,091.00	22,410.95	38,680.05	36.68%	41.67%	
	Total Child Court	5,090.00	4,504.78	61,091.00	22,410.95	38,680.05	36.68%		
6	Total Child Welfare System Support	183,502.00	23,263.19	2,068,010.00	652,458.43	1,415,551.57	31.55%	41.67%	
7.1-1	Leadership/Quality for Out-of-School Programs								
	FLCSC/Mott-Lev	-	-	15,000.00	15,000.00	-	100.00%	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	5,826.00	7,847.69	104,873.00	40,518.26	64,354.74	38.64%	36.00%	
	After School Programs	357,764.00	291,157.83	4,395,400.00	1,526,731.22	2,868,668.78	34.73%	36.00%	
	Boys & Girls Clubs	57,637.00	45,561.92	1,262,482.00	246,978.36	1,015,503.64	19.56%	36.00%	Primarily a summer program.
	City of Hallandale Beach	9,082.00	7,403.72	163,368.00	37,600.14	125,767.86	23.02%	36.00%	Primarily a summer program.
	City of Hollywood	22,710.00	12,663.14	582,977.00	82,599.91	500,377.09	14.17%	36.00%	Primarily a summer program.
	Community After School	22,962.00	20,818.31	401,004.00	96,454.51	304,549.49	24.05%	36.00%	Primarily a summer program.
	Community After School w/Margate CRA	21,455.00	21,887.96	371,198.00	105,914.45	265,283.55	28.53%	36.00%	
	Hallandale - CRA			574,426.00	572,849.00	1,577.00	99.73%	100.00%	
	Hollywood Beach - CRA			228,665.00	228,665.00	-	100.00%	100.00%	
	Kids in Distress	13,433.00	12,331.89	196,112.00	58,001.95	138,110.05	29.58%	36.00%	
	City of Miramar	8,150.00	8,356.98	142,111.00	37,283.46	104,827.54	26.24%	36.00%	Primarily a summer program.
	New Mirawood Academy w/ KIDS as FS	19,715.00	15,962.57	275,941.00	76,846.79	199,094.21	27.85%	36.00%	
	Russell Life Skills	11,023.00	10,148.48	147,557.00	50,213.94	97,343.06	34.03%	36.00%	
	Soreff JCC	26,592.00	21,000.00	343,633.00	110,685.04	232,947.96	32.21%	36.00%	
	Sunshine After School	111,961.00	100,905.99	1,530,400.00	483,664.37	1,046,735.63	31.60%	36.00%	
	YMCA of S FL.	290,956.00	258,893.32	3,514,938.00	1,247,224.44	2,267,713.56	35.48%	36.00%	
	YMCA of S FL.-with Deerfield CRA	15,921.00	20,931.35	242,704.00	101,654.78	141,049.22	41.88%	36.00%	
	Back to School - Supplies	-	-	65,000.00	-	65,000.00	0.00%		
	Training	3,000.00		68,600.00	16,150.00	52,450.00	23.54%		
	Lights on Afterschool - Broward County	-	-	12,000.00	10,454.64	1,545.36	87.12%		
	Unallocated MOST	-	-	19,072.00	-	19,072.00	0.00%		
	Sub-Total MOST: Elementary	998,187.00	855,871.15	14,642,461.00	5,130,490.26	9,511,970.74	35.04%		
7.1-3	Summer Only Programs: Elementary (MOST)								
	Lauderdale Lakes	-	-	117,128.00	-	117,128.00	0.00%		Summer only program.
	West Park	-	-	61,117.00	-	61,117.00	0.00%		Summer only program.
	New Hope World Outreach	-	-	106,212.00	-	106,212.00	0.00%		Summer only program.
	Urban League of Broward County	-	-	113,655.00	-	113,655.00	0.00%		Summer only program.
	Total Summer Only Programs: Elementary (MOST)	-	-	398,112.00	-	398,112.00	0.00%		
7	Total Out of School Time	998,187.00	855,871.15	15,055,573.00	5,145,490.26	9,910,082.74	34.18%		



**Children's Services Council of Broward County
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 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
8.1-1	School Based Health Care					-			
	Sierra w / Coral Springs CRA	9,690.00	11,400.00	87,210.00	52,440.00	34,770.00	60.13%	44.44%	School year only program
	Sierra Lifecare, Inc.	145,350.00	171,000.00	1,308,150.00	786,600.00	521,550.00	60.13%	44.44%	School year only program
	Unallocated	-	-	300,960.00	-	300,960.00	0.00%		Reserved for RFP Aug/Sept.
	Total School Based Health Care	155,040.00	182,400.00	1,696,320.00	839,040.00	857,280.00	49.46%		
8.1-2	Water Safety								
	Swim Central/Broward County	57,315.00	-	687,782.00	62,652.80	625,129.20	9.11%	41.67%	Late submission due to subcontracting with pools
	Brow Health-Prevent Drowning	22,717.00	16,149.36	272,608.00	76,972.01	195,635.99	28.24%	41.67%	Staff vacancy.
	Total Water Safety	80,032.00	16,149.36	960,390.00	139,624.81	820,765.19	14.54%		
8.1-3	Kid Care Insurance Outreach								
	Kid Care Outreach/BC Health Dept.	41,263.00	32,554.40	495,157.00	169,695.83	325,461.17	34.27%	41.67%	
	Total Kid Care Insurance	41,263.00	32,554.40	495,157.00	169,695.83	325,461.17	34.27%		
8	Total Physical Health	276,335.00	231,103.76	3,151,867.00	1,148,360.64	2,003,506.36	36.43%		
9.1-1	Home Visiting								
	BRHPC-Healthy Families	174,749.00	138,147.39	2,097,003.00	675,321.35	1,421,681.65	32.20%	41.67%	
	Total Home Visiting	174,749.00	138,147.39	2,097,003.00	675,321.35	1,421,681.65	32.20%		
9.1-2	Support Maternal Child Health								
	Healthy Mothers/HB	46,775.00	32,684.99	564,073.00	181,367.15	382,705.85	32.15%	41.67%	
	Memorial Healthcare System	42,528.00	49,645.39	511,263.00	199,763.37	311,499.63	39.07%	41.67%	
	Total Maternal Child Health	89,303.00	82,330.38	1,075,336.00	381,130.52	694,205.48	35.44%		
9.1-3	SAFE SLEEP								
	Broward Healthy Start Coalition	16,885.00	10,354.88	203,636.00	63,698.63	139,937.37	31.28%	41.67%	Staff turnover. New staff hired.
	Total SAFE SLEEP	16,885.00	10,354.88	203,636.00	63,698.63	139,937.37	31.28%		
9	Total Maternal & Child Health	280,937.00	230,832.65	3,375,975.00	1,120,150.50	2,255,824.50	33.18%	41.67%	
10.1-1	Physical Development- MOST SN After School								
	After School Programs/Quest	40,743.00	19,820.10	554,259.00	164,197.01	390,061.99	29.62%	35.00%	
	Ann Storck Center	21,031.00	24,497.52	288,209.00	115,083.23	173,125.77	39.93%	35.00%	
	ARC	103,163.00	123,535.61	1,631,894.00	553,664.28	1,078,229.72	33.93%	35.00%	
	Broward Children's Center	34,543.00	38,708.33	647,291.00	184,358.90	462,932.10	28.48%	35.00%	
	Ctr for Hearing/FS KIDS	11,923.00	10,034.00	279,982.00	58,936.36	221,045.64	21.05%	35.00%	Primarily a summer program.
	Smith Community MH (BH)	60,690.00	61,045.32	913,402.00	299,722.20	613,679.80	32.81%	35.00%	
	United Cerebral Palsy	53,487.00	57,047.20	729,686.00	252,336.65	477,349.35	34.58%	35.00%	
	YMCA of S FL	350,604.00	328,012.76	4,702,230.00	1,600,388.96	3,101,841.04	34.03%	35.00%	
	Total SN After School Programs	676,184.00	662,700.84	9,746,953.00	3,228,687.59	6,518,265.41	33.13%		
10.1-1	Summer Only Programs SN - MOST RFP								
	City of Pembroke Pines (Summer Only)	-	-	104,251.00	-	104,251.00	0.00%		Summer only program.
	JAFKO	-	-	335,779.00	-	335,779.00	0.00%		Summer only program.
	Total SN Summer Programs	-	-	440,030.00	-	440,030.00	0.00%		
	Total SN MOST Programs	676,184.00	662,700.84	10,186,983.00	3,228,687.59	6,958,295.41	31.69%		
10.1-2	STEP SN								
	Abilities	7,866.00	13,694.90	86,528.00	42,652.35	43,875.65	49.29%	35.00%	Staff Turnover. New Staff hired.
	ARC	30,707.00	40,418.71	403,020.00	173,234.44	229,785.56	42.98%	35.00%	



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
	Ctr for Hearing/FS KIDS	16,850.00	25,935.54	250,097.00	93,799.59	156,297.41	37.51%	35.00%	
	Junior Achievement			7,000.00		7,000.00	0.00%		Services to be provided June 2020.
	Smith Community Mental Health	20,772.00	17,499.00	274,000.00	77,716.10	196,283.90	28.36%	35.00%	
	United Cerebral Palsy	32,430.00	33,845.07	496,529.00	164,228.94	332,300.06	33.08%	35.00%	
	YMCA of S FL	40,877.00	48,522.99	584,410.00	214,564.50	369,845.50	36.71%	35.00%	
	Unallocated	-	-	77,044.00		77,044.00	0.00%		Reserved for RFP Aug/Sept.
	Sub-Total STEP SN	149,502.00	179,916.21	2,178,628.00	766,195.92	1,412,432.08	35.17%		
10.1-3	Information/Referral Network SN								
	First Call for Help - SN	55,691.00	51,655.47	668,293.00	256,219.25	412,073.75	38.34%	41.67%	
	First Call for Help - BN	30,273.00	31,295.86	446,678.00	147,015.20	299,662.80	32.91%	41.67%	
	Total Inform/Referral Network SN	85,964.00	82,951.33	1,114,971.00	403,234.45	711,736.55	36.17%		
10.1-4	Respite Services- BREAK								
	Memorial Healthcare System(BH)	7,131.00	7,320.48	85,586.00	37,878.53	47,707.47	44.26%	41.67%	
	Smith Community MH (BH)	7,334.00	10,876.06	88,005.00	42,128.11	45,876.89	47.87%	41.67%	
	Total Respite Services-BREAK	14,465.00	18,196.54	173,591.00	80,006.64	93,584.36	46.09%		
10.1-5	SN Parent Training								
	SN Interpreters	1,500.00	455.00	19,000.00	3,770.00	15,230.00	19.84%		To be used as needed
	Unallocated	-	-	14,700.00	-	14,700.00	0.00%		
	Total SN Parent Training	1,500.00	455.00	33,700.00	3,770.00	29,930.00	11.19%		
10.1	Total Service Goal 10.1	927,615.00	944,219.92	13,687,873.00	4,481,894.60	9,205,978.40	32.74%		
11.1-1	Safety/Anti-Bullying								
	United Way- Choose Peace	3,731.00	3,532.15	44,775.00	17,218.26	27,556.74	38.46%	41.67%	
	Total Safety/Anti-Bullying	3,731.00	3,532.15	44,775.00	17,218.26	27,556.74	38.46%		
11	Total Child Safety	3,731.00	3,532.15	44,775.00	17,218.26	27,556.74	38.46%		
	Grand Total Service Goals	6,183,045.04	4,882,860.30	84,898,436.00	28,200,136.00	56,698,300.00	33.22%		
	Systems Goals:								
1.1-2	Single Point of Entry								
	First Call for Help	31,847.00	27,421.30	382,169.00	144,761.78	237,407.22	37.88%	41.67%	
	Total Single Point of Entry	31,847.00	27,421.30	382,169.00	144,761.78	237,407.22	37.88%		
1.1	Total System Goal 1.1	31,847.00	27,421.30	382,169.00	144,761.78	237,407.22			
1.2-1	Leadership/Resources/Community Strategic Plan								
	Consultants -Undoing Racism, FSN,etc.	20,599.00	20,598.80	134,143.00	41,447.60	92,695.40	30.90%		
	Consultants - OPS	1,776.00	1,775.09	29,108.00	6,825.27	22,282.73	23.45%		
	Unallocated	-	-	41,849.00	-	41,849.00	0.00%		
	Total Leadership/Resources/Community Strategic	22,375.00	22,373.89	205,100.00	48,272.87	156,827.13	23.54%		
1.2-2	Improve Provider Reporting								
	SAMIS Maintenance/Enhancement	-	-	84,291.00	78,823.00	5,468.00	93.51%		
	ADA Site Compliance	5,130.00	5,129.05	30,000.00	25,080.85	4,919.15	83.60%		
	Tableau	-	-	25,000.00	3,600.00	21,400.00	14.40%		
	Taoti Creative	2,919.00	2,918.75	27,080.00	9,581.25	17,498.75	35.38%		
	Webauthor Hosting	5,000.00	5,000.00	57,200.00	26,120.00	31,080.00	45.66%		



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Five Month Period Ended March 31, 2020**

Goal #s	Goals:	February Budget	February Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Feb	Comments
	Webauthor	3,700.00	3,700.00	47,500.00	6,771.00	40,729.00	14.25%		
	Unallocated	-	-	79,900.00	-	79,900.00	0.00%		
	Total Improve Provider Reporting	16,749.00	16,747.80	350,971.00	149,976.10	200,994.90	42.73%		
1.2-3	Promote Research Initiatives								
	Collective Impact Forum FSG	-	-	20,000.00	-	20,000.00	0.00%		
	Total Integrated Data Collaboration	-	-	20,000.00	-	20,000.00	0.00%		
1.2-4	Integrated Data Collaboration								
	Consultant	-	-	50,000.00	-	50,000.00	0.00%		
	FSU FICW - Grant	634.00	866.25	31,785.00	16,909.75	14,875.25	53.20%		
	FSU FICW - CSC	-	-	2,500.00	1,000.00	1,500.00	40.00%		
	Unallocated	-	-	45,000.00	-	45,000.00	0.00%		
	Total Integrated Data Collaboration	634.00	866.25	129,285.00	17,909.75	111,375.25	13.85%		
1.2	Total System Goal 1.2	39,758.00	39,987.94	705,356.00	216,158.72	489,197.28	30.65%		
101	Total Seamless System of Care	71,605.00	67,409.24	1,087,525.00	360,920.50	726,604.50	33.19%		
2.1-1	Public Awareness - Sponsorships								
	Sponsorships	1,525.00	1,525.00	35,000.00	20,825.00	14,175.00	59.50%		
	High Traffic Sponsorships	-	-	32,500.00	8,170.00	24,330.00	25.14%		
	Nova SE University - Day for Children	-	-	7,500.00	-	7,500.00	0.00%		
	Total Sponsorships	1,525.00	1,525.00	75,000.00	28,995.00	46,005.00	38.66%		
2.1-2	Public Awareness - Educate Taxpayers								
	Marketing	13,744.00	13,743.41	430,800.00	140,163.17	290,636.83	32.54%		
	Outreach Materials	11,880.00	11,880.00	23,800.00	23,500.00	300.00	98.74%		
	Printing	-	-	3,000.00	1,980.20	1,019.80	66.01%		
	Sponsorship-Resource Guides	-	-	140,700.00	42,210.00	98,490.00	30.00%		
	BECON - Future First	-	-	31,600.00	12,050.00	19,550.00	38.13%		
	M Network- Website Consulting	8,888.00	8,887.50	105,000.00	47,125.48	57,874.52	44.88%		
	Unallocated	-	-	300.00	-	300.00	0.00%		
	Total Educate Taxpayers	34,512.00	34,510.91	735,200.00	267,028.85	468,171.15	36.32%		
2.1-3	Public Awareness - Outreach								
	Business Plan-FLCSC	-	-	80,000.00	80,000.00	-	100.00%		
	Travel	2,098.00	2,097.26	21,551.00	10,814.38	10,736.62	50.18%		
	Dues & Fees	-	-	75.00	75.00	-	100.00%		
	Total Outreach	2,098.00	2,097.26	101,626.00	90,889.38	10,736.62	89.44%		
201	Total Public Awareness & Advocacy	38,135.00	38,133.17	911,826.00	386,913.23	524,912.77	42.43%		
3.1-1	Leveraging Resources								
	Writing Consultant	-	-	24,950.00	-	24,950.00	0.00%		
	Unallocated	-	-	5,050.00	-	5,050.00	0.00%		To be used as needed
	Total Leveraging Resources	-	-	30,000.00	-	30,000.00	0.00%		
301	Total Leveraging Resources	-	-	30,000.00	-	30,000.00	0.00%		
	Grand Total System Goals	109,740.00	105,542.41	2,029,351.00	747,833.73	1,281,517.27	36.85%		
	Unallocated	-	-	168,979.00	-	168,979.00			
	Program Goals Grand Total	\$ 6,292,785.04	\$ 4,988,402.71	\$ 87,096,766.00	\$ 28,947,969.73	\$ 58,148,796.27	33.24%		



Children's Services Council of Broward County
Notes to the Financial Statements
March 31, 2020

- (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) Includes programmatic encumbrances and various pending contracts not yet encumbered such as new initiatives, Summer 2020, new RFP's occurring during the year, and other pending initiatives and items that do not lend themselves to be encumbered.
- (5) The reserved for administrative costs include projected expenditure for salary, fringe, travel, supplies, etc. for FY 2019/20
- (6) The Budget to Actual Expenditures report reflects the annual budget, year-to-date expenditures and annual encumbrances. The report calculates the annual variance and the percentage of actual to the budget. This report provides an annual perspective of how the CSC is expected to perform throughout the year.
- (7) The accumulating balance in the Building Operations Budget to Actual is aggregating a reserve for capital improvements to be used as necessary.
- (8) The expenditures on the Program Expenditure By Goals Report run a month behind. Amounts reflected in the current month are for services provided during the prior month. This timing delay is due to the invoice due date on the 10th of the month following service delivery. Therefore, the Program Expenditure By Goals Report is for services through the month of February. The report includes March 2020 administrative costs.
- (9) Unassigned fund balance changes as revenue is received and actual expenditures are incurred.
- (10) 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.
- (11) There was a 25 % reduction of TIF for the Hollywood CRA.
- (12) Fund Balance committed for Building Fund to prepare for future growth.

TAB 14



For Council Meeting

April 16, 2020

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 April, 2020. 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
April 17, 2020

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Purchase Orders (less than \$10,000):			
Apple	Apple iPad (includes warranty; keyboard; pencil)	\$ 1,665.00	
CDWG	5 Surface pro computers (5 @ \$ 1,104ea) and (9 Monitors @\$ 155 ea)	\$ 6,915.00	
Coastal	Adobe Acrobat Pro Multiple licenses	\$ 4,775.00	
DAX	Budget book - copying and binding 65 books	\$ 6,500.00	
JDL Horizon's, LLC	Eduvision; Live streaming and captioning (April 2020 - April 2021)	\$ 5,500.00	
QSR International	NVivo annual renewal (3 @\$360ea)- Analysis software	\$ 1,080.00	
Ross Leo	Update - HIPPA Policy and Procedures for MIS related security	\$ 4,500.00	Program Admin
Zoho	Manage Engine Log Analyzer - Server maintenance	\$ 3,475.00	
Program Related Purchases:			
BMMB Productions	Filming and post production editing of Human trafficking PSA	\$ 4,900.00	System Goal 1.2.2
CPAR Consultants-Realign Budget (not new funds)	Clayton McGee \$960; Shanika Ramos \$ 922.50; Tiffany Csonka \$151.50; Sandra Remy \$106; Jordan Klohr \$720	\$ 3,690.00	System Goal 1.2.4 (Grant funds \$2,250 CSC funds \$1,440)
Stephanie Evergreen DBA Evergreen Evaluation & Data	ADA compliant template creation	\$ 7,000.00	System Goal 1.2.2
Facilities Operations:			
Precision Painting & Waterproofing	Caulk windows	\$ 6,700.00	
Employee Travel and Training:			
Megan Turetsky	Florida Legislature; 3/12-3/13/20; Tallahassee	\$ 2,305.00	
Alicia Williams	Webinar; 3/31/20-4/23/20	\$ 990.00	
Marissa Aquino	Webinar - Excel Beginner to Advanced; 4/3/20-5/1/20	\$ 20.00	
Trainers/Materials (Service Goal 1.1.X) (Provider names and courses may be subject to change):Instructor Led Unless Otherwise Indicated:			
Aham Education	Mindfulness	\$ 550.00	
Berger Counselling Services	Grief and Loss, Self Care Vicarious trauma	\$ 1,100.00	
Charlene Grecsek	Suicide Prevention	\$ 550.00	
Christine Johns-Harris	Working with children remotely	\$ 550.00	
Five Four Digital	Non profit marketing vision	\$ 1,000.00	
Joel Smith	Behavior management	\$ 550.00	
Kmack	Professional Youth Development videos	\$ 2,625.00	
Linda Salzman	Grant writing x 3 sessions	\$ 1,650.00	
Log Me In	Virtual training sessions - Annual membership (March 2020-March 2021)	\$ 1,431.00	
Maria Mejia	Telehealth (or similar topic)	\$ 550.00	
Ronik Radlauer	Documentation, treatment planning	\$ 1,100.00	
Sponsorship:			
You Visit Foundation	Webinar series for High School Juniors and Seniors; (1) The transition from HS to College; (2) Visiting Campuses Virtually; (3) Financial Aid 101	\$ 2,000.00	Webinar series for for High School Juniors and Seniors; We will work with him to ensure that we make this available to 250 students and/or parents, working with the Bridge to Life Committee and the School board's BRACE Advisors' team HIGH Traffic sponsorship
Memberships:			
Association of People Supporting Employment	2020 Annual Membership	\$ 120.00	

TAB 15



Issue: Revised Emergency Invoicing Guidelines

Action: For Your Information

Budget Impact: N/A

Background: Since 2005 when Hurricane Wilma blew through, the Council approved Recovery Billing Guidelines to offer support and reassurance to the Providers concerning billing flexibility. These initial Guidelines have been revised over the years to accommodate the various disasters and emergencies. In March, staff updated the Guidelines to attempt to meet Provider needs while maintain accountability during the COVID-19 outbreak and resulting quarantines.

Current Status: After the March meeting and with a bit more time before the Guidelines had to be issued to the providers, staff met with several agencies with varying levels of sophistication and size to get their input on the new service modality in the age of physical distancing and related billing. It was determined the best way to pay the providers for work performed was a hybrid method using both units of service together with documentation of actual costs. Attached is the revised Coronavirus Invoicing Guidelines which was released to the Providers Friday March 27th, 2020. It has been well received and staff are answering detailed questions as they come in.

This billing flexibility is designed to allow Providers to draw down funds already in their contracts. It does not add any additional funds. If extra funds are needed for additional services, that will be brought to the Council for approval.

The providers are very appreciative of the support from CSC and are working tirelessly to find new ways of engaging clients as is detailed in the Program Services Report.

Recommended Action: For Your Information

Coronavirus Recovery Invoicing Guidelines

Whereas Broward County has been in a state of emergency due to COVID-19 since the beginning of March and

Whereas such State of Emergency has severely hampered the normal operations of the child serving agencies contracted with the CSC through no fault of their own

Whereas the CSC is committed to ensuring that children are being served during this crisis to the greatest extent possible while ensuring the safety of the children, their families and the Provider staff

Whereas it is in the public interest to ensure the child-serving non-profits are able to remain viable through the duration of this crisis, so they are in a position to be fully operational to support children and families when it is safe to resume normal operations

Therefore, Children's Services Council of Broward ("CSC") is allowing greater flexibility for the Provider Agency ("Agency") invoicing process. This flexibility is allowed to facilitate an Agency's uninterrupted cash flow within the current contractual amount so that the Providers may offer services and pay their CSC funded staff and other programmatic expenses. These guidelines will be in effect until expressly ended by CSC.

CSC Staff have developed guidelines to help each Agency prepare their invoice/reimbursement request for the time that the agency was not in operation or was not fully operational during the Coronavirus outbreak. The following guidelines are applicable:

CSC encourages Agencies to be creative during this social distancing time and find alternative methods, if possible, for delivering services via teleconferencing, phone calls, or other methods. CSC is aware that Agencies may need to complete 20% Budget Amendments to meet the needs of the clients and staff will comply quickly. However, please be careful to request these budget amendments in smaller increments so that there is room to make adjustments towards the end of the fiscal year when hopefully this crisis has passed.

Invoicing Options:

1. Cost Reimbursement Contracts – No Change

Typical Cost Reimbursement contracts for CSC program-related costs incurred during the time period that the program was not in operation or was not fully operational due to the Coronavirus outbreak would be submitted as normal. Agencies must provide all related back-up documentation in accordance with the approved line-item budget. Additionally, electronic invoicing options are now available to submit the invoice and upload related supporting documentation into SAMIS. Instructions for this were sent under separate cover.

- Detailed instructions for cost reimbursement invoices can be found on CSCs website under Provider Guidelines for Reimbursement.

<https://www.cscbroward.org/resource/provider-guidelines-reimbursement>

Agencies should also continue to track activities even if they are being delivered by alternate means.

2. Unit Based Contract -

There are several options for these types of contracts since programs vary widely in the types of services that are delivered. To avoid the disruption of modifying SAMIS with numerous budget amendments and to maintain the current billing process as much as possible, the options described below include a hybrid of units and cost reimbursement for those Agencies that had an interruption in their service delivery.

As you all know, and probably sometimes question, why the Units of Service Module is not integrated with the Reimbursement Module and each month you have to manually input the total number of units for invoicing, now you will see how helpful that is!!

- a. If the Agency was able to use “alternative” methods of delivering services and can meet general monthly goals, invoicing will continue as normal with submission being all unit-based; i.e., the total number of units would be entered in the Program Units of Service Module and then the total transferred to the Reimbursement Report as typical. Flex funds and Value Added would be entered as cost reimbursement with supporting back-up documentation as typical. Additionally, electronic invoicing options are now available to submit the invoice and upload related supporting documentation. These instructions were explained under separate cover.

- b. If the Agency was able to provide services in the usual course of business for the first two weeks of March since schools were still open until March 13th, you may split the month's billing. In SAMIS, you would complete an Invoice for March 1st – 15th and submit your units in the normal course of business as described above in section 2, a.
- c. If your business was interrupted because of school closings or other social distancing requirements, for the period March 16th – 31st, you will submit a second Reimbursement Report in SAMIS for the period March 16th – 31st as described below.
- d. If the Agency was able to provide only partial services or unable to provide any services:
 - Any units of services that were actually delivered via alternative methods, should be entered in the Units of Service Module. These units will NOT be transferred to the Reimbursement Report.
 - For invoicing purposes, payment will be based upon actual expenses incurred and supporting documentation for salary/fringe, and any other direct service costs will be required.

*The following example assumes that no actual services were delivered. ABC Agency has total costs incurred for the period of \$75,040 (includes 12% Admin) and in the Reimbursement Report the unit cost is \$25/unit. They would divide the amount of total expenses (\$75,040) by the unit cost of \$25 which equals 3,002 units, that they would then enter in SAMIS in the Reimbursement Report only. If ABC Agency has multiple units, they could apply these costs across the multiple units in the Reimbursement Report up to the \$75,040 to avoid running out of any specific type of unit throughout the contract year. **NO** Units of Service would be entered into the Units of Service Module unless actual services were provided. Flex funds and/or Value Added would be entered as normal in SAMIS against the budget line item. Admin of 12% should be applied to the total invoice and does not need supporting documentation at this time. Admin should already be included in the total costs that are drawn down in the units. In this example when the total costs are \$75,040 that means Admin is \$8,040 and direct costs are \$67,000.*



- Electronic invoicing options are now available to submit the invoice and upload related supporting documentation into SAMIS. Instructions for this were sent under separate cover.
- It is the goal of CSC not to overly burden the Agency and to keep this additional documentation requirement for salary related costs as easy as possible. Agencies should include their payroll summary including the names of employees that were paid and related costs. It is also requested that Agencies document any efforts that are being done to connect with families, linkages to 211, any case management, etc. so that we can all help each other during these trying times. Document these efforts as you would any service provided and maintain with the client records.

TAB 16



Broward County Logo

DRAFT

Broward County Board of County Commissioners
Children's Services Board
Regular Board Meeting Minutes January 17, 2020
Governmental Center Annex, Room A337
Fort Lauderdale, FL 33301

1. Call to Order

Ms. Evans, Vice Chair, called the meeting to order at 9:05 a.m.

2. Roll Call

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

Staff Members in attendance: Darrell Cunningham, Community Partnerships (CPD) Director, Silvia Beebe, CPD Assistant Division Director, Karen Gordon, Broward County Attorney, (CAO) Angela Rodriguez, CAO, Deborah Meidinger Hosey, Children's Services Administration (CSA), Tamika McBride, CSA, and Anna Gibbs, CSA. Deborah Scott, CSA, participated via phone.

Guests in attendance: Shawn Preston, ARC Broward, Sonya Clay, Broward County Public School (BCPS), Gwen Lipscomb, BCPS, and Rhonda Said, BCPS.

3. Approval of the November 15, 2019 Minutes

Motion: To approve the minutes as presented by staff with one change to add "Early Learning Coalition" to number eight in the second paragraph in front of the word provider.

First: Daniel Schevis

Second: Monica King

Declaration of Conflict: None

Discussion: None.

Result: Passed

9:10 a.m. Jarvis Brunson arrived

9:12 Sandra Veszi arrived

9:16 a.m. Parkland Vice Mayor Mayersohn arrived

9:20 a.m. Kim Gorsuch arrived

9:22 a.m. Allicia Walford arrived

4. BCPS Exceptional Evaluation Presentation and Discussion:

Broward County Public Schools (BCPS) presented on the “Initial Screening and Evaluation of Preschool Aged Children FDLRS/Child Find”. BCPS staff provided data on referrals, the number of children enrolled in Pre-K services provided by the Pre-K Assessment Teams, the evaluation elements, percentages on types of screening and/or evaluation and caseloads. Also shared were the most common eligibilities, and a brief history of how the number of children being served and staff have grown. In addition, BCPS staff shared that they have a Request For Proposal (RFP) being advertised to assist with the assessments.

The Board asked questions regarding the follow up process, the most recent Autism screening tools, and the methods staff utilizes to encourage parents to have their child screened and/or evaluated.

Motion: To defer the conversation.

First: Joel Smith

Second: Andrea Keener

Declaration of Conflict: None

Discussion: Motion was amended by Vice Mayor Mayersohn to defer additional discussion by the Board until February and that BCPS District staff attend the Needs Assessment Committee meeting on the first Wednesday in February.

Result: Passed

5. Communication Protocol for Advisory Boards

a) Review of Protocol: Mr. Cunningham provided a copy of page nine (9) from the Broward County Advisory Board Member Handbook that address’s communications to the County Commission. He reviewed the guidelines and the process which includes that a motion is made and passed for letter to be written during a regularly scheduled Board meeting. It is submitted to an assigned board coordinator who will present the letter to the Board of County Commissioners (BOCC) for their review. Once reviewed, the BOCC will determine what the appropriate action is and if any action needs to be taken. Commissioner Furr informed the Board that he would take any letter or concerns directly to the BOCC on behalf of the CSB.

b) Review of Draft Letter to BOCC: This item was not addressed.

6. Chair Report

- **Appoint Committee Chairs:** Ms. Swartzbaugh, Chair, solicited the Board for nominees to Chair any of the three CSB subcommittees. After a short discussion, the current Chairs were re-appointed. Joel Smith was re-appointed as the Chair for the Ad Hoc Committee, Sandra Einhorn, as the Chair to the Advocacy Committee and Parkland Vice Mayor Mayersohn as the Chair to the Needs Assessment Committee.

7. Section Report

Ms. Hosey reviewed and distributed the voting conflict FORM 4A Disclosure of Business transaction, Relationship or Interest. The Board discussed the form and staff agreed to also email the form out to the full Board.

Ms. Hosey also shared that Broward County has been involved with the Suicide Prevention Coalition that has formed work groups. The resource and educational groups are working on developing an electronic format to get information out to the public.

8. Committee Chair's Reports

- a) **Ad Hoc:** Mr. Smith allowed staff to provide information from the Committee. Mr. Cunningham gave a brief overview of how the process to identify funding priorities was conducted. The Committee reviewed several community reports and identified areas in each of the reports that could possibly be addressed with Children's Services Administration funding. After reviewing the data, the Board discussed timelines, contracts sunseting versus ending, and upcoming Request for Proposals for this year. Mr. Cunningham also reviewed Service Delivery Models (SDM) and how the County is moving towards using it across the Community Partnership Division.

Motion: To extend the meeting 30 minutes.

First: Joel Smith

Second: Sandra Einhorn

Declaration of Conflict: None

Discussion: None.

Result: Passed

The recommendations from the Committee were to focus on populations and subpopulations and continue to support Case Management, Respite, Counseling, Advocacy and Child Care Supervision. Other items were deferred to other sections within the Community Partnerships Division (CPD). Ms. Swartzbaugh, Chair, asked that the Ad Hoc committee convene another meeting, combined with the Needs Assessment Committee to further review options for consideration at the February CSB meeting.

11:10 a.m. Kim Gorsuch left

11:15 a.m. Sandra Einhorn left.

b) Advocacy: No report was given.

c) Needs Assessment: No report was given.

9. Liaisons Reports

a) Behavioral Health/SEDNET: No report was given.

b) Broward Suicide Prevention Coalition: No report was given.

c) Integrated System: No report was given.

d) Juvenile Justice Circuit 17: No report was given.

e) SNAC: No report was given.

f) Transitional Independent Living: No report was given.

10. New Business

There was no new business.

11. Old Business

No old business was discussed.

12. Public Comments

No comments from the public.

13. Good of the Order

Vice Mayor

14. Adjournment

MOTION: To adjourn the meeting at 11.28 a.m.

First: Joel Smith

Second: Cassandra Evans

Declaration of Conflict: None

Discussion: None

Result: Passed

The next Children's Services Board Meeting will be Friday, February 21, 2020.

These minutes were approved at the Children's Services Board Meeting dated January 17, 2020 as certified by:

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

CSC In The NEWS

Sheltering Kids from the Storm: Resources for Parents

With the news that the federal government has extended social distancing guidelines through the end of April, anxiety is rising about being able to return to life B.C. (Before Coronavirus).

Published: April 1, 2020
By: Jennifer Jhon

Children are feeling the stress of not being able to see their friends or return to their classrooms, and both students and parents are sharing the frustrations of long-distance learning.

A number of organizations are stepping up to help parents educate and support their children at this time, with resources ranging from free audiobooks and television programming for kids to PBS specials on how to talk to children about coronavirus without scaring them.

The Children's Services Council of Broward County has rounded up a lengthy list of these resources, including podcasts, videos, online advice blogs, Baptist Health seminars, Facebook Live broadcasts and information for parents of children with special needs.

In addition to a large section on "Talking to Kids about the Coronavirus," parents can access links to health and mental health services, legal services, loan and unemployment assistance, safety resources and more. Learn more at www.cscbroward.org/coronavirus-resources-kids-and-adults.

SOURCE: <https://southfloridafamilylife.com/article/sheltering-kids-from-the-storm-resources-for-parents/>



MARCH 25, 2020

REMEMBER THE GARDEN

As we post this blog, the world feels a little crazy. The fear and the obsession with COVID-19 has everyone locked down, locked in ... and afraid.

So we wanted to offer a little relief. It was less than four weeks ago that the Humanity Project held a beautiful community event at Lauderdale Lakes Library. Funded by our good friends at Children's Services Council of Broward County, we brought together a large number of kids, parents and local residents to create a Garden of Respect.

We've assembled a short video from that day, with original music by our founder. We thought you might enjoy it more than ever just now, in the midst of the madness. We invite you to revisit this video often, to share it with others – and to remember it from time to time until this crisis ends. Beautiful things happened before the era of coronavirus. Beautiful things will soon happen again, bringing us together to help create a more respectful and equal world.

Here's that link: [Watch the Garden of Respect video on the Humanity Project YouTube Channel.](#)

SOURCE:

[http://www.thehumanityproject.com/new-blog/2020/3/25/remember-the-garden?
utm_source=April+2020+Newsletter&utm_campaign=April+2020+Newsletter&utm
medium=email](http://www.thehumanityproject.com/new-blog/2020/3/25/remember-the-garden?utm_source=April+2020+Newsletter&utm_campaign=April+2020+Newsletter&utm_medium=email)

SOUTH FLORIDA GAY NEWS

John McDonald 04/06/2020 10:26 am

[Therapy Services Crucial During Coronavirus Pandemic](#)

Dallas Clay Williams wants you to wake up and make your bed.

Williams, a psychotherapist specializing in anxiety, trauma and LGBT issues, offered a few tips for navigating the coronavirus pandemic.

First step: Make your bed.

“It’s structure,” Williams said via telephone from Miami. “Making your bed should be the first thing you do each day. It means you can’t get back in it and lay in bed all day.”

Making your bed every day creates a routine and during times of struggle having a routine is important, Williams said.

COVID-19 has caused a spike in unemployment. Layoffs and business closures kicked the country’s unemployment rate up to 4.4% in March. A little over seven million Americans are now out of a job.

“The biggest issue is anxiety over uncertainty of how long these changes will last,” said Williams, who holds a Master’s degree in Social Work from Virginia Commonwealth University.

With many states operating under stay-at-home or shelter-in-place orders, virtual services have become crucial. Zoom happy hours and social media trivia nights, Williams said, are now a thing.

“Utilize your social network the best you can,” he said.

On a recent telephone town hall with U.S. Congressman Ted Deutch (FL-22), Cindy Arenberg Seltzer, President and CEO of the [Children’s Services Council of Broward County](#), explained how providers are adapting to the pandemic.

“I also want to let you know about the incredible way the non-profit community is stepping up to support our children and families during this time with respect to mental health,” Seltzer said. “They are still doing their therapy sessions or their family counseling sessions via whatever technology method is available to them.”

Some of the providers offer yoga and meditation sessions for free online, Seltzer said. Links to those providers are available on the [CSC Broward website](#), she added.

“I really encourage everyone to take advantage of that and try and maintain their equilibrium during these very difficult times.”

For those identifying as LGBT, there is not always a family to go home to.

“It’s unique,” Williams said. “There are those with a chosen family and those with a family of origin. It’s a hard time for many of my clients who aren’t straight to go home because they don’t feel comfortable there or are not out to their parents or siblings.”

[Williams](#), 37, is gay and licensed to practice in Florida and Washington, D.C. He said he’s noticed healthy changes in regards to “hook-up apps” such as Grindr, Scruff and Tinder.

“People are moderating their sexual behaviors,” he said.

In order to control the virus, social distance orders are in place. While tough for extroverts to accept, it can be a blessing in disguise, Williams said.

“For the introvert that’s the silver lining,” Williams said. “This is forcing everyone to slow down and take stock of life. Think about what’s really important – try reading, working out or learn how to play a musical instrument.”

You can follow Williams on Instagram, where he regularly posts inspiring quotes, pictures and videos at @dcteletherapy.

SOURCE: <https://southfloridagaynews.com/Health/therapy-services-crucial-during-coronavirus-pandemic.html>

CSC Correspondence



Carver Ranches Library
4735 SW 18 St. • West Park, Florida 33023 • 954-357-6245 • FAX 954-357-6316

Sandra Bernard -Bastien

Chief Communications Officer

Children's Services Council of Broward County
6600 W. Commercial Blvd, Fort Lauderdale, Florida 33319

Ms. Bernard- Bastien,

On behalf of the Teen Empowerment Summit (TES) planning Committee of Broward County Libraries Division, please accept our sincere appreciation for your generous sponsorship for the Teen Empowerment Summit 2019. Attendance exceeded expectations with over 750 teens not including volunteers and staff from all over Broward County.

The theme for TES 2019 was **Passion, Action, Transformation, and Harmony (PATH)**. The 2019 TES speakers included Director of Broward County Libraries - Kelvin Watson, President of Broward College - Gregory Haile, Mayor of Broward County - Dale V. C. Holiness, local Poet and Author of "And the Walls Came Tumbling" Darius V. Daughtry, Activist and Author of "Young Revolutionary: A Teen Guide to Activisms" Chanice Lee, and Yamilca Gomez, District Relations Manager of Florida Virtual Schools.

Teens were engaged in a variety of activities throughout the day including a Tour and experience of a variety of academic and technical Pathways available at Broward College, a Vendors Expo where attendees interacted with teen related products/services and had fun in the Photo Booth where teens enjoyed taking 'selfie' photos with their friends.

Funding provided by your organization helped to defray the cost of prizes and refreshments served to the participants throughout the day.

Kindest regards and again thanks for your support of this event.

Sincerely,

Michelle Powell,

Community Library Manager



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*
- Dr. David H. Kenton
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*
- Jeffrey S. Wood
Governor Appointee*

STAFF

*Cindy J. Arenberg Seltzer
President/CEO*

LEGAL COUNSEL

*John Milledge
Garry Johnson*

DATE: April 7, 2020

TO: Broward County Board of County Commissioners

FROM: Cindy Arenberg Seltzer, President / CEO
Children's Services Council of Broward County

RE: CSC Quarterly Financial Report –March 31, 2020

Please find the second Quarter Financial Report for the Children's Services Council of Broward County (CSC) pursuant to Laws of Florida, Chapter 2000-461, Section 4(6), as amended.

QUARTER ENDING: March 31, 2020

Total Expenditures for Quarter	\$ 43,292,084.96
Total Receipts for Quarter	\$ 9,434,791.84
Money on Hand, Invested or Deposited	\$ 75,815,875.59
Total Administrative Costs for Quarter	\$ 1,858,873.65

Per your request, the additional breakdown of the financial information includes the following:

Contracted Programs	\$ 38,431,663.75
Program Support	2,900,364.86
Professional Services:	
Attorney Fees	17,741.50
Auditor Fees	8,000.00
Consultants	16,800.00
General Administration	1,816,332.15
Total Administrative	1,858,873.65
Equipment	101,182.70
Total Quarterly Expenditures	\$ 43,292,084.96

cc: Children's Services Council Members

MONTHLY COUNCIL MEETING ATTENDANCE

October 2019 – September 2020 (FY 19/20)

Council Member	Oct'19	Nov'19	Dec'19	Jan'20	Feb'20	Mar'20	Apr'20	May'20	Jun'20	Jul'20	TRIM	
											Aug'20 I	Sep'20 II
Robin Bartleman	A	P	N/A	P	P	(via phone)						
Emilio Benitez	P	A	N/A	P	N/A	N/A						
Cathy Donnelly	P	P	N/A	P	P	P						
Beam Furr	P	P	N/A	P	P	P						
Kenneth L. Gillespie	P	P	N/A	P	P	(via phone)						
David H. Kenton	N/A	N/A	N/A	N/A	P	P						
Dawn Liberta	P	P	N/A	A	P	P						
Tom Powers	P	P	N/A	P	P	P						
Robert W. Runcie	A	P	N/A	P	P	A						
Maria M. Schneider	P	P	N/A	A	P	A						
Paula Thaqi	(via phone)	P	N/A	(via phone)	(via phone)	A						
Ana Valladares	P	P	N/A	A	N/A	N/A						
Jeffrey S. Wood	N/A	N/A	N/A	N/A	P	P						