

POPULAR ANNUAL FINANCIAL REPORT

**FOR THE FISCAL
YEAR ENDED
SEPTEMBER 30, 2019**



**HELPING CHILDREN
GROW STRONGER TOGETHER**



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**Children's
Services
Council**

of Broward County

Our Focus is Our Children.

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INTRODUCTION

About the CSC

The Children's Services Council of Broward County (CSC) is an Independent Special Taxing District, established by the voters of Broward County Florida on September 5, 2000. The mission of the CSC is to provide the leadership, advocacy and the resources necessary to enhance children's lives and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of quality care. To accomplish this task, the statute allows for the Council to levy taxes of up to \$0.50 per \$1,000 of the assessed property tax value. For the last five fiscal years; 2015-2019 the CSC's millage rate has remained steadily at .4882 or just under 49 cents of every \$1,000 of assessed taxable value.

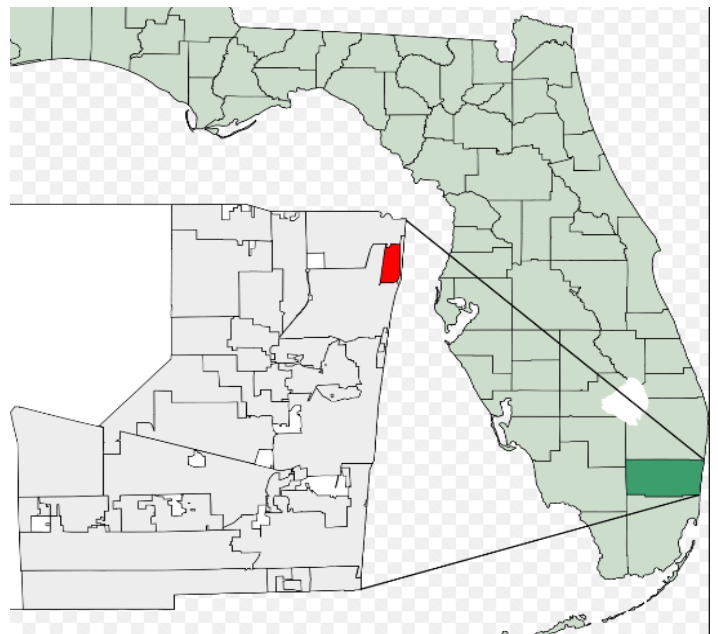
Vision: The children of Broward County shall have the opportunity to realize their full potential, their hopes and their dreams supported by a nurturing family and community.



The Community

The boundaries of the District are coterminous with the boundaries of Broward County, the second most populated county in the state of Florida. There are an estimated 1.9 million people living in Broward County, of which an estimated 412,342 or 21.3% are children under 18 years old. Broward County is one of the most racially diverse counties in the state of Florida with 36.5% White Non-Hispanic, 29.9% Black Non-Hispanic, 29.7% Hispanic or Latino and 3.9% other races.

The County is a flourishing melting pot of cultural diversity with 33% of the County's population being foreign born compared to an average of about 13% nationwide. (Source: Census 2017)



About the Popular Annual Financial Report (PAFR)



This report is published to provide a simplified overview of the financial position of the Children's Services Council of Broward County, to further enhance transparency and public awareness, and is presented in a logical format, which is easily understood by the public and other interested parties who do not have a background in public finance.

Information for this report was extracted from the Children's Services Council's Comprehensive Annual Financial Report (CAFR) for the fiscal year ended on September 30, 2019. The CAFR outlines the CSC's financial position and operating activities for the year in detail and conforms to generally accepted accounting principles (GAAP). For more information about the CAFR please visit us at www.cscbroward.org.

OUR COUNCIL - GOVERNING BOARD (as at 9/30/19)



Standing left to right: Tom Powers -Vice Chair-Governor Appointee, Beam Furr - Past Chair- Broward County Commission, Robert Runcie, Broward County Public Schools Superintendent, Kenneth L. Gillespie -Secretary- Judicial Member. **Seated left to right:** Robin Bartleman-Broward County Public Schools, Paula Thaqi, - Broward County Health Department, Ana Valladares, - Governor Appointee, Cathy Donnelly -Chair- Governor Appointee, Maria Schneider- Governor Appointee, Dawn Liberta. - Department of Children and Families. **Missing from photo:** Emilio Benitez Governor Appointee.

The eleven-member Council is comprised of five (5) individuals recommended by the Broward County Board of County Commissioners and appointed by the Governor and six (6) members appointed by virtue of the office or position they hold within the community. Council Members are responsible for setting policies and prioritizing and approving program and administrative funding. Each member brings an understanding of the diverse and multi-cultural needs of the Broward community and a firm commitment to improving the welfare of children and their families. The CSC is not a component unit of any other governmental unit nor does it meet the criteria to include any governmental organization as a component unit.

MESSAGE FROM THE PRESIDENT/CEO



Dear Citizens of Broward County:

We are pleased to present the Children's Services Council of Broward County's first Popular Annual Financial Report (PAFR) for the year ended September 30, 2019.

The PAFR summarizes the CSC's financial activities and operating results in a way that can be more easily understood by the reader. As you read this year's PAFR know that the wise and effective use of your tax dollars to provide the services to enhance children's lives and to empower them to become responsible productive adults, continues to be CSC's top priority.

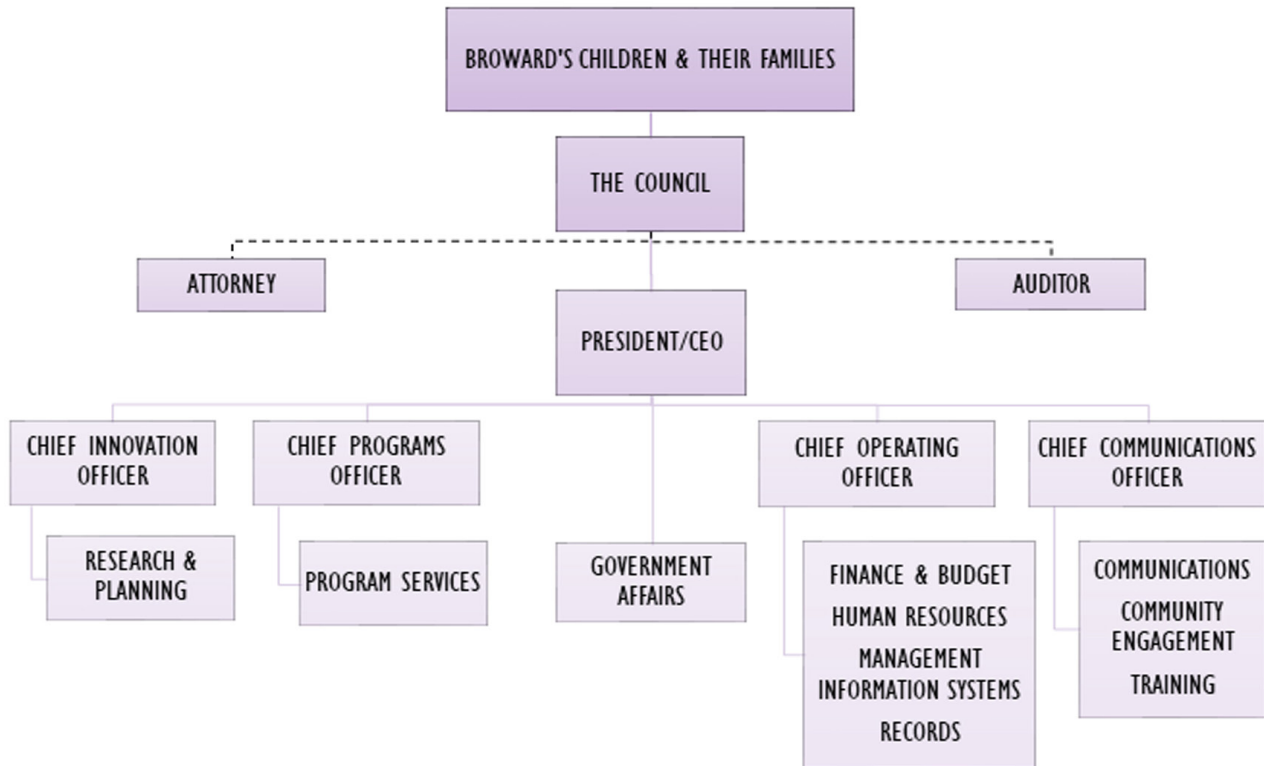
Information presented in this report was obtained from the Comprehensive Annual Financial Report (CAFR). The CAFR is prepared in accordance with Generally Accepted Accounting Principles (GAAP), and was audited by the firm Caballero, Fierman, Llerena & Garcia, LLP receiving an unmodified opinion. An unmodified opinion means the Council's basic financial statements for fiscal year ended September 30, 2019, are fairly presented in conformity with GAAP. The PAFR however, was not audited. The condensed statements presented in this report are presented on a non-GAAP basis and does not include all the required financial statement presentations and note disclosures. The PAFR is intended to simplify, not replace the CAFR. Copies of the PAFR and CAFR may be requested from the Finance Department by calling (954) 377-1000. The documents are also available in electronic format on the CSC's website at: www.cscbroward.org.

I extend sincere appreciation to the staff of the CSC who provide countless hours of research in the preparation and production of this report and the day-to-day work of the CSC. Special thanks go to the Council Members for their vision, expertise and dedicated service and support.

Sincerely,
Cindy Arenberg-Seltzer
President, CEO



ORGANIZATIONAL STRUCTURE



CSC Staff

Since its inception in 2001, the CSC has established a robust leadership role within the child serving community and continues to build partnerships and programs that place an emphasis on prevention. These efforts are research-driven with an emphasis on evidence-based practices and performance outcomes. CSC's motto, "Our Focus is Our Children", guides the work of the CSC and is evidenced every day through staff's single focus on providing leadership, advocacy and resources for children and families in need.

BUDGET AND FISCAL POLICY

The annual budget serves as the foundation for the Council’s financial planning and control. Council Members hold their annual retreat in May of each year to set the budget for the upcoming fiscal year. At that retreat they consider County-wide trend data, reaffirm existing goals or establish new goals based on the feedback from the on-going work of the various Committees from the County-wide Children’s Strategic Plan. Next, they assess fiscal and social return on investment data, and review the outcome and utilization history of funded goal areas. For those contracts that are performing well, they are renewed for the upcoming year. If any new goals or initiatives are identified, staff researches best practice, evidence-based programs to address any of these newly identified areas, procure specific services through the social service network, and assess the performance of programs to ensure the desired results are obtained. The Council revisits the May budget recommendations at their monthly meeting in June to ensure the final budget is aligned with the goals and objectives for the Truth-in-Millage (“TRIM”) hearings. See chart below:

The Budget Process



The TRIM Budget:

By statute, the Council must submit a tentative budget and millage rate to the Broward County Commission by July 1st. Once the final property tax values are determined by the Property Appraiser’s Office, the Council must hold two public hearings in September as required under the TRIM Act. Each year, following the required disclosures and the conduct of hearings for taxpayer comment, the Council Members set the final tax rates and adopt a budget. The budget is prepared by function and transfers of appropriation between programs require Council approval.

Assessed and Taxable Property Values:

The median assessed value of a single-family home in Broward County in 2019 (according to the Broward County Property Appraiser), was approximately \$265,891. Home values have steadily increased over the last five years. However, the CSC's millage rate has remained steadily at .4882 or just under 49 cents of every \$1,000 of assessed taxable value for the last five years. The chart below depicts the estimated taxes that would have been paid to the CSC by the average single-family home owner over the last five years.

Year	Average Assessed Home Value (AAV)*	Change In AAV	Tax Rate	Paid to CSC	Change in Dollars Paid
2015	214,166	5%	0.4882	\$105	\$6
2016	225,395	5%	0.4882	\$110	\$5
2017	239,059	6%	0.4882	\$117	\$7
2018	252,512	6%	0.4882	\$123	\$6
2019	265,891	5%	0.4882	\$130	\$7

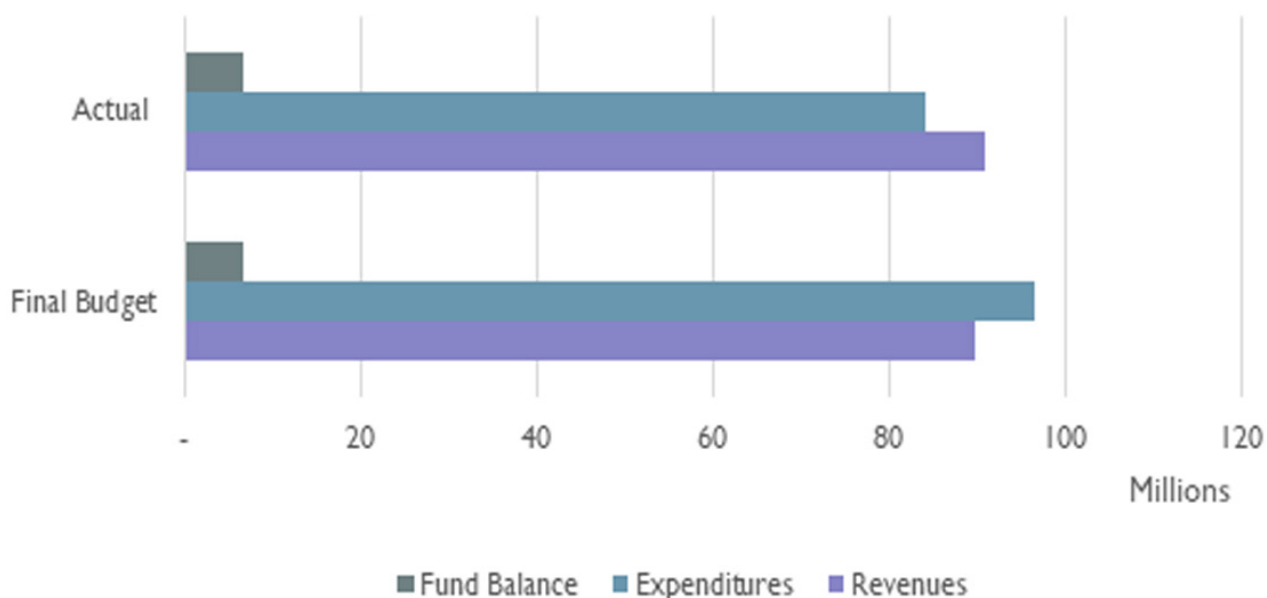
*Source: Broward County Property Appraiser

Note: The average assessed home value is the average value of a single-family home in Broward County. All values are assessed as of July 1, each tax year. Homestead exemptions, when applied, would decrease the AAV resulting in lower taxes paid.

Budgetary Comparisons-General Fund

The CSC's budget for fiscal year 2018-2019 was \$96.6 million, and included \$3.6 million budget carry forward from the prior fiscal year and \$3.2 million of fund balance. Using this \$6.8 million of existing funds coupled with the increase in property values, the Council increased the 2018-19 fiscal year budget for much needed programs and services without raising the millage rate. Actual revenues were \$1.1 million higher than the budget of \$89.8 million. However, total actual expenditures were \$12.4 million less than the budgeted \$96.6 million. The Council continues to be very cognizant of limited resources and works diligently to serve the children and families in the most efficient and effective manner.

FY 19 General Fund Budgetary Comparison



GOVERNMENT-WIDE FINANCIAL ACTIVITY

The tables below show the Council's financial position over the last 5 years:

Condensed Statement of Net Position:

CSC's total assets and deferred outflows exceeded liabilities and deferred inflows as at September 30, 2019 by \$26.4 million (net position).

	2019	2018	2017	2016	2015
Assets:					
Current and other assets	31,514,108	27,118,888	25,490,002	19,320,266	18,424,629
Capital assets	7,335,452	7,510,054	7,284,713	7,420,106	7,755,161
Total assets	38,849,560	34,628,942	32,774,715	26,740,372	26,179,790
Deferred outflows of resources	2,631,963	2,851,488	2,701,600	1,976,476	950,789
Liabilities:					
Current	6,539,718	8,782,047	9,377,278	5,293,606	5,346,936
Noncurrent liabilities	7,917,109	6,922,984	6,319,790	5,439,029	3,612,636
Total liabilities	14,456,827	15,705,031	15,697,068	10,732,635	8,959,572
Deferred inflows of resources	532,126	616,905	363,813	36,172	385,837
Net Position:					
Invested in capital assets	7,335,452	7,510,054	7,284,713	7,420,106	7,755,161
Unrestricted	19,157,118	13,648,440	12,130,721	10,527,935	10,030,009
Total Net Position	26,492,570	21,158,494	19,415,434	17,948,041	17,785,170

Condensed Statement of Activities:

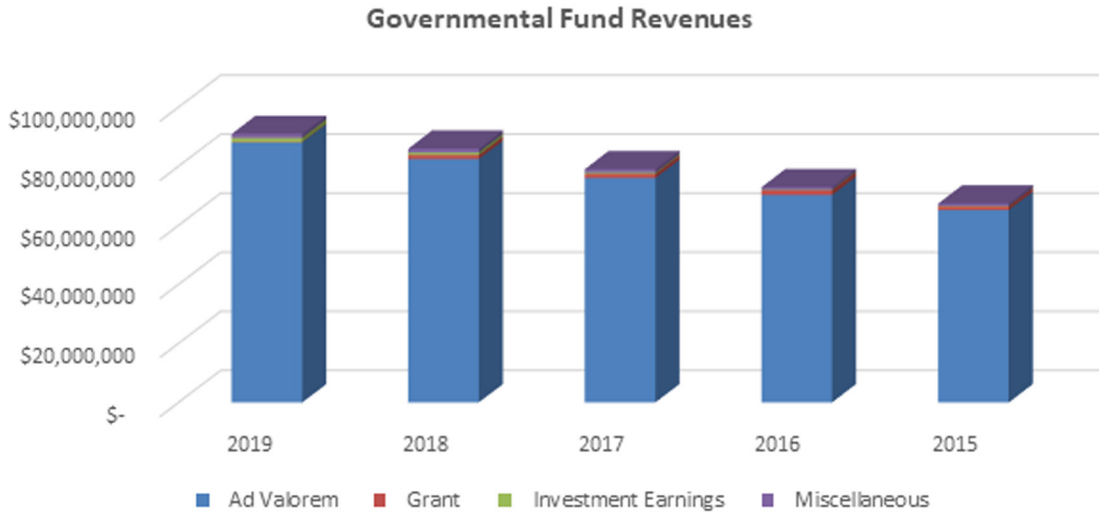
CSC's total revenues exceeded expenses by \$5.3 million in fiscal year 2019.

	2019	2018	2017	2016	2015
Expenses:					
Program Services	78,763,252	77,687,387	71,587,846	67,379,943	63,194,832
General Administration	6,826,896	6,512,032	6,052,262	5,335,498	4,693,097
Total Expenses	85,590,148	84,199,419	77,640,108	72,715,441	67,887,929
Revenues:					
Program Revenues	-	1,112,377	1,209,290	1,362,375	1,084,831
General Revenues	90,924,224	84,831,429	77,799,074	71,515,937	66,272,646
Total Revenues	90,924,224	85,943,806	79,008,364	72,878,312	67,357,477
Changes in Net Position	5,334,076	1,744,387	1,368,256	162,871	(530,452)
Net Position- beginning*	21,158,494	19,414,107	18,047,178	17,785,170	18,315,622
Net Position- ending	26,492,570	21,158,494	19,415,434	17,948,041	17,785,170

* Beginning Net Position was restated in 2017 and 2018 due to the implementation of GASB 68 and 75 respectively.

GOVERNMENTAL FUND FINANCIAL INFORMATION

Where the Money Comes From:



Revenues:	2019	2018	2017	2016	2015
Ad Valorem	\$ 88,063,546	\$ 82,432,099	\$ 75,990,468	\$ 70,246,887	\$ 65,140,776
Grant	152,956	1,365,968	1,398,945	1,623,506	1,266,689
Investment Earnings	1,388,744	857,633	419,042	155,748	90,344
Miscellaneous	1,318,978	1,288,106	1,199,909	852,171	859,668
Total Revenues	\$ 90,924,224	\$ 85,943,806	\$ 79,008,364	\$ 72,878,312	\$ 67,357,477

- ▶ **Ad Valorem** taxes are the CSC’s primary source of revenue. For fiscal year 2019, property tax revenue significantly increased by \$5.6 million from the prior year due to increased property values.
- ▶ **Investment earnings** totaled \$1,388,744, an increase of \$531,111 in Fiscal Year 2019, which is a notable 62% increase over the prior year. The increase is due to higher interest earned on additional investments, partially due to higher property tax revenues.
- ▶ **Grant revenues** in 2019 totaled \$152,956 from the Federal Title IV-E Foster Care and Adoption Programs through an agreement with State of Florida Department of Children and Families. The decrease in grant revenues this year resulted from the ending of various Federal and State grants related to the Performance Partnership Pilot Agreement (“P-3”), and 21st Century Community Learning Centers (“21st CCLC”). This reflects an 89% decrease of \$1,213,012 from the prior year.
- ▶ **Miscellaneous revenue** includes donations from local foundations, training registration fees and other miscellaneous revenue. The amount for the current year, equals \$1,318,978, a 2% increase from the prior year.

GOVERNMENTAL FUND FINANCIAL INFORMATION (Continued)

Where the Money Goes:



Expenditures:	2019	2018	2017	2016	2015
Program Services & Support	\$ 78,030,206	\$ 77,678,631	\$ 71,271,782	\$ 67,032,175	\$ 63,077,687
General Administration	3,075,689	2,843,234	2,644,427	2,366,510	2,246,168
Tax Collector and CRA Fees	2,875,492	3,016,175	2,782,040	2,393,301	2,043,045
Capital Outlay	297,872	166,819	74,111	123,753	178,684
Total Expenditures	\$ 84,279,259	\$ 83,704,859	\$ 76,772,360	\$ 71,915,739	\$ 67,545,584

► Program Services and Support expenditures totaled \$78 million in fiscal year 2019; and represents 92.8% of the CSC's overall expenditures. The CSC continues to strive to maximize services for Broward's children and families and has carefully used fund balance to maintain or grow needed programs, while maintaining a high level of accountability to the taxpayer. Expenditures for Program Services increased this past year with the provider agencies drawing down 87.5 percent of their budget. The CSC's services for children and their families continues to provide a great community benefit while also providing an economic gain to the local economy by funding approximately 2,800 full time equivalent positions in the social services area.

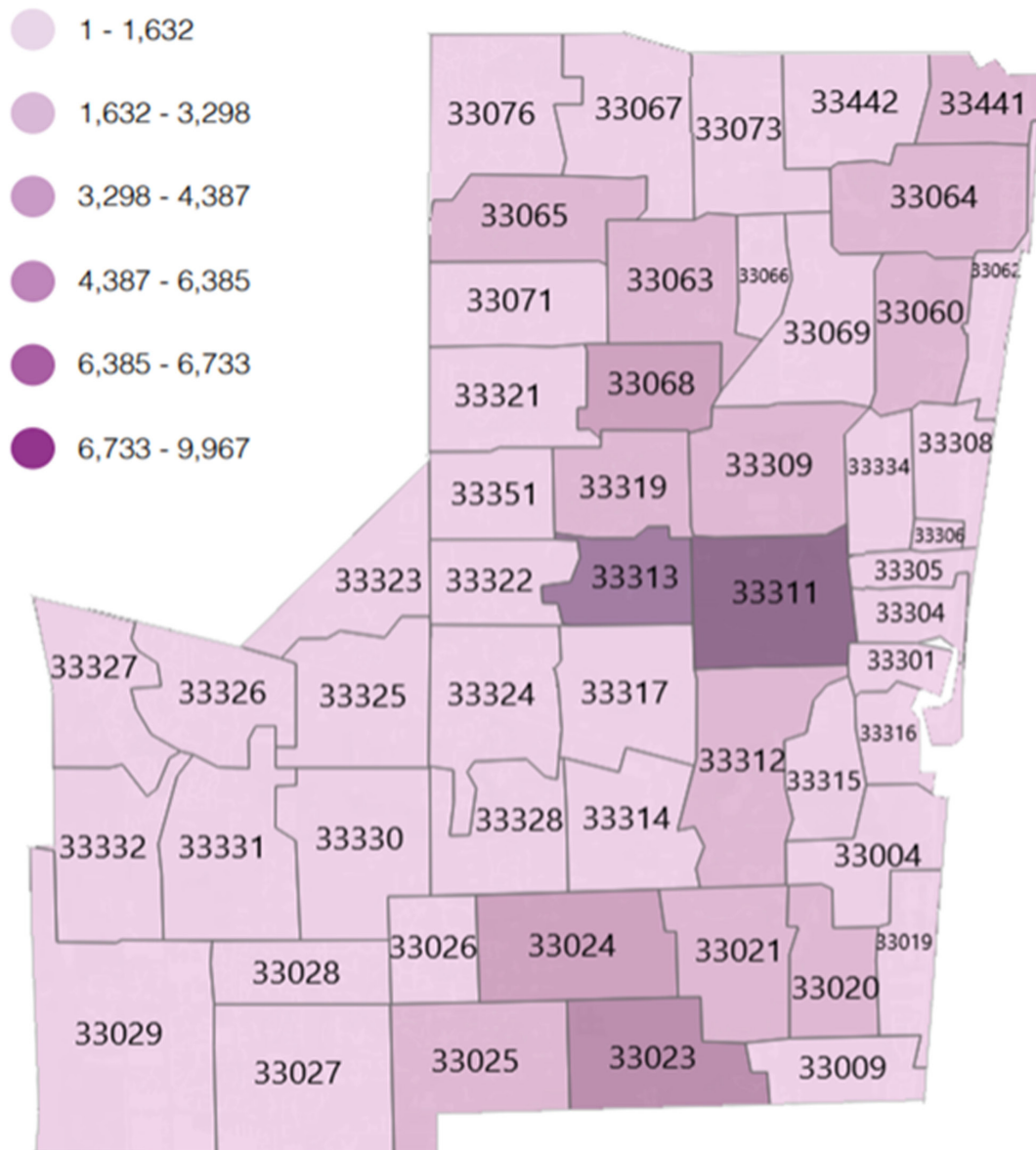
► General Administration and Capital Outlay expenditures in 2019 total represent less than 5% of the overall expenditures which demonstrates the Council's fiscal prudence, a very resourceful staff and effective use of technology. The CSC's focus continues to be providing services throughout the community with minimal administration costs.

► Tax Collector and Community Redevelopment Agency (CRA) fees show a net decrease of 4.6% or \$140,683 for a total of \$2.9 million, for the fiscal year 2019. The Community Redevelopment (CRA) fees decreased by \$202,181 or 8.1% due to the rebate of one particularly large CRA; however, in other areas of the County, these CRA values continue to increase. The Tax Collector fees increased \$61,924 or 12% from the prior year. These fees are based on the operating budget of the Property Appraisers Office and are allocated among the taxing districts.

SERVICES IN THE COMMUNITY

The CSC continues to strive to maximize services for Broward's children and families and has carefully used fund balance to maintain or grow needed programs, while maintaining a high level of accountability to the taxpayer. In recognition of our fiduciary responsibility to Broward taxpayers and to ensure funded agencies are well-positioned to meet their service obligations, the CSC utilizes a fiscal viability test to verify that agencies have the necessary administrative infrastructure to successfully manage CSC funding. Provisions for smaller maximum funding awards and Fiscal Sponsor partnership opportunities were developed to help smaller and niche-organizations succeed in receiving CSC funding while maintaining high standards for financial and administrative accountability.

The chart below shows the children and families served by the CSC within the various zip codes of Broward County during the fiscal year 2018-2019.

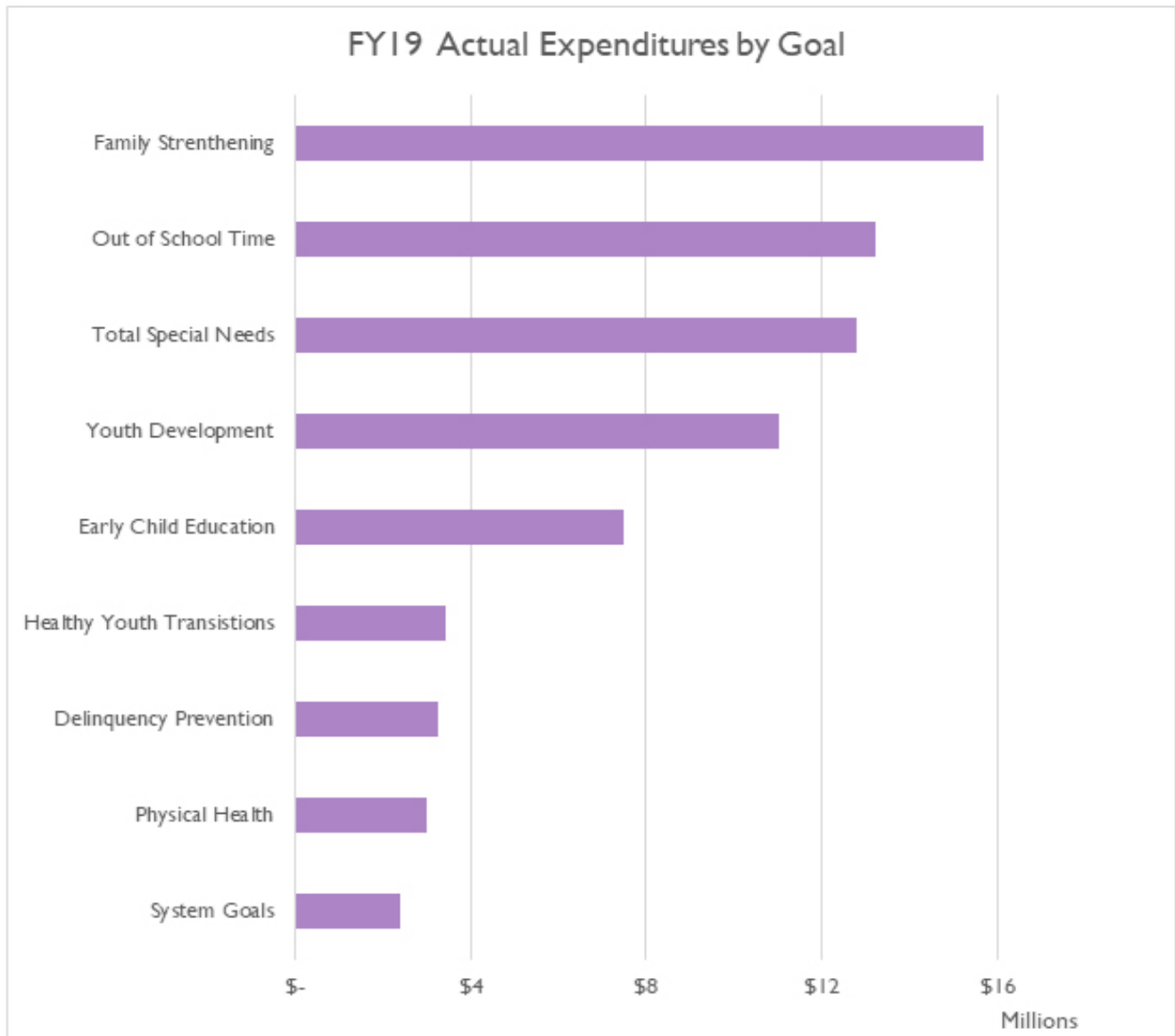


***44,529 children and youth served through School Health services funded by CSC are not represented on this map. Calls to 2-1-1 special needs and behavioral hotlines, not included in numbers served by zip data.

Program Services by Goal Area:

The CSC's goals and objectives are shaped using the County-wide Children's Strategic Plan, input from the community and staff. Accountability to the taxpayer, as well as to the children and families that are served, remains a high priority of the Council. All funded programs are monitored using a dual approach: program experts including staff with advanced degrees and off-duty teachers and doctoral students, review the quality of the services delivered; and accountants monitor the administrative and financial functions. This dual methodology has been very successful; ensuring accountability while providing useful information that is used to improve program design, as well as to inform the training and technical assistance needs of funded providers.

The chart below illustrates expenditures for Program Services in the various goal areas for the fiscal year ended September 30, 2019:



WHAT THE DATA SAYS

All programs funded by the CSC remain evidenced-informed and continue to demonstrate strong performance outcomes. The following highlights key examples of various initiatives in support of the CSC's goals and objectives in the fiscal year ended on September 30, 2019.



Literacy & Early Learning Programs

Dollars Spent: \$7.5 million

Goal: Improve children's educational success.

Outcomes: 100% of parents and teachers satisfied.
93% of sites increased verbal and non-verbal interaction with teachers.



Out of School Time Programs- General Population

Dollars Spent: \$13.2 million

Goal: Improve the availability and quality of Out of School Time programs for developing children who are economically disadvantaged and inclusion programs which integrate children with special needs with their typically developing peers.

Outcomes: 100% of children remained safe.
91% improved their reading skills.
94% improved academic performance and or skills.



Out of School Time Programs- Special Needs Population

Dollars Spent: \$9.3 million

Goal: Strengthen the continuum of Out of School Time care for children and youth with special physical, developmental, and behavioral needs.

Outcomes: 100% of children remained safe.
92% improved in reading, and language development.



Middle School Initiatives-Youth Development Programs

Dollars Spent: \$11 million

Goal: Increase protective/resiliency factors and reduce risk factors associated with delinquency, teen pregnancy and other risky behaviors.

Outcomes: 100% of female youth did not become pregnant.
100% of male youth did not cause pregnancy.
95% of youth regularly attended school.



High School Initiatives

Dollars Spent: \$2.7million

Goal: Reduce risk factors associated with delinquency, teen pregnancy and other risky behaviors.

Outcomes: 99% decreased external suspensions.
78% improved reading grades.
77% improved math grades.
88% improved science grades.



Supported Training and Employment-Special Needs

Dollars Spent: \$2.1 million

Goal: Strengthen the continuum of care for children and youth with special needs.

Outcomes: 85 young people with disabilities received job training, and summer employment at 48 worksites.
91% acquired measurable skills in work required behavior.
93% acquired measurable skills in daily living activities.



Delinquency Diversion

Dollars spent: \$3.2million

Goal: Youth will successfully transition to adulthood.

Outcomes: 84% of youth referred by the State Attorney successfully completed the program.
93% had no law violations during program participation.
91% stayed out of trouble with the law for at least one year.



Healthy Youth Transitions & Independent Living

Dollars Spent: \$3.4 million

Goal: Strengthen supports for youth aging out of foster care or living in Kinship care, youth involved with juvenile justice, and youth who are LGBTQ to successfully transition to adulthood.

Outcomes: 85% demonstrated improvement or proficiency in employability and job retention skills.
84% made progress in school or post-secondary education, graduated, or obtained a GED, and or maintained employment.



Family Supports

Dollars Spent: \$18.2 million

Goal: Reduce the incidence and impact of child abuse, neglect, and trauma.

Outcomes: 76% of families participated in all program requirements.
86% of families improved family functioning.
95% of mothers reported fewer symptoms of depression.
91% of mothers demonstrated improvement or acceptable levels of attachment and bonding with their infant.

ECONOMIC CONDITIONS AND OUTLOOK

South Florida is a wonderful place to live, work and raise a family. Broward County offers 23 miles of beaches coupled with tropical climate, as well as a flourishing melting pot of cultural and multi-ethnic diversity adds to the richness of the area. The local economy is strong with unemployment being quite low. However, housing costs remain high with studies showing that Broward County is one of the most cost-burdened housing markets in the nation.

While the economy is strong in certain sectors, there remains a high demand for social service needs throughout the community and these past few years continue to be no exception. Thus, it was much welcome news that the CSC could grow its overall programs budget during this fiscal year by 8.2% because increased property values brought in additional revenue along with a judicious use of fund balance.

Major Initiatives

The CSC engages in various community partnerships and system building initiatives throughout the Community. Some significant highlights in this area include the following:

- ▶ **Trauma Treatment.** The Community is still suffering from that devastating day in February 2018 when it suffered a horrible tragedy with multiple fatalities and critical injuries due to a mass shooting at Marjory Stoneman Douglas High School in Parkland, FL. Over the past year, the CSC, in partnership with multiple community partners, created a long-term recovery center known as Eagles' Haven. It operates a healing oasis for the MSD community where they can engage in wellness activities and be guided by skilled Navigators to trauma treatments when they are ready.
- ▶ **Early Care and Education.** Building upon on-going partnerships, the CSC provides backbone support and co-chairs along with the School District, the Early Learning Coalition, the County Commission, Afterschool and Preschool Providers, and others to take part in a community collaboration known as Broward Reads: The Campaign for Grade Level Reading.
- ▶ **Back to School Extravaganza.** For the past nine years, the CSC, together with the School District, local businesses, other organizations and residents supported a Back to School Community Extravaganza to help students with their school supplies.
- ▶ **Preventing Childhood Hunger.** The CSC works closely with various community partners to prevent childhood hunger throughout Broward County and funds an array of prosperity and hunger related programs. Through these initiatives there were over 16,400 meals served and 1 million pounds of nutritious and fresh food collected and distributed through the Summer BreakSpot program in fiscal year 2019.
- ▶ **Implicit Bias, Racial Equity, Gender Identity.** The CSC has taken a leading role in addressing racial equity, implicit bias and gender identity issues. These subjects can be uncomfortable to talk about with young people and yet they are front and center in the national dialog. The CSC, in partnership with the Broward County Human Services Department and others, brought a series of racial equity workshops to staff, local social services not-for-profit agencies, and community leaders.

Notes

HELPING CHILDREN GROW STRONGER TOGETHER



MISSION

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

VISION

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



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Training & Online Learning

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