



**CHILDREN'S
SERVICES COUNCIL MEMBERS:**

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

*Hon. Kenneth L. Gillespie, Vice Chair
Judicial Member*

*Dr. David H. Kenton, Secretary
Governor Appointee*

*Cathy Donnelly, Immediate Past Chair
Governor Appointee*

*Dr. Vickie L. Cartwright
Interim Superintendent
Broward County Public Schools*

*Beam Furr
Broward County Commission*

*Donna P. Korn
Board Member
Broward County Public Schools*

*Tom Powers
Governor Appointee*

*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: November 12, 2021

TO: Council Members

FROM: Cindy Arenberg Seltzer, President/CEO

SUBJECT: Information for November 18th Council Meeting

Enclosed is the information packet for the CSC monthly meeting on Thursday, November 18, at 9:30am. At this meeting, there are significant items for your consideration related to recommendations from the Executive Committee and Finance Committee, as well as programmatic contract and procurement related items. Due to the size of the agenda and two procurement visionings under the Roundtable, we are asking that you *please plan to attend through Noon*.

The meeting will again be held in the CSC Board Room *and* virtually on Zoom Webinar, but we **must** have a *minimum* of six Members physically present in the Board Room to constitute a quorum and conduct business. We have several members with unavoidable conflicts this month so **if you are not one of the members who have already alerted us of that conflict, it is imperative that you attend in person.**

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



Children's Services Council of Broward County Monthly Meeting
6600 W. Commercial Blvd., Lauderhill, FL 33319 & Zoom Webinar

November 18, 2021
9:30 a.m.

MEETING AGENDA

- I. Call to Order** Dawn Liberta, Chair
- II. Roll Call** Amy Jacques
- III. Chair's Report** Dawn Liberta
 - a. Moment to Arrive
 - b. Approve October 2021 Council Minutes **(Tab F)**
 - c. FYI - December Meeting Cancellation
 - d. Recognize the Service of Jodi Samson, School Social Work Team Leader, Upon Her Retirement
- IV. Executive Committee Meeting Report** **(Tab G)** Dawn Liberta
 - a. Approve President/CEO FY 21/22 Salary Adjustment & New Contract Term **(Tab H)**
 - b. Approve FY 21/22 Staff Salary Adjustment **(Tab I)**
- V. Finance Committee Meeting Report** **(Tab J)** Paula Thaqi, Committee Chair
 - a. Approve Revised Investment Policy **(Tab K)**
 - b. Approve Moving a Portion of Investments to PFM-Managed Fund **(Tab L)**
 - c. Approve Budget Carry Forward from FY 20/21 into FY 21/22 **(Tab M)**
- VI. President's Report** Cindy Arenberg Seltzer
 - a. Good of the Order
 - b. FYI – December Office Schedule
- VII. Chief Program Officer Report** Maria Juarez
 - a. Approve Source Experts for HEAL Trauma RFP Central East Rating Committee **(Tab N)**
 - b. Approve Raters for MOST RFP **(Tab O)**
 - c. Approve Extending the Community Collaborative Contract with United Way of Broward County to Fund the Center for Working Families Programs **(Tab P)**
 - d. Approve Extension of ELC Vulnerable Population Contract Through 6/30/22 **(Tab Q)**

- e. Approve Salary Increases for Eligible CSC-Funded Program Staff (Tab R)
 - f. Approve Collaboratively Funding the Broward Help the Helpers Initiative (Tab S)
 - g. Approve One-Time COVID-Related Provider Administrative Payment (Tab T)
- VIII. Chief Equity & Community Engagement Officer Report** Sharetta Remikie
- a. Approve Raters for Program Performance Consultant RFQ (Tab U)
 - b. Approve Capacity Building Grant Awards for FY 21/22 (Tab V)
 - c. FYI – Read for the Record Update (Tab W)
- IX. Chief Operating Officer (COO) Report** Monti Larsen
- a. Approve Budget Amendments and Preliminary Financial Statements for FY Ending 9/30/21 (Tab X)
 - b. Approve Monthly Purchases (Tab Y)
- X. Special Needs Advisory Coalition Report** (Tab Z) Sue Gallagher
- XI. Agency Capacity Building Report** (Tab 29) Jeffrey S. Wood (ACB Co-Chair)
- XII. Funders Forum Report** (Tab 30) Maria Juarez
- XIII. Public Comment** Dawn Liberta
- XIV. Council Members' Roundtable** Dawn Liberta
New DAY RFP CSC Staff
Community Responsive Capacity Building RFA CSC Staff
- XV. For Your Information** (Tab 31)
- a. CSC in the News
 - b. Correspondence
 - c. 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.

TAB F

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

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

October 21, 2021

9:30 A.M.

Minutes

Members in Physical Attendance:

Governor Appointee Cathy Donnelly; Broward County Commissioner Beam Furr; Judge Kenneth L. Gillespie; Governor Appointee David H. Kenton; School Board Member Donna P. Korn; DCF Community Development Administrator Dawn Liberta (Chair); Governor Appointee Tom Powers

Members in Virtual Attendance:

School Interim Superintendent Vickie L. Cartwright; Health Department Director Paula Thaqi; Governor Appointee Jeffrey S. Wood

Council Members Absent:

Governor Appointee Maria Schneider

Counsel Present:

Garry Johnson, Esq.

Staff in Attendance:

Cindy Arenberg Seltzer, President/CEO; Monti Larsen, COO; Maria Juarez, CPO; Sue Gallagher, CIO; Sharetta Remikie, CECEO; Marlando Christie; Amy Jacques; Laura Ganci; Dion Smith; Michelle Hamilton; Andrew Leone; Kathleen Campbell; Lisa Bayne; Madeline Jones; Marissa Aquino; Jennifer Wennberg; Kyle Jones; Margaret Wallace; Piper Weber; Erin Byrne; Joshua Caraballo; Angie Buchter; Keyonia Lawson; Danielle Bachelder; Clarice Horton; Melissa Soza; Latora Steel; Michelle E. Hagues; Keisha Grey; Fern Phillip; Jessica Rincon; Liza Khan; Camila Romero; Jennifer Fletcher; Jill Denis-Lay; Katrina Welch; Trisha Dowell; Brooke Sherman; Marissa Greif-Hackett; Shaquoia Wilson; Kimberlee Reid; Megan Turetsky; Valencia McConnico-Bell; Lynn Kalmes; S. Lorenzo Benaine; Travis Johnson; Diego Alvarez; Alicia Williams; Tabitha Bush; Colleen Carpenter; Johannie Stanley; Roxanne Smith; Ileana Blanco

Guests in Attendance:

See Attachment 1

Agenda:

I. Call to Order

Ms. Liberta called the meeting to order at 9:34 A.M.

II. Roll Call

Mrs. Jacques called the roll and announced that a quorum had been established.

III. Chair's Report

a) Moment to Arrive

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

Ms. Liberta reminded everyone that it is Domestic Violence Awareness month, noting that it is the second highest reason for the removal of children in our community.

b) Council Meeting and TRIM Hearing Minutes

ACTION: Commissioner Furr made a motion to approve the Council meeting and TRIM Hearing minutes from September 23, 2021, as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

c) Cancellation of December Meeting

ACTION: Mr. Powers made a motion to approve the cancellation of the December 2021 meeting. The motion was seconded by Ms. Korn and passed with no opposing votes.

d) 2022 Council Meeting Schedule

ACTION: Dr. Cartwright made a motion to approve the monthly meeting dates for 2022, as presented. The motion was seconded by Mr. Powers and passed with no opposing votes.

e) President/CEO Performance Eval

Ms. Liberta alerted Members that they will receive the President/CEO's self-evaluation and evaluation form. The evaluation form should be completed by October 29th. The Executive Committee will then meet on November 8th to review the evaluation results and forward any

recommendations to the full Council for consideration at its November 18th Council meeting.

f) Annual Report Photo

Ms. Liberta shared that due to COVID, CSC staff will again use Members' headshot photos that are currently on the CSC website for the Annual Report. If Members prefer a different photo to be used in the Annual Report, they should send it to Amy.

IV. Bylaws Committee Report

Ms. Liberta noted that the Committee met to review the current bylaws. She then deferred to legal counsel, Garry Johnson, to summarize the proposed revisions.

Mr. Johnson stated that the changes revolved around some of the concepts of virtual meetings and whether effective changes could be made. He pointed out that under the current Attorney General opinions it was felt that there was not a clear pathway around the requirement for six members to be physically present to establish a quorum absent an emergency declaration by the Governor, but that some changes could be made to clarify some alternatives if things changed in the future.

Ms. Arenberg Seltzer added that the process for committee meetings was clarified to be clear that committee meetings could be held virtually since they do not result in final actions, but rather recommendations to the full Council.

Ms. Liberta explained that one winter month was added to the language that currently allowed for the cancellation of one summer month meeting. She pointed out that the Council usually cancels its July and December meetings. She also pointed out that language was added to include the notice of meetings on the CSC website.

ACTION: Commissioner Furr made a motion to approve the revisions to the Bylaws, as presented. The motion was seconded by Mr. Powers and passed with no opposing votes.

V. President's Report

a) Good of the Order

Ms. Arenberg Seltzer welcomed Dr. Sharetta Remikie as CSC's Chief Equity & Community Engagement Officer.

Ms. Arenberg Seltzer congratulated two CSC-funded staff from Kids in Distress, Ms. Bloosy Jeanny and Ms. Michelle Brooks, who were recognized by Healthy Families Florida. Ms. Jeanny was selected as the winner of the Healthy Families Florida Staff Recognition Award for Excellence in Family Engagement, while Ms. Brooks was selected as the winner of the Healthy Families Florida Staff Recognition Award for Excellence in Supervision.

Ms. Arenberg Seltzer announced that Broward College is a recipient of a \$30 million Promise Neighborhoods Grant from the U.S. Department of Education. The Broward UP Promise Neighborhoods project will provide for a comprehensive two-generational model to serve children from an early age to adulthood, positioning them for post-secondary education, while also working with their parents to gain workforce skills so that they can support their families. Project partners include CSC, Broward County Public Schools, the Urban League of Broward County, the YMCA of South Florida, the Boys and Girls Clubs of Broward, OIC of South Florida, HANDY, Hispanic Unity of Florida, Pace Center for Girls, Jack and Jill Children's Center, the FLITE Center, Broward Partnership for the Homeless, and Nourishing Lives. Broward College is one of only seven recipients in the country and is the first grantee in Florida to ever receive this grant. Ms. Arenberg Seltzer explained that CSC's role will be to expand youth development programming where middle school youth will receive individual coaching and case management.

Ms. Arenberg Seltzer shared that Ms. Michelle Hagues, Sr. Programs Manager, and Dr. Gallagher, Chief Innovation Officer, served as subject matter experts for the 2021 Children's Movement of Florida Equity Report on equity initiatives throughout the State of Florida. She explained that this work is symbolic of CSC's work over the years, where we start an initiative, help it grow, and then turn it over to partners.

Ms. Arenberg Seltzer shared that Dr. Gallagher also served on the PACE Center for Girls' regional All About Girls Summit panel, "Power, Justice, Equity: Building Inclusive and Progressive Communities."

Ms. Arenberg Seltzer announced that she is now a board member of the Florida Policy Institute, a state-wide association that is part of a national group to build economic security and power for all Floridians. She explained the Institute is developing more of a child focus. Her first board meeting will be in December.

Ms. Arenberg Seltzer shared that she taped a congratulatory message for the workforce included in the Florida Association for Infant Mental Health's "Celebrate Babies Week," an event to honor diverse babies and professionals who work with and on behalf of babies.

Ms. Arenberg Seltzer also was a guest on the GRN Show with Guithele Ruiz-Nicolas to discuss the American Rescue Plan and the Child Tax Credit.

Ms. Arenberg Seltzer also noted that she participated in a recent YMCA Podcast.

b) Childcare Worker Recruitment Campaign

Ms. Arenberg Seltzer explained that staff is working with M Network and the Early Learning Coalition (ELC) to develop a marketing campaign to attract more qualified individuals to work in childcare centers. She noted that the hope is to build the funnel of people coming in, with ELC assisting with the required background screening and training. She noted that Federal funds will now be allowed for this purpose, so the community will be poised with an available campaign that can be immediately brought to scale with the Federal money.

Council members engaged in a robust and productive discussion around possible ways for CSC and community partners to address recruitment and hiring challenges to build capacity for childcare centers so that growing community and family needs can be met post-pandemic. School Board Member Korn and Commissioner Furr requested staff to look into ways CSC and other community partners could help maximize the School District's program for training future childcare workers.

ACTION: Ms. Korn made a motion to authorize expenditures to create and implement marketing and recruitment elements for the Childcare Worker Recruitment Campaign, as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes.

c) 2022 Legislative Platform

ACTION: Commissioner Furr made a motion to approve the Florida Children’s Council 2022 Legislative Priorities, as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

d) Student Re-engagement Campaign

Ms. Arenberg Seltzer made the Council aware of how community partners are being engaged by the Broward County Public Schools (BCPS) to assist in a campaign to proactively reach the families of students who have not returned to in-school learning. She shared that CSC has distributed that information through its provider network and has utilized the CSC/BCPS data-sharing agreement.

Ms. Liberta requested the BCPS list to see if she could assist with outreach for any of those families who may be in the dependency system.

Dr. Cartwright stated she appreciated all of the outreach efforts and noted that they are trying to take a coordinated approach to reach potential children who should be in school. She noted that a majority of the students they are trying to connect with are of the elementary age. She added that it is possible that the parents are working from home and just haven’t registered the students in home education, which would remove them from the list.

VI. Chief Programs Officer Report

Ms. Juarez summarized the proposal to increase salaries related to MOST programming, noting that approximately 1,000 children are currently on a MOST waitlist. She explained that while there is funding available to serve children on the waitlist, providers are unable to maintain the appropriate staff to student ratios if enrollment is increased due to staffing challenges. Since providers are finding it difficult to recruit staff at the current salary, CSC staff is proposing an increase for MOST direct service staff from the minimum hourly rate to \$15.00/hr, starting November 1st. She shared that next month staff will bring forth similar information on other CSC programs, such as the positive youth programs serving middle school students.

Ms. Korn asked CSC staff to revisit the waitlist after a reasonable time of implementing the salary increase to see what effect it had. Ms. Arenberg Seltzer agreed to do that in January or soon thereafter. Ms. Korn also asked for a future

big-picture analysis of the other CSC-funded programs to ensure that the Council could meet all of the needs or at least systematically prioritize them. Ms. Arenberg Seltzer promised that further analysis would be forthcoming in November.

Ms. Arenberg Seltzer applauded Ms. Ileana Blanco, Senior Compliance Accounting Manager, and Ms. Jessica Rincon, Programs Manager, for their painstaking efforts in going through every single MOST contract, looking at each position, and moving those making under \$15/hr up to \$15/hr.

ACTION: Ms. Korn made a motion to approve salary increases related to MOST for FY 21/22, as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes.

VII. Chief Innovation Officer (CIO) Report

Dr. Gallagher updated Members on CSC's Community Participatory Action Research (CPAR) efforts, noting that CSC's commitment to racial equity, CPAR, and partnerships is generating federal interest, including the U.S. Department of Health and Human Services, the Office for the Administration for Children and Families, and the U.S Department of Labor. She explained that these departments are not just interested in what we are doing locally, but in how that could form and transform programs, procurements, and research design that they are thinking about at the federal level. She added that CSC's support of local pilots is advancing equity and helping to reimagine and redesign child-serving systems. She recognized the community partners and CSC staff who make this happen.

Ms. Liberta shared that she has the pleasure and opportunity to serve on the Board of the Youth System Organizers (YSO) of Broward. She praised the resilience and powerfulness of these young adults and expressed a desire to bring them in to meet the Council at a future date.

VIII. Chief Equity & Community Engagement Officer Report

Since this was Dr. Remiekie's first week on the job, Ms. Arenberg Seltzer briefly highlighted the items under this Report.

a) CEO Learning Series

ACTION: Commissioner Furr made a motion to accept \$15,000 revenue from the United Way and \$10,000 revenue from the Community Foundation, and approve related expenditures, as

presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

- b) Capacity Building Grant Consulting Services

ACTION: Commissioner Furr made a motion to approve the Small Business Development Center for Capacity Building Grant consulting services, as presented. The motion was seconded by Ms. Donnelly and passed with no opposing votes.

- c) Emancipatory Research Consultant RFQ Raters
- d) Racial Equity & Social Justice Cadre RFQ Raters

ACTION: Commissioner Furr made a motion to approve raters for the Emancipatory Research Consultant RFQ and the Racial Equity and Social Justice Cadre RFQ, both as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

IX. Chief Operating Officer Report

- a) Back-to-School Extravaganza
- b) Budget Carryforward
- c) KID/FLITE Fiscal Sponsor Fees and Contract Amendment
- d) Disposal of Fully Depreciated or Non-Capitalized Items
- e) Monthly Purchases

Ms Larsen briefly highlighted the items under the COO Report.

ACTION: Dr. Cartwright made a motion to approve acceptance of revenue for the Back-to-School Extravaganza FY 20/21, approve Budget Carry Forward for selected POs and initiatives, approve KID/FLITE fiscal sponsor fees and contract amendment, approve disposal of fully depreciated or non-capitalized items, and approve the monthly purchases, all as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes.

X. Broward Reads Coalition Report

Commissioner Furr highlighted the recent meeting of the Broward Reads Coalition.

XI. Funders Forum Report

Ms. Juarez highlighted the recent Funders Forum meeting, noting that the minutes were included in the meeting information packet.

XII. Public Comment

There were no comments.

XIII. Council Members' Roundtable

CSC staff led a Roundtable on the planned Youth Summit Series. Dr. Keisha Grey, Sr. Strategy Manager, highlighted the history of the Children's Strategic Plan and youth summits, and briefly outlined the upcoming 21/22 youth summit series. Information on the series will be accessible at www.cscbroward.org/youthsummit.

Mr. Andrew Leone, Director of Communications and Community Engagement, highlighted the branding efforts related to the Youth Summit Series events.

Ms. Arlene Connelly, Co-Chair of the Father, Men and Boys Action Committee, shared details of the upcoming event that launches the Youth Summit Series. The first annual Rise Up Summit, "Growing Up Male: What Boys, Men and Fathers Need to Thrive," will be held on November 19th, from 9:00am-3:00pm, both virtually and at the Sunrise Civic Center. Council members will receive information on this event.

XIV. Adjournment

ACTION: Commissioner Furr made a motion to adjourn the meeting at 11:51 AM. The motion was seconded by Ms. Donnelly and passed with no opposing votes.

Dr. David H. Kenton, Secretary

MEETING ATTENDEES (*denotes speaker)

Name	Organization
Arlene Connelly	Father, Men & Boys Action Committee
Christine Klima	Early Learning Coalition of Broward
Idelma Quintana	Broward County
Jodi Antonoff	CAS
Grecia Rosendo	Center for Hearing and Communication
Grace Ramos	The M Network
Gary Chin	Sunshine After School Child Care, Inc.
Shawn Preston	Arc Broward
David Williams	Center for Hearing and Communication
Donna Lavalle	Smith Community Mental Health
Elisha Hendricks	Pembroke Pines Police Department
Nancy Tillman	Soref JCC
Kevin Bochenek	Kids In Distress
Kimberly Gould	Broward County Public Schools
Renee Jaffe	Early Learning Coalition of Broward County Inc.
Diana Gomez	Sunshine Health
Tonya Ricker	Arc Broward
Alice-Lydia Bird	YMCA of South Florida
Catherine Lievano	Pembroke Pines Police Department
Andy Fernandez	Firewall Centers
Lisa Clements	YMCA of South Florida
Mikelange Olbel	Community Based Connections, Inc.

Name	Organization
Alison Bregman-Rodriguez	YMCA of South Florida
Cathea Comiskey	Unitd Community Options
Olivia Angeli	Center for Hearing and Communication
Michael Skolnick	Community After School
Ania Torres	Pembroke Pines Police Department Victim Advocate
Tracy Graham	Broward County

TAB G

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY
Executive Committee Meeting

Via Zoom Webinar with public access by computer or phone

November 8, 2021

11:00 A.M.

Minutes

Members in Attendance:

Governor Appointee Cathy Donnelly; Judge Kenneth L. Gillespie; Governor Appointee David H. Kenton; DCF Community Development Administrator Dawn Liberta (Chair)

Staff in Attendance:

Cindy Arenberg Seltzer, Monti Larsen, Michelle Hamilton, Amy Jacques

Guests in Attendance:

None

Agenda:

Chair Dawn Liberta called the meeting to order at 11:01 A.M. and a quorum was established.

I. Annual President/CEO Evaluation

Council Members reviewed Ms. Arenberg Seltzer's performance evaluation for FY 20/21. It was acknowledged that three evaluations were missing – Interim Superintendent Cartwright stated that she believed she was too new to the Council to be able to fairly rate Ms. Arenberg Seltzer: Mr. Powers and Ms. Schneider had scheduling challenges which made it difficult for them to submit in time for the Executive Committee meeting but were told they could still submit prior to the Council meeting. The Committee decided that there was sufficient information and consistency among the eight submitted evaluations to allow their work to move forward. They noted the consistent high scores and glowing comments; reflecting a stellar performance over an extraordinarily tough year caused by the continued pandemic pressures. Ms. Arenberg Seltzer expressed how touched she was by the Council Members' comments, especially those statements related to how CSC is viewed by the varying constituencies that the Council Members interact with and the kudos offered about CSC's amazing staff which validates her management philosophy.

Committee members were reminded that two years ago when an Executive Compensation Study was conducted, the President/CEO was placed at the mid-point on the Salary Structure with the caveat that the Committee would consider a \$15,000 increase the following year to make up for eliminating performance

pay. However, with the effects of COVID being felt throughout the community, Ms. Arenberg Seltzer chose not to revisit any increase other than the 1.5% cost-of-living adjustment that was offered to all staff. She explained that this year she would like the amount discussed two years ago, adjusted for this year's 5.3% inflation rate, but that she was not requesting the additional amount waived last year. She also requested to maintain a 5-year contract term by extending the date one year through October 31, 2026.

Judge Gillespie expressed concern that she didn't receive the \$15,000 last year and asked the Committee to always keep that in the back of their minds and to possibly revisit it at some point in the future.

Ms. Donnelly highlighted the importance of the Executive Compensation Study, not just for CSC but also for the community. She felt it was important that the President/CEO and staff be paid appropriately. Ms. Larsen noted that the market study was conducted two years ago for the President/CEO position, and that staff would start the process for the next study when it was time to revisit it again.

ACTION: Ms. Donnelly made a motion to recommend to the full Council the President/CEO Salary adjustment for FY 21/22 and the new contract terms for FY 21/22, as presented. The motion was seconded by Dr. Kenton and passed unanimously.

II. Salary Adjustment for Staff

Ms. Arenberg Seltzer explained that when the Council approved the Cost of Living Adjustment (COLA) in June for staff, the Consumer Price Index (CPI) was 3%. However, shortly after that time, it increased to 5.3%. She asked the Committee to consider recommending to the full Council adjusting staff salaries by the additional 2.3% in order to retain staff and remain competitive as an employer. She added that the Council would continue to be careful stewards by using lapsed salaries for the increase.

ACTION: Ms. Donnelly made a motion to recommend to the full Council approval of staff salary adjustments as presented. The motion was seconded by Dr. Kenton and passed unanimously.

III. Members & Public Comments

Ms. Arenberg Seltzer took this opportunity to run a few items by Committee members to receive feedback and guidance. She outlined some of the financial and staff retention issues faced by nonprofits during the pandemic. She emphasized the vital importance of these nonprofits in restoring the economy and the importance of recruiting and maintaining nonprofit staff to provide the

needed services and programs in the Community following the pandemic. In October, when the Council approved increasing the salary of MOST provider staff from minimum wage to \$15/hr, she foreshadowed the need to consider bringing the remaining funded-providers' salaries up to \$15/hr. She explained that analysis has been concluded and that there were not many other positions that would be impacted by this change – total cost a little over \$200,000 which will be brought to the Council in November. She also pointed out that the Funders Forum has agreed to the need to look at raising the salaries of clinicians. Maria Juarez Stouffer is leading that analysis and we will consider these salary adjustments in the near future.

She then raised the issue of the overall hit that providers took last year on their administrative expenses. She explained that when the Council shifted during the pandemic from units of service to cost reimbursement, there were some unintended consequences that need to be addressed. She explained that the shift was necessary at the time as many of the funded providers were unable to deliver contracted services during the pandemic and therefore would not have been able to draw down funds in the usual manner of Units of Service. Cost reimbursement allowed them to keep staff on board and pay them as long as they were delivering some service that benefited children and families. However, they were told that if they had a staff vacancy, they should only fill it if there was work for them to do. As a result of that direction and generally, the challenges arising from the consequences of the pandemic, many providers were unable to draw down a substantial portion of their contract. Since providers' administrative costs are paid relative to the amount of money they draw down for direct service (maximum 12%), they were unable to draw down those funds even though most of those expenses are fixed costs that had to be paid. After hearing from some providers about this, staff conducted an analysis and found that, on average, provider agencies drew down about 80% of allowable administrative expenses. She noted that 36 agencies fell below 80%. Ms. Arenberg Seltzer expressed a desire to make the CSC-funded providers whole with their administrative costs, with the exceptions being government providers who had access to other remedies.

Discussion ensued. Council Members questioned whether the low utilization indicated poor management. Ms. Arenberg Seltzer explained that for many of the contracts the issues were beyond their control. After school programs that have no independent space were reliant upon access to school building. Some programs that opened with strong COVID protocols still suffered from several shutdowns due to outbreaks. And for some, parents didn't prioritize these services when that had so many other issues on their minds.

After lengthy discussion, they agreed that staff could pursue this approach and bring it to the Council for a decision.

There was also a brief discussion of what, if anything, CSC could do to support provider staff who have worked so hard during the pandemic. While the lowest wage workers are being offered salary increases, those earning more than \$15/hour receive nothing. Ms. Donnelly raised the point that in addition to money there are things employers can do to raise moral which most nonprofits don't have money to do. Ms. Arenberg Seltzer mentioned a collaboration that was done in Palm Beach County to "Help the Helpers" which the DeLuca Foundation was interested in replicating in Broward. It was unclear how much money the collaborative in Broward had raised and how impactful it would be. Ms. Arenberg Seltzer said she would look into it further.

IV. Adjournment

The meeting adjourned at 12:30 P.M.

David Kenton, Secretary

TAB H



For Council Meeting
As Recommended by the Executive Committee
November 8, 2021

November 18, 2021

Issue:	CEO Performance Evaluation Results, Consider Salary Adjustment and Contract Term Revisions.
Action:	Approve President/CEO Salary Adjustment for FY 2021/22 and New Contract Term for FY 21/22.
Budget Impact:	\$20,000 Available from Lapse Salary/Fringe Budget line for FY21/22.

Background: The performance evaluation for the President/CEO is due each November. At this same time, the President/CEO's contract is reviewed, salary adjustments are considered, and new goals are set for discussion first at the Executive Committee (EC) and then to the full Council for final review and approval.

Two years ago, Compensation Resources Inc conducted an Executive Compensation Study for the President/CEO position. The report highlighted that the President/CEO was below the market range in base salary and total compensation and that performance pay was generally not being given to other CSC CEOs although they were receiving other benefits which the President/CEO does not receive. After full deliberation, the Council approved placing the President/CEO's base salary at the mid-point on the Salary Structure at \$246,330, with the caveat that next year the Executive Committee would consider an increase of \$15,000, which would bring the base salary up to \$261,330, to make up for eliminating Performance Pay.

Last year, with the effects of COVID being felt throughout the Country, the President/CEO chose not to revisit any increase other than the 1.5% cost of living adjustment that was offered to all the staff. This brought the annual salary up to \$250,025, well below the projected amount discussed the prior year.

Current Status: The Executive Committee met and reviewed the evaluations submitted for the CEO, which are attached. All of the scores and comments were very positive and the Committee was effusive in their praise. They acknowledged the cumulative loss Ms. Arenberg Seltzer incurred by foregoing the anticipated increase last year and resolved to keep that in mind when considering future increases. They

agreed is important to keep the CEO salary competitive without being on the leading edge. Therefore, they are recommending to the full Council the changes that Ms. Arenberg Seltzer requested:

- i. Base Pay – Increase the salary \$15,795, which is the amount discussed two years ago adjusted for this year's 5.3% inflation rate, for a total \$265,820.
- ii. Contract Term - To maintain a 5-year contract term, extend the date one year through October 31, 2026.

Recommended Action: Approve President/CEO Salary Adjustment for FY 2021/22 and New Contract Term for FY 21/22.

Children's Services Council of Broward
 President/CEO Evaluation for Fiscal Year 2019-2020

I. PERFORMANCE COMPETENCIES	* Vickie Cartwright	Cathy Donnelly	Beam Furr	Kenneth Gillespie	David Kenton	Donna Korn	Dawn Liberta	** Tom Powers	** Maria Schneider	Paula Thaqi	Jeffrey Wood	Total	Ave Score
Communication		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Fiscal Responsibility		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Consensus & Team Building		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Diversity Commitment		5.0	5.0	5.0	4.0	5.0	5.0			5.0	5.0	39.0	4.9
Job Knowledge		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Leadership		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Judgment		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Planning & Organization		5.0	5.0	5.0	4.0	5.0	5.0			5.0	4.5	38.5	4.8
Business Ethics		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Community Relations		5.0	5.0	5.0	4.0	5.0	5.0			5.0	5.0	39.0	4.9
Board Interaction		5.0	5.0	5.0	5.0	5.0	5.0			5.0	5.0	40.0	5.0
Total	0.0	55.0	55.0	55.0	52.0	55.0	55.0	0.0	0.0	55.0	54.5	436.5	54.6
Managing People (Pass/Fail)		P	P	P	P	P	P			P	P		

*Council Member Vickie Cartwright did not provide an evaluation due to the short period of time she has served on the Council.

** Evaluations have not yet been received from Council Members Tom Powers and Maria Schneider as of 11/11/21 8:30am.

COMMUNICATIONS	
Council Member	Council Member Comments
Cathy Donnelly	Cindy has excellent personal communication skills and has continued to improve the online outreach to the community as well as improve our social media presence. Cindy takes full advantage of her outstanding team to communicate via round tables as well as having the staff participate in the conversation when applicable.
Donna P. Korn	Cindy is an active listener, very effective at engaging with Board Members as ideas and concerns are shared. She is proactive with immediate, appropriate responses, as well as thorough follow-up. She is open to new ideas and enthusiastic to take on new challenges with thoughtful exploration of how to achieve stated intentions and goals.
Jeffrey S. Wood	Cindy is a highly effective communicator.
David H. Kenton	Cindy has done a great job in expressing ideas, providing historical context for the CSC and has done well at listening to the concerns and inquiries from Board members. She is responsive in her communication, ensures that we understand all facets of CSC, and keeps us informed of important dates and information.
Dawn Liberta	<p>Ms. Arenberg Seltzer does a great job keeping the board apprised of what is happening within the organization. She is involved in a great deal of community meetings and boards in which she keeps them updated on what is happening within the organization.</p> <p>Ms. Arenberg Seltzer does a great job in communicating with all aspects of the community to ensure CSC is rolling out the services that are needed for our families in Broward County.</p>
Paula Thaqi	Participated in Broward 100, represents CSC on multiple committees etc., hosts Future First.
Beam Furr	This is without a doubt, one of Cindy's strong suits. She is able to tap into her depth of knowledge and articulate her thoughts very well.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer clearly and effectively communicates the Council's goals. She goes beyond the call of duty in keeping the Council members informed of important information necessary to carry out the functions of the Council.

FISCAL RESPONSIBILITY

Council Member	Council Member Comments
Cathy Donnelly	Cindy continues to steward the fiscal responsibility of the CSC with the highest standards.
Donna P. Korn	With her seamless work, alongside COO Monti Larsen, she exhibits strong leadership in being thoroughly apprised of all aspects of financial impacts of contracts as well as overall budget utilization. She is goal-oriented in short- and long-term planning with CSC's mission driving her recommendations.
Jeffrey S. Wood	Cindy is fiscally responsible with taxpayer resources and is conscientious applying resources.
David H. Kenton	Cindy works well within the approved budget, communicates potential changes, and consistently brings fiscal recommendations to the board. She provides really good context on the budget and how funds are being spent. Her role and communication have been vital in this area during the global pandemic and is commendable.
Dawn Liberta	Ms. Arenberg Seltzer and her team work really hard to ensure fiscal responsibility and are able to provide the needed services while ensuring cash reserves.
Paula Thaqi	The FY 19/20 audit earned an unqualified opinion with no findings - the highest level of fiscal accountability from the auditors. The Annual Comprehensive Financial Report (ACFR) formerly known as the Comprehensive Annual Financial Report won the award for Excellence in Financial Reporting from Government Finance Officers Association (GFOA) for the 19th year in a row.
Beam Furr	Besides being asked by everyone under the sun for help, she has managed to keep a rein on CSC's financial picture by defining our role clearly. That clarity has served the organization well.
Kenneth L. Gillespie	Fiscal responsibility integrates fiscal accountability. Accountability means being held answerable for accomplishing a goal or assignment. In this regard, Mrs. Arenberg Seltzer consistently exceeds expectations in this category.

CONSENSUS AND TEAM BUILDING	
Council Member	Council Member Comments
Cathy Donnelly	Cindy continues to exceed expectations in this area.
Donna P. Korn	As a consensus builder, Cindy demonstrates a passion for serving all members of the community and shows appreciation for the strengths of each of the Board Members and her CSC staff. She initiates discussions, throughout the community, to elicit their concerns and ideas while advocating for ways in which CSC can uniquely respond to on-going needs.
Jeffrey S. Wood	Cindy excels in team building and motivating all participants towards a common goal.
David H. Kenton	Cindy works to bring together diverse elements, and where she may be less knowledgeable, I have seen her fill the gap with qualified experts to ensure rich content. During this past year I have watched the onboarding of new staff members to help bolster the strong group dynamics that exist at CSC.
Dawn Liberta	Ms. Arenberg Seltzer has done an amazing job in mentoring and building her team up. She has a great deal of trust in her staff and allows them to run their programs and projects how they see fit. The CSC staff appear to be happy and comfortable speaking openly.
Paula Thaqi	Gains consensus with Board members, including multiple new members, members with diverse opinions.
Beam Furr	There have been a few issues of late that have tested this competency. I have found that Cindy's willingness to look at all sides of the equation have helped in the board coming to consensus most of the time.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer exhibits excellent consensus and team-building skills. She consistently encourages collaboration among team members and fosters a positive collegial environment.

DIVERSITY COMMITMENT	
Council Member	Council Member Comments
Cathy Donnelly	I am so very proud of the leadership role CSC has taken over the past six years in this area. We continue to be looked to as leaders in this area and through Cindy's leadership she has empowered her team to be some of the most sought-after experts in this field.
Donna P. Korn	With a positive, can-do attitude, Cindy makes others feel welcome and encourages participation from the community at public meetings as well as through her involvement in and around the community. Inclusion is a clear goal demonstrated by her hiring within the organization as well as her engagement with organizations and vendors serving and receiving services from CSC. She is a true leader in this area.
David H. Kenton	Cindy does a good job of showing respect and sensitivity to cultural differences. Her use of language is inclusive. Her workforce is diverse and the CSC team has been a pleasure to work with. She has expressed ideas and initiatives that will be supported by CSC and also welcomes feedback on how the organization may improve in this area.
Dawn Liberta	CSC has been the front leader in Broward County with training as it is related to racial equity. They have a great, knowledgeable and diverse internal team and works with an equally diverse group of providers. They have received multiple awards in the work that they continue to do as it relates to racial equity.
Paula Thaqi	CSC staff co-created and serve on the Broward Non-Profit Executive Alliance Board Racial Equity Task Force as well as serving on Southern Education Foundation's Policy and Practice Network for Florida and the Florida Office of Early Learning Equity Taskforce. Also launched Asset Based Community Development pilots in the cities of Lauderhill and Fort Lauderdale. Additionally, CSC staff were selected to co-chair the Broward Prosperity Partnership's Social Justice & Racial Equity Subcommittee convened by the Greater Fort Lauderdale Alliance. CSC staff were selected as advisors for the Florida Blue Foundation's statewide health equity program. Acknowledged Juneteenth and declare it a staff holiday. Renamed the Chief Communications Officer to the Chief Equity and Community Engagement Officer and created a new Director of Equity and Organizational Development. Community Participatory Action Research (CPAR) projects.
Beam Furr	CSC is leading the field in this category. Cindy has empowered her staff to go places few have gone. Consequently, there are many following our lead.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer exhibits leadership in this category. She has demonstrated "diversity commitment" by continuing to spearhead, organize

	and participate in various racial equity workshops during this evaluation period.
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JOB KNOWLEDGE

Council Member Council Member Comments

Cathy Donnelly	As we celebrate our 20th year at CSC there is no doubt that Cindy is one of the top leaders in her field. She has depth and breadth of knowledge that is obtained by 20 years of boots on the ground, real-time learning. We have needed that expertise again this past year as CSC pivoted to give support to our community during the pandemic.
Donna P. Korn	Unprecedented knowledge of how to connect with the community to determine where the greatest needs are in Broward County and how to best approach serving those needs through partnerships and funding sources. No challenge is beyond her experience and think-outside-the-box approach to resolving and tackling needs in the community for our children and families.
David H. Kenton	Cindy has an overwhelming command of the knowledge related to CSC and the children's service system. She always keeps the board abreast of current developments. Her 20+ years of experience has certainly helped this organization to be a beacon of light in Broward County.
Dawn Liberta	Ms. Arenberg Seltzer has been with CSC since the beginning and has a great deal of community and resource knowledge. Due to the amount of time in the community and knowledge, the community looks to her for her feedback and recommendations.
Paula Thaqi	Maintains updated knowledge of all issues affecting the children's service system, brings new and cutting-edge knowledge to providers, programs and services.
Beam Furr	Wide and deep.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer's knowledge of the job is exceptional. Her years of experience have served her well in navigating the issues surrounding the children's service system.

LEADERSHIP	
Council Member	Council Member Comments
Cathy Donnelly	During the pandemic Cindy has shown strong, steady leadership both personally and professionally. Other leaders look to CSC to see what practices we have implemented to keep staff and community safe. She found unique, flexible, innovative ways to reach the community and let them know that we are still open for business and here for them.
Donna P. Korn	Cindy is admired as a leader not only by the Board and her staff but throughout the community. She is recognized year-after-year for her commitment to CSC's mission and to the children and families of Broward County.
Jeffrey S. Wood	Cindy is a true leader for our mission.
David H. Kenton	Cindy has great influence and has built amazing partnerships in the community. In the middle of a pandemic, she has shown great strength and courage to take action in supporting children in Broward County. Her leadership is also evident with the longevity and quality output produced by her team.
Dawn Liberta	Ms. Arenberg Seltzer has a great deal of influence, relationships and partnerships not only in Broward County but throughout the state as well. Tallahassee looks to Cindy for her feedback as it relates to the rest of the state.
Paula Thaqi	Pandemic response- Emergency billing, convened multiple meetings with the entire CSC provider network to assess the impact of the pandemic on the providers and updated the provider guidelines for reimbursement, allocated emergency financial assistance funds to prevent evictions, collaborated on I Did It campaign, addressed food insecurity etc.
Beam Furr	Cindy is looked to to provide leadership time and time again in this county on children's issues. She is regularly called upon for her opinion because it is trusted. In addition, she has taken on leadership roles throughout the state. Her influence only grows.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer's leadership is sound and effective. She provides solid structure, direction, and collaboration which ensures high-level organizational performance. Notably, Mrs. Arenberg Seltzer demonstrates proper delegation, communication, goals, and outcomes, while maintaining a positive and inclusive work environment.

JUDGMENT

Council Member	Council Member Comments
Cathy Donnelly	Cindy continues to show sound judgment and always includes her team as well as council if she feels appropriate.
Donna P. Korn	Cindy almost encourages challenges in order to engage in trouble-shooting and critical thinking activities to work through issues. She is thoughtful in her reasoning and provides clear communication as to how she tackles issues and comes to a decision and her recommendations.
Jeffrey S. Wood	Cindy uses great judgment in fulfilling the mission of CSC.
David H. Kenton	Cindy has a willingness to make decisions and uses sound judgement in this process. She does a good job on providing a rationale and a basis to her decision-making process to the board. She provides concrete details on how she has been able to arrive at her decisions and who may have been included during the decision-making process.
Dawn Liberta	Ms. Arenberg Seltzer is comfortable making decisions but is also willing to listen to others and reaches out to other partners for feedback to ensure proper decisions are being made. She is comfortable bringing her recommendation to the board and is able to answer all necessary questions.
Paula Thaqi	Data based decision making, made timely and sound decisions necessitated by the pandemic.
Beam Furr	Excellent.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer exhibits sound judgment and decision-making.

PLANNING & ORGANIZATION	
Council Member	Council Member Comments
Cathy Donnelly	Exceeds expectations.
Donna P. Korn	CSC's mission is clearly the guiding focus of Cindy's recommendations to the Board. She listens throughout the year so that as immediate response, from CSC, is necessary she makes recommendations to the Board for action while also seeing the big picture and bringing larger issues to the Board for systematic approaches to make a significant positive impact on each challenge.
Jeffrey S. Wood	Cindy has done a tremendous job with anticipating issues and planning a course to solve them.
David H. Kenton	Cindy takes great measures and care to systematically plan and prioritize work activities. Their staff integration and organization consistently feels seamless. Their work is almost flawless and it is a pleasure to observe how well-organized they are.
Dawn Liberta	Ms. Arenberg Seltzer does a great job prioritizing and planning work activities. She is able to put aside resources for emergencies that may come to our community. A few of those examples are Covid, Marjory Stoneman Douglas, and Racial Equity.
Paula Thaqi	Children's Strategic Plan, planned and adapted to changes required by the pandemic.
Beam Furr	I can only comment on the organization's plans, not her individual plans. I have always felt that the way CSC has organized itself has been to the benefit of not only the organization but to those programs that are the beneficiaries. There is a clarity of purpose and accountability that has served everyone well.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer consistently demonstrates excellent organizational and planning skills as evidenced by CSC's performance standards.

BUSINESS ETHICS**Council Member Council Member Comments**

Cathy Donnelly	Exceeds expectations.
Donna P. Korn	Cindy only accepts that herself and her staff live up to commitments to the Board and the community. She is very respectful of all ideas shared with her as well as demonstrates integrity in working with the Board, community and vendors. She emulates the ethical values we, as a Board, hold ourselves to.
David H. Kenton	Cindy has treated me and every person I have witnessed her interact with, with respect. She does inspire trust and certainly works with a high level of ethics. She has certainly kept commitments over this past year and upholds organizational values to the highest level.
Dawn Liberta	I am in a position to work firsthand with Ms. Arenberg Seltzer in the community and she is always respectful to others and their opinions. She is always looking out for the community with high ethics and integrity.
Paula Thaqi	The Comprehensive Annual Financial Report won the award for Excellence in Financial Reporting for the 19th in a row, unqualified audit opinion.
Beam Furr	Beyond reproach.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer exhibits the highest standards of ethics and professionalism in upholding CSC's organizational values.

COMMUNITY RELATIONS	
Council Member	Council Member Comments
Cathy Donnelly	I continue to hear only positive, complimentary comments about Cindy as a persona and her strong leadership presence in the community.
Donna P. Korn	Constantly engaged with organizations, community leaders, partners and the children and families who CSC serves, Cindy encourages others to follow her lead and is always a positive representative on behalf of CSC. She looks for other CSCs, in other communities, to see how they use best practices and brings those forward for our CSC to be ever-improving and forward-thinking.
Jeffrey S. Wood	Cindy brings a high profile to CSC in the community.
David H. Kenton	Cindy does a great job at representing the CSC and she is very active and involved with community affairs on many different levels. Amidst a pandemic, she has done a good job of making and maintaining strong ties to the community.
Dawn Liberta	Ms. Arenberg Seltzer is involved in all aspects of our community, including boards, community meetings, and local events. She represents CSC in a respectful and highly intelligent manner.
Paula Thaqi	CPAR, supported providers in pandemic environment, Trauma Response – The HEAL Trauma RFP was created and released in June 2021 to serve disenfranchised and underserved populations experiencing trauma in the Northeast, Central East, and Southeast regions of Broward County. CSC held an additional five focus groups with nonprofit leaders, service providers, and caregivers connected to small and niche nonprofits currently servicing partner communities that will help inform the design and implementation of the future Community Capacity Building RFP.
Beam Furr	I'm running out of superlatives. CSC has a reputation in this county that truly defines community. Trusted in every way.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer is highly effective in engaging various stakeholders. She has demonstrated leadership in collaborating with various stakeholders in advancing best practices, methods, and models.

BOARD INTERACTION	
Council Member	Council Member Comments
Cathy Donnelly	I believe Cindy has worked hard over the past few years to do everything in her power to build a strong, cohesive board. She is in a unique position where she does not get to pick her members so this can make it even more challenging. I feel Cindy has done an outstanding job to empower new members and as a result today we have one of the strongest in my 6 year experience as a council member.
Donna P. Korn	She is always available to myself, as a Board Member, and open to the ideas that I share. She is responsive in and out of the Board room, so that I know she is always working towards identifying new opportunities in which we, even as individual Board Members, can further the CSC Mission. She is always the key contact for Board Members to speak through any issues, but makes her staff accessible so that Board Members can work with the team members who are responsible for day-to-day delivery of our CSC services.
Jeffrey S. Wood	Cindy especially excels in this area. The Board operates in a cohesive fashion due to her leadership.
David H. Kenton	Cindy is an absolute pleasure to work with and works effectively with the board as a whole. She does a good job at managing different personalities and competing demands and priorities amongst board members. I feel very informed when it comes to systems changes and internal operations.
Dawn Liberta	Ms. Arenberg Seltzer works well with the board and has shown the ability to deal with combative members in a professional manner. As Chair of the CSC Council, she contacts me on a regular basis to keep me apprised of any major decisions that are being made with CSC. It has been a pleasure working with Cindy and I continue to learn amazing things from being part of the Board.
Paula Thaqi	Communicates and works effectively with Board members.
Beam Furr	This board continues to have respectful, robust discussions that are healthy for the organization. That only occurs when everyone feels their opinion matters. That doesn't happen by accident. That culture is nurtured from the top.
Kenneth L. Gillespie	Mrs. Arenberg Seltzer works effectively with individual board members and with the board as a whole. Mrs. Arenberg Seltzer diligently keeps the board informed of matters regarding internal operations and system changes.

CHIEF EXECUTIVE OFFICER'S STRENGTHS/SPECIAL ACHIEVEMENTS

Council Member Council Member Comments

Cathy Donnelly	Cindy has led us through a global pandemic with courage, grace and a steady, strong hand. We have had an extraordinary 5-year period of trauma in our community. We have all felt the strain. Cindy, as our community leader, has been at the table for many tough conversations. Her calm, her sound guidance and her compassion to all has given strength to a community when they needed it most. We are fortunate to have Cindy as our CEO.
Donna P. Korn	High visibility in the community affording Cindy exposure to identifying needs and building partnerships to enhance the delivery of services that CSC supports.
Jeffrey S. Wood	Cindy has shown great leadership in her creativity to attract new childcare workers.
David H. Kenton	Cindy is a great communicator and has a work product that is produced with intentionality. She is super responsive and goes above and beyond to ensure I have what I need to function well as a board member.
Dawn Liberta	Ms. Arenberg Seltzer is extremely respected within the community and has an amazing work ethic.
Beam Furr	CSC, and the CEO, have been called upon over the last few years to go way beyond the essential mission. Time and time again, the organization has risen to the occasion whether it be the MSD tragedy or the pandemic. CSC is a trusted partner at every table.

ANNUAL PERFORMANCE GOALS/OBJECTIVES (Future Period):

Council Member Council Member Comments

Cathy Donnelly	I would like to see more expansion of hybrid options added to all of our trainings and events to include the masses that may not otherwise join in person.
Donna P. Korn	Identify areas in which CSC needs to continue to be fluid in its approach to addressing challenges that our children and families face in order for us to deliver the highest quality of service with fiscal fidelity.
Jeffrey S. Wood	Keep reaching out to the broader public education community and assist in ways that are legally permissible for all students in what will be a large challenge in post covid catch up.
David H. Kenton	Maintain her current level of support in the onboarding process for new board members. Maintain current level of community engagement and seek out additional opportunities to connect with vulnerable populations of children in the county.
Dawn Liberta	Continue to look outside the box in order to provide the necessary services needed in our community.
Beam Furr	This year's biggest challenge will be to find a way to raise the capacity issues of childcare in this county.

CAREER DEVELOPMENT GOALS/STRATEGY:	
Council Member	Council Member Comments
Cathy Donnelly	I would like Cindy to offer what she would like to see happen in this area. She is so well versed on all of the issues, I feel she may have ideas on what she would like to improve on or expand upon to better serve our families.
Donna P. Korn	As Broward County Public Schools is in the process of transitional leadership, staying abreast of these changes and staying in close contact with senior level staff to ensure seamless delivery of service, through the partnership of BCPS and CSC.
David H. Kenton	N/A-At this time, I am not aware of any areas for her to increase or improve her knowledge.
Beam Furr	Though I believe Cindy has already done this fairly well, she will continue to have to delegate and groom talent for the organization as it extends its reach.

STRATEGY FOR PERFORMANCE IMPROVEMENT (If applicable):	
Council Member	Council Member Comments
Cathy Donnelly	Per her self-evaluation Cindy sits on ALOT of boards. Perhaps sit on less personally and allocate staff to CSC seat.
Beam Furr	See my comment above.

OTHER GENERAL COMMENTS:	
Council Member	Council Member Comments
Cathy Donnelly	Overall outstanding performance under extremer circumstance. Again!!
Jeffrey S. Wood	Cindy is a great leader and as her long-time personnel at this institution move on she continues to evolve CSC with all the skills and talents at her disposal. We are lucky to have her.
David H. Kenton	Cindy is a pleasure to work with and I am looking forward to continuing our professional relationship! She has made my experience has a board member enjoyable.
Beam Furr	The goldest of stars.

EMPLOYMENT AGREEMENT

DRAFT Amended

EMPLOYEE: Cindy J. Arenberg Seltzer **TERM:** Nov. 1, 2021 – Oct.31, 2026
Nov. 1, 2020 – Oct. 31, 2025

OFFICE: President / CEO

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

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

TERM: EMPLOYEE will be employed from November 1, 2021 – October 31, 2026 ~~November 1, 2020 – October 31, 2025~~ subject to termination in accordance with the terms hereof.

SALARY: EMPLOYEE will be paid an annual salary of \$265,820 ~~\$250,025~~, payable semi-monthly in arrears. All salary will be earned in full upon the last day of each pay period, unless the employment of EMPLOYEE has been terminated prior to such date as set forth

EMPLOYMENT AGREEMENT

herein, in which case, such salary will be earned and payable only upon a pro rata basis through the date of such termination, or in accordance with the termination provisions of this Employment Agreement.

BENEFIT PLANS:

EMPLOYEE may participate in any health, life, disability, dental, or vision insurance, cafeteria, pension, 457 or other benefit plan available to CSC employees at the officer level, as any such plans may exist from time to time, and will receive benefits hereunder at prices and upon terms and with vesting rights to be determined by the Board of Directors in accordance with such plan. EMPLOYEE shall be included in the Florida Retirement System and designated as Senior Management. Any benefit plans may be implemented, amended, terminated or canceled by the Board of Directors at any time.

VACATION:

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

EXPENSES:

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

RENEWAL:

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

WORK PRODUCT:

EMPLOYEE hereby acknowledges and agrees that any and all products, designs, works, discoveries, inventions, improvements, intellectual property, video materials, audio materials, graphic materials, electronically produced or stored material or information, and any other information received by EMPLOYEE as a result of

EMPLOYMENT AGREEMENT

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

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

A. Without cause – The Council may , at any time, terminate this Agreement and conclude EMPLOYEE'S employment with the Council, at its pleasure and without cause, provided that: (1) the Council provides EMPLOYEE with written notice of its intent to do so, and (2) EMPLOYEE may be permitted by Council to remain employed by the Council for sixty (60) days after said notice is provided and (3) the Council pays EMPLOYEE a sum equivalent to 20 weeks salary, as and for severance pay, at the conclusion of her employment.

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

EMPLOYMENT AGREEMENT

for by the same terms and conditions applied to other employees of the Council.

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

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

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

NOTICES:

All notices and communications hereunder will be deemed given upon receipt by personal delivery, overnight courier, or telefax or

EMPLOYMENT AGREEMENT

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

**ENTIRE
AGREEMENT:**

This Employment Agreement constitutes the entire agreement between the parties and supersedes any prior understandings or agreements, written or verbal, between the parties. This Employment Agreement may be amended, supplemented, modified or discharged only upon an agreement in writing executed by all of the parties hereto. In the event any provision of this Employment Agreement shall be held invalid or unenforceable for any reason, such holding shall not invalidate or render unenforceable any other provision hereof. This Employment Agreement may not be assigned by either party without the prior written consent of the other, which consent will not be unreasonably withheld. This agreement supersedes any and all prior written or verbal agreements on the matters contained herein between CSC and EMPLOYEE.

**COUNCIL
POLICIES:**

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

**APPLICABLE
LAWS:**

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

EMPLOYMENT AGREEMENT

IN WITNESS HEREOF, the parties have caused this Employment Agreement to be executed and delivered on their behalf as of _____, 2021.

EMPLOYEE

THE CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

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

By: _____
Dawn Liberta,
Chair

Approved As To Form And Legal Sufficiency:

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

Date

TAB I



For Council Meeting

As Recommended by the
Executive Committee

November 8, 2021

November 18, 2021

Issue: Staff salaries adjustment to help with retention and keep abreast of inflation.

Action: Approve Staff Salary Adjustment for FY 21/22

Budget Impact: \$190,000 Available from Salary Lapse from FY 20/21 to be Carry-Forward for FY 21/22.

Background: CSC has traditionally given staff Cost of Living Adjustments (COLA) equal to the increase in the Consumer Price Index (CPI). In May, as staff was preparing the FY 21/22 budget information, the CPI at that time was 3%. At the June Council Meeting, a 3% staff salary increase effective October 1st was Council approved and built into the Administrative Budget for fiscal year 2021/22.

Current Status: Since that time, the CPI has materially increased and is currently 5.3%; therefore, we are recommending giving staff an additional 2.3% salary adjustment effective December 1, 2021. This should help to retain our amazing staff and remain competitive at this time of employer difficulties attracting and maintaining staff.

Additionally, once the salary information is decided upon, staff will be engaging Compensation Resources Inc. to update the salary matrix so that it remains current. This ensures that as new people are hired, CSC remains competitive to attract the best and the brightest. The Executive Committee strongly agreed that the hard work of the staff should be recognized, and that CSC's salaries should remain competitive.

Recommended Action: Approve of Staff Salary Adjustment for FY 21/22

TAB J

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY

Finance Committee Meeting

Virtual Zoom Meeting

November 8, 2021 @ 2:30 p.m.

Minutes

CSC Members in Attendance:

Governor Appointee Cathy Donnelly; DCF Community Development Administrator Dawn Liberta; Governor Appointee Tom Powers; Health Department Director Paula Thaqi, M.D. (Committee Chair)

Staff in Attendance:

Cindy Arenberg Seltzer, President/CEO; Monti Larsen, COO; Kathleen Campbell; Amy Jacques

Guests in Attendance:

Richard Pengelly (PFM)

Agenda:

I. Call to Order:

Dr. Thaqi called the meeting to order at 2:31 p.m.

II. Finance Committee Minutes:

ACTION: Mr. Powers made a motion to approve the June 2021 Finance Committee meeting minutes as presented. The motion was seconded by Ms. Liberta and passed with no opposing votes.

III. Draft Investment Policy:

Ms. Arenberg Seltzer drew Members' attention to the revised investment policy in their meeting packet, pointing out that it had not been updated since 2010. She explained that staff reviewed the policy with PFM and aligned the proposed revisions with the Investment Policy Framework, as defined by the State of Florida, the Government Finance Officers Association (GFOA), and the Association of Public Treasurers. She further explained that the revisions keep the Council's policy up to date with current law and allows the Council more flexibility in its approach to investing if it so chooses.

ACTION: Mr. Powers made a motion to recommend to the full Council approval of the revised investment policy as presented. The motion was seconded by Ms. Liberta and passed with no opposing votes.

IV. Investment Presentation:

Mr. Richard Pengelly, PFM Asset Management, highlighted his review of CSC's portfolio and resulting recommendations. The PowerPoint presentation was included in the meeting information packet and focused on four major challenges: properly identifying assets for long-term investment, maintaining purchasing power of assets, properly diversifying assets, and manageable oversight of investment program. He outlined how a managed fund would take advantage of extended investment durations to increase yield while maintaining safety and liquidity for the Committee's consideration.

V. Investment Recommendations:

ACTION: Mr. Powers made a motion to recommend to the full Council moving a portion of investments to a PFM managed fund, as presented. The motion was seconded by Ms. Liberta and passed with no opposing votes.

VI. Fund Balance Estimate:

Ms. Arenberg Seltzer briefly outlined the estimated \$29,528,000 unassigned Fund Balance, which included carry forward of \$4,075,000 for the Committee's consideration. She explained that the Fund Balance was a preliminary estimate and assured the Committee there would be enough Fund Balance to invest, carry forward and spend down, over time, as the community rebounds post-pandemic.

VII. Budget Carry-Forward:

Ms. Arenberg Seltzer briefly highlighted the Budget Carry Forward for FY Ended September 30, 2021. She explained that the administrative budget carryforward included a proposed 2.3% staff salary increase offset from lapsed salaries and benefits and that the CSC Executive Committee had approved the concept earlier that morning. Other carry forward items included capital projects and the reserve for facility projects.

ACTION: Ms. Liberta made a motion to recommend to the full Council approval of the Budget Carry Forward from FY 20/21 into FY 21/22, as presented. The motion was seconded by Mr. Powers and passed with no opposing votes.

VIII. Public & Members' Comments:

There were none.

IX. Adjourn:

ACTION: Ms. Liberta made a motion to adjourn the meeting at 3:29 p.m. The motion was seconded by Mr. Powers and passed with no opposing votes.

**For Council Meeting
As Recommended by the
Finance Committee
November 8, 2021
November 18, 2021**

Issue: Revise CSC Investment Policy

Action: Approve Revised Investment Policy

Budget Impact: None

Background: The current Investment Policy was last updated in November 2010. The primary revisions at that time included adding transparency as a general objective, as well as realigning the priorities of Safety, Liquidity and Yield to meet the objectives of the Council.

Since that time, staff has followed this policy and related procedures by diversifying its investments between the Local Government Surplus Funds Trust Fund managed by the State Board of Administration (SBA) and the Florida Public Assets for Liquidity Management (PFM). Both pools follow GASB Statement No. 31 and GASB No. 79 "*Certain External Investment Pools and Pool Participants*" where the Council owns a share of the respective pool, not the underlying securities. Thus, the funds are highly-liquid, short-term, money-management funds and are designed to meet cash management and short-term investment needs.

Current Status: After eleven years, it is time to review and update the current Investment Policy to reflect statutory changes that have been made. Staff worked with PFM to ensure this newly revised Investment Policy meets the Investment Policy Framework as defined by the State of Florida, the GFOA and the Association of Public Treasurers.

Doing a side-by-side comparison (the 2010 Investment Policy is attached for reference) one will note that all the basic components remain. What is new in the updated policy are minor changes to the duration limitation, updated internal controls, the allowable sectors to invest, and the maximum allocations for each sector. Additionally, the statutes now require investment policies to include appendixes containing a Glossary of Cash Management Terms and an Investment Pool/Fund Questionnaire.

Recommended Action: Approve Revised Investment Policy.

DRAFT



**Revised Investment Policy
For the
Children's Services Council of Broward
County**

Presented to the Council November 18, 2021
As Recommended by the Finance Committee November 8, 2021

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**CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY
INVESTMENT POLICY**

I. PURPOSE

The purpose of this Investment Policy ("Policy") is to set forth the investment objectives and parameters for the management of public funds of the Children's Services Council of Broward County, Florida (hereinafter "CSC"). This Policy is designed to ensure the prudent management of public funds, the availability of operating funds when needed, and an investment return competitive with comparable funds and financial market indices. The Policy includes the attached Appendix A (Glossary) and Appendix B (Investment Pool/Fund Questionnaire). Words or terms in the Policy contained in the Glossary shall have the meaning set forth in the Glossary.

II. SCOPE

In accordance with § 218.415, Florida Statutes, this Policy applies to all cash and investments held or controlled by the CSC and shall be identified as (hereafter "Portfolios") of the CSC.

III. INVESTMENT OBJECTIVES

A. Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the Portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the Portfolios.

B. Maintenance of Liquidity

The second highest priority is liquidity of funds. The Portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodically cash flow analyses will be completed in order to ensure that the Portfolios are positioned to provide sufficient liquidity.

C. Return on Investment

The third highest priority is investment income. The Portfolios shall be designed with the objective of attaining a market rate of return throughout

budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the investment manager utilizes a total return strategy (which includes both realized and unrealized gains and losses in the Portfolios). This total return strategy seeks to increase the value of the Portfolios through reinvestment of income and capital gains. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an investment manager may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the Portfolios.

IV. DELEGATION OF AUTHORITY

The responsibility for providing oversight and direction regarding the management of the investment program resides with the CSC's Chief Operating Officer (COO). The management responsibility for all CSC funds in the investment program and investment transactions is delegated to the Finance Director.

A. Written Procedures

The COO shall establish written procedures for the operation of the Portfolios and a system of internal accounting and administrative controls to regulate the activities of employees.

B. Investment Manager

The CSC may employ an investment manager to assist in managing some of the CSC's Portfolios. Such Investment Manager must be registered under the Investment Adviser's Act of 1940.

V. STANDARDS OF PRUDENCE

A. The standard of prudence to be used by investment officials shall be the "prudent person rule" and shall be applied in the context of managing the overall investment program.

B. Investment officers acting in accordance with written procedures and this Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the COO in

a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy.

- C. While the standard of prudence to be used by investment officials who are officers or employees is the "prudent person rule", any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "prudent expert rule."

VI. The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the responsible person or firm shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

VII. ETHICS AND CONFLICTS OF INTEREST

- A. Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.
- B. Also, employees involved in the investment process shall disclose to the Council any material financial interests in financial institutions that conduct business with CSC, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the CSC's investment program.

VIII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

- A. The COO shall establish a system of internal controls and operational procedures that are in writing and made a part of the CSC's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation, by third parties, or imprudent actions by employees.
- B. The written procedures should include reference to safekeeping, bonding, repurchase agreements, and separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts and collateral/depository agreements.

- C. No person may engage in an investment transaction except as authorized under the terms of this Policy.
- D. Independent auditors as a normal part of the annual financial audit to the CSC shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

IX. CONTINUING EDUCATION

The COO and appropriate staff shall each annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products.

X. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

- A. Authorized CSC staff shall and investment managers only purchase securities from financial institutions, which are qualified as public depositories by the Treasurer of the State of Florida, or institutions designated as "primary dealers" by the Federal Reserve Bank of New York. Qualified public depositories may provide the services of a securities dealer through a Section 20 subsidiary of the financial institution or from direct issuers of commercial paper and bankers' acceptances.
- B. Authorized CSC staff and investment managers shall only enter into repurchase agreements with financial institutions that are state qualified public depositories and primary securities dealers as designated by the Federal Reserve Bank of New York.
- C. CSC's investment manager shall utilize and maintain its own list of approved primary and non-primary dealers.

XI. MATURITY AND LIQUIDITY REQUIREMENTS

- A. **Operating Funds**
To the extent possible, investment maturities will be matched with known cash needs and anticipated cash flow requirements. Investments of current operating funds ("Short Term Portfolio") shall have maturities of no longer than twenty-four (24) months.
- B. **Core Funds**
Investments of reserves, project funds and other non-operating funds ("Core Funds" or "Long Term Portfolio") shall have a term appropriate to

the need for funds, but in no event shall exceed five and one-half (5.50) years and the maximum effective duration of the funds as a whole may not exceed three (3) years.

- C. The maturities of the underlying securities of a repurchase agreement will follow the requirements of the master repurchase agreement.

XII. RISK AND DIVERSIFICATION

Assets held shall be diversified to control risks resulting from over concentration of assets in a specific maturity, issuer, instruments, dealer, or bank through which these instruments are bought and sold. The COO shall determine diversification strategies within the established guidelines.

XIII. MASTER REPURCHASE AGREEMENT

The COO will require all approved institutions and dealers transacting repurchase agreements to execute and perform as stated in the Securities Industry and Financial Markets Association (SIFMA) Master Repurchase Agreement. All repurchase agreement transactions will adhere to the requirements of the SIFMA Master Repurchase Agreement.

XIV. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

- A. After the COO or the investment manager has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) qualified banks and/or approved broker/dealers must be contacted and asked to provide bids/offers on securities in question. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.
- B. However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:
 - 1. Bloomberg Information Systems
 - 2. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing
 - 3. Daily market pricing provided by the CSC's custodian or their correspondent institutions

- C. The COO or the investment manager shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the COO or the investment manager, competitive bidding would inhibit the selection process.
- D. Examples of when this method may be used include:
 - 1. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
 - 2. When no active market exists for the issue being traded due to the age or depth of the issue
 - 3. When a security is unique to a single dealer, for example, a private placement
 - 4. When the transaction involves new issues or issues in the "when issued" market
- E. Overnight sweep repurchase agreements will not be bid, but may be placed with the CSC's depository bank relating to the demand account for which the repurchase agreement was purchased.

XV. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

- A. Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and CSC's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the CSC may sell the investment at the then-prevailing market price and place the proceeds into the proper account at the CSC's custodian.
- B. The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the Council. The CEO, COO, and the Finance Committee shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies.
- C. The percentage allocation requirements for investment types and issuers are calculated based on the original cost of each investment, at the time of purchase. Investments not listed in this Policy are prohibited.

Permitted Investments

Sector	Sector Maximum (%)	Per Issuer Maximum (%)	Minimum Ratings Requirement ¹	Maximum Maturity
U.S. Treasury	100%	100%	N/A	5.50 Years (5.50 Years avg. life ⁴ for GNMA)
GNMA		40%		
Other U.S. Government Guaranteed (e.g. AID, GTC)		10%		
Federal Agency/GSE: FNMA, FHLMC, FHLB, FFCB*	80%	40% ³	N/A	5.50 Years
Federal Agency/GSE other than those above		10%		
Supranationals where U.S. is a shareholder and voting member	10%	5%	Highest ST or Highest LT Rating Categories (A-1/P-1, AAA/Aaa, or equivalent)	5.50 Years
Corporates	35% ²	5%	Highest ST or Three Highest LT Rating Categories (A-1/P-1, A-/A3 or equivalent)	5.50 Years
Municipals	25%	5%	Highest ST or Three Highest LT Rating Categories (SP-1/MIG 1, A-/A3, or equivalent)	5.50 Years
Agency Mortgage-Backed Securities (MBS)	25%	40% ³	N/A	5.50 Years Avg. Life ⁴
Asset-Backed Securities (ABS)	10%	5%	Highest ST or LT Rating (A-1+/P-1, AAA/Aaa, or equivalent)	5.50 Years Avg. Life ⁴
Non-Negotiable Collateralized Bank Deposits or Savings Accounts	50%	25%	Secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes	2 Years
Overnight Bank Deposit Account	100%	N/A	Secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes	N/A
Commercial Paper (CP)	35% ²	5%	Highest ST Rating Category (A-1/P-1, or equivalent)	270 Days
Repurchase Agreements (Repo or RP)	25%	10%	Counterparty (or if the counterparty is not rated by an NRSRO, then the counterparty's parent) must be rated in the Highest ST Rating Category (A-1/P-1, or equivalent) If the counterparty is a Federal Reserve Bank, no rating is required	1 Year
Money Market Funds (MMFs)	50%	25%	Highest Fund Rating by all NRSROs who rate the fund (AAAm/Aaa-mf, or equivalent)	N/A
Intergovernmental Pools (LGIPs)	50%	25%	Highest Fund Quality and Volatility Rating Categories by all NRSROs who rate the LGIP, (AAAm/AAAf, S1, or equivalent)	N/A

Notes:

¹ Rating by at least one SEC-registered Nationally Recognized Statistical Rating Organization (“NRSRO”), unless otherwise noted. ST=Short-term; LT=Long-term.

² Maximum allocation to all corporate and bank credit instruments is 50% combined.

³ Maximum exposure to any one Federal agency, including the combined holdings of Agency debt and Agency MBS, is 40%.

⁴ The maturity limit for MBS and ABS is based on the expected average life at time of settlement, measured using Bloomberg or other industry standard methods.

* Federal National Mortgage Association (FNMA); Federal Home Loan Mortgage Corporation (FHLMC); Federal Home Loan Bank or its District banks (FHLB); Federal Farm Credit Bank (FFCB).

- 1) **U.S. Treasury & Government Guaranteed** - U.S. Treasury obligations, and obligations the principal and interest of which are backed or guaranteed by the full faith and credit of the U.S. Government.
- 2) **Federal Agency/GSE** - Debt obligations, participations or other instruments issued or fully guaranteed by any U.S. Federal agency, instrumentality or government-sponsored enterprise (GSE).
- 3) **Supranationals** – U.S. dollar denominated debt obligations of a multilateral organization of governments where U.S. is a shareholder and voting member.
- 4) **Corporates** – U.S. dollar denominated corporate notes, bonds or other debt obligations issued or guaranteed by a corporation, financial institution, non-profit, or other entity.
- 5) **Municipals** – Obligations, including both taxable and tax-exempt, issued or guaranteed by any State, territory or possession of the United States, political subdivision, public corporation, authority, agency board, instrumentality or other unit of local government of any State or territory.
- 6) **Agency Mortgage Backed Securities** - Mortgage-backed securities (MBS), backed by residential, multi-family or commercial mortgages, that are issued or fully guaranteed as to principal and interest by a U.S. Federal agency or government sponsored enterprise, including but not limited to pass-throughs, collateralized mortgage obligations (CMOs) and REMICs.
- 7) **Asset-Backed Securities** - Asset-backed securities (ABS) whose underlying collateral consists of loans, leases or receivables, including but not limited to auto loans/leases, credit card receivables, student loans, equipment loans/leases, or home-equity loans.
- 8) **Non-Negotiable Certificate of Deposit and Savings Accounts** - Non-negotiable interest bearing time certificates of deposit, or savings accounts in banks organized under the laws of this state or in national banks organized under the laws of the United States and doing business in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.
- 9) **Overnight Bank Deposit Account** – depository accounts in banks organized under the laws of this state or in national banks organized under the laws of the

United States and doing business in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.

- 10) **Commercial Paper** – U.S. dollar denominated commercial paper issued or guaranteed by a domestic corporation, company, financial institution, trust or other entity, only unsecured debt permitted.
- 11) **Repurchase Agreements** - Repurchase agreements (Repo or RP) that meet the following requirements:
 - a. Must be governed by a written SIFMA Master Repurchase Agreement which specifies securities eligible for purchase and resale, and which provides the unconditional right to liquidate the underlying securities should the Counterparty default or fail to provide full timely repayment.
 - b. Counterparty must be a Federal Reserve Bank, a Primary Dealer as designated by the Federal Reserve Bank of New York, or a nationally chartered commercial bank.
 - c. Securities underlying repurchase agreements must be delivered to a third party custodian under a written custodial agreement and may be of deliverable or tri-party form. Securities must be held in the CSC's custodial account or in a separate account in the name of the CSC.
 - d. Acceptable underlying securities include only securities that are direct obligations of, or that are fully guaranteed by, the United States or any agency of the United States, or U.S. Agency-backed mortgage related securities.
 - e. Underlying securities must have an aggregate current market value of at least 102% (or 100% if the counterparty is a Federal Reserve Bank) of the purchase price plus current accrued price differential at the close of each business day.
 - f. Final term of the agreement must be 1 year or less.

- 12) **Money Market Funds** - Shares in open-end and no-load money market mutual funds, provided such funds are registered under the Investment Company Act of 1940 and operate in accordance with Rule 2a-7.

A thorough investigation of any money market fund is required prior to investing. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

- 13) **Local Government Investment Pools** – State, local government or

privately-sponsored investment pools that are authorized pursuant to state law.

A thorough investigation of any intergovernmental investment pool is required prior to investing. Attachment B is a questionnaire that contains a list of questions, to be answered prior to investing, that cover the major aspects of any investment pool/fund. A current prospectus must be obtained.

General Investment and Portfolio Limits

1. General investment limitations:
 - a. Investments must be denominated in U.S. dollars and issued for legal sale in U.S. markets.
 - b. Minimum ratings are based on the highest rating by any one Nationally Recognized Statistical Ratings Organization (“NRSRO”), unless otherwise specified.
 - c. All limits and rating requirements apply at time of purchase.
 - d. Should a security fall below the minimum credit rating requirement for purchase, the investment manager will notify the COO.
 - e. The maximum maturity (or average life for MBS/ABS) of any investment is 5.50 years. Maturity and average life are measured from settlement date. The final maturity date can be based on any mandatory call, put, pre-refunding date, or other mandatory redemption date.
2. General portfolio limitations:
 - a. The maximum effective duration of the aggregate portfolio is 3 years.
3. Investment in the following are permitted, provided they meet all other Policy requirements: Callable, step-up callable, called, pre-refunded, puttable and extendable securities, as long as the effective final maturity meets the maturity limits for the sector
 - a. Variable-rate and floating-rate securities
 - b. Subordinated, secured and covered debt, if it meets the ratings requirements for the sector
 - c. Zero coupon issues and strips, excluding agency mortgage-backed Interest-only structures (I/Os)
 - d. Treasury TIPS
4. The following are **NOT PERMITTED** investments, unless specifically authorized by statute and with prior approval of the governing body:

- a. Trading for speculation
- b. Derivatives (other than callables and traditional floating or variable-rate instruments)
- c. Mortgage-backed interest-only structures (I/Os)
- d. Inverse or leveraged floating-rate and variable-rate instruments
- e. Currency, equity, index and event-linked notes (e.g. range notes), or other structures that could return less than par at maturity
- f. Private placements and direct loans, except as may be legally permitted by Rule 144A or commercial paper issued under a 4(2) exemption from registration
- g. Convertible, high yield, and non-U.S. dollar denominated debt
- h. Short sales
- i. Use of leverage
- j. Futures and options
- k. Mutual funds
- l. Equities, commodities, currencies and hard assets
- m. Reverse repurchase agreements

XVI. PERFORMANCE MEASUREMENTS

In order to assist in the evaluation of the portfolio's performance, the CSC will use performance benchmarks for short-term and long-term Portfolios. The use of benchmarks will allow the CSC to measure its returns against other investors in the same markets.

- A. The short-term portfolio shall be designed with the annual objective of exceeding the weighted average return (net book value rate of return) of the S&P Rated GIP Index Government 30-Day Gross of Fees Yield.
- B. Investment performance of funds designated as core funds, long term portfolio, or other non-operating funds that have a longer-term investment horizon will be compared to either the ICE BAML 1-year U.S. Treasury Index or the ICE BAML 1-3 year U.S. Treasury Index. This will be utilized as a benchmark to be compared to the portfolio's total rate of return.

XVII. REPORTING

- A. The COO shall provide timely transaction data as necessary to record and document investment activity.

- B. The COO shall provide a monthly report including the listing of holdings in the Portfolios at market value to the CEO, Finance Committee, and the Council.
- C. The COO and/or investment manager shall provide the CEO and Finance Committee with quarterly investment reports. Once reviewed by the Finance Committee this report shall be submitted to the Council.
- D. Schedules in the quarterly report should include, but not be limited to the following:
 - 1. A listing of individual securities held at the end of the reporting period
 - 2. Percentage of available funds represented by each investment type
 - 3. Coupon, discount or earning rate, total return performance (if applicable)
 - 4. Average life or duration and final maturity of all investments
 - 5. Par value, and market value
- E. On an annual basis, the COO and/or the investment manager shall prepare and submit to the CEO, Finance Committee, and the Council a written report on all invested funds. The annual report shall provide all, but not limited to, the following for each investment:
 - 1. A complete list of all invested funds
 - 2. Name or type of security in which the funds are invested
 - 3. Amount invested
 - 4. Maturity date
 - 5. Income earned
 - 6. Book value
 - 7. Market value
 - 8. Yield
- F. The annual report will show performance on both a book value and total return basis (if applicable) and will compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB standards. Investment reports shall be available to the public.

XVIII. THIRD-PARTY CUSTODIAL AGREEMENTS

- A. All securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchased by, and all collateral obtained by the CSC should be properly designated as an

asset of the CSC.

- B. The securities must be held in an account separate and apart from the assets of the financial institution.
- C. A third party custodian is defined as any bank depository chartered by the federal government, the state of Florida, or any other state or territory of the United States which has a branch or principal place of business in the state of Florida as defined in § 658.12, F.S., or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the state of Florida.
- D. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.
- E. The custodian shall accept transaction instructions only from those persons who have been duly authorized by CSC and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, shall be permitted unless by such a duly authorized person.
- F. The custodian shall provide the COO with safekeeping receipts that provide detail information on the securities held by the custodian.
- G. Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.
- H. Securities held as collateral shall be held free and clear of any liens

XIX. INVESTMENT POLICY ADOPTION

The CEO, COO and the Finance Committee shall review the Policy annually and the Council shall approve any modification made thereto.

Appendix A
Glossary of Cash and Investment Management Terms

The following is a glossary of key investing terms, many of which appear in CSC's Policy. This glossary clarifies the meaning of investment terms generally used in cash and investment management. This glossary has been adapted from the GFOA Sample Investment Policy and the Association of Public Treasurers of the United States and Canada's Model Investment Policy.

Accrued Interest. Interest earned but which has not yet been paid or received.

Agency. See "Federal Agency Securities."

Ask Price. Price at which a broker/dealer offers to sell a security to an investor. Also known as "offered price."

Asset Backed Securities (ABS). A fixed-income security backed by notes or receivables against assets other than real estate. Generally issued by special purpose companies that "own" the assets and issue the ABS. Examples include securities backed by auto loans, credit card receivables, home equity loans, manufactured housing loans, farm equipment loans, and aircraft leases.

Average Life. The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Bankers' Acceptance (BA's). A draft or bill of exchange drawn upon and accepted by a bank. Frequently used to finance shipping of international goods. Used as a short-term credit instrument, bankers' acceptances are traded at a discount from face value as a money market instrument in the secondary market on the basis of the credit quality of the guaranteeing bank.

Basis Point. One hundredth of one percent, or 0.01%. Thus 1% equals 100 basis points.

Bearer Security. A security whose ownership is determined by the holder of the physical security. Typically, there is no registration on the issuer's books. Title to bearer securities is transferred by delivery of the physical security or certificate. Also known as "physical securities."

Benchmark Bills: In November 1999, FNMA introduced its Benchmark Bills program, a short-term debt securities issuance program to supplement its existing discount note program. The program includes a schedule of larger, weekly issues in three- and six-month maturities and biweekly issues in one-year for Benchmark Bills. Each issue is brought to market via a Dutch (single price) auction. FNMA conducts a weekly auction

for each Benchmark Bill maturity and accepts both competitive and non-competitive bids through a web based auction system. This program is in addition to the variety of other discount note maturities, with rates posted on a daily basis, which FNMA offers. FNMA's Benchmark Bills are unsecured general obligations that are issued in book-entry form through the Federal Reserve Banks. There are no periodic payments of interest on Benchmark Bills, which are sold at a discount from the principal amount and payable at par at maturity. Issues under the Benchmark program constitute the same credit standing as other FNMA discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Benchmark Notes/Bonds: Benchmark Notes and Bonds are a series of FNMA “bullet” maturities (non-callable) issued according to a pre-announced calendar. Under its Benchmark Notes/Bonds program, 2, 3, 5, 10, and 30-year maturities are issued each quarter. Each Benchmark Notes new issue has a minimum size of \$4 billion, 30-year new issues having a minimum size of \$1 billion, with re-openings based on investor demand to further enhance liquidity. The amount of non-callable issuance has allowed FNMA to build a yield curve in Benchmark Notes and Bonds in maturities ranging from 2 to 30 years. The liquidity emanating from these large size issues has facilitated favorable financing opportunities through the development of a liquid overnight and term repo market. Issues under the Benchmark program constitute the same credit standing as other FNMA issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Benchmark. A market index used as a comparative basis for measuring the performance of an investment portfolio. A performance benchmark should represent a close correlation to investment guidelines, risk tolerance, and duration of the actual portfolio's investments.

Bid Price. Price at which a broker/dealer offers to purchase a security from an investor.

Bond. Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash-flows, including periodic interest payments and a principal repayment.

Book Entry Securities. Securities that are recorded in a customer's account electronically through one of the financial markets electronic delivery and custody systems, such as the Fed Securities wire, DTC, and PTC (as opposed to bearer or physical securities). The trend is toward a certificate-free society in order to cut down on paperwork and to diminish investors' concerns about the certificates themselves. The vast majority of securities are now book entry securities.

Book Value. The value at which a debt security is reflected on the holder's records at

any point in time. Book value is also called “amortized cost” as it represents the original cost of an investment adjusted for amortization of premium or accretion of discount. Also called “carrying value.” Book value can vary over time as an investment approaches maturity and differs from “market value” in that it is not affected by changes in market interest rates.

Broker/Dealer. A person or firm transacting securities business with customers. A “broker” acts as an agent between buyers and sellers, and receives a commission for these services. A “dealer” buys and sells financial assets from its own portfolio. A dealer takes risk by owning inventory of securities, whereas a broker merely matches up buyers and sellers. See also "Primary Dealer."

Bullet Notes/Bonds. Notes or bonds that have a single maturity date and are non-callable.

Call Date. Date at which a call option may be or is exercised.

Call Option. The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are at par, but can be at any previously established price. Securities issued with a call provision typically carry a higher yield than similar securities issued without a call feature. There are three primary types of call options (1) European - one-time calls, (2) Bermudan - periodically on a predetermined schedule (quarterly, semi-annual, annual), and (3) American - continuously callable at any time on or after the call date. There is usually a notice period of at least 5 business days prior to a call date.

Callable Bonds/Notes. Securities which contain an imbedded call option giving the issuer the right to redeem the securities prior to maturity at a predetermined price and time.

Certificate of Deposit (CD). Bank obligation issued by a financial institution generally offering a fixed rate of return (coupon) for a specified period of time (maturity). Can be as long as 10 years to maturity, but most CDs purchased by public agencies are one year and under.

Collateral. Investment securities or other property that a borrower pledges to secure repayment of a loan, secure deposits of public monies, or provide security for a repurchase agreement.

Collateralization. Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

Collateralized Mortgage Obligation (CMO). A security that pools together mortgages and separates them into short, medium, and long-term positions (called tranches). Tranches are set up to pay different rates of interest depending upon their maturity. Interest payments are usually paid monthly. In “plain vanilla” CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

Commercial Paper. Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. Usually a maximum maturity of 270 days and given a short-term debt rating by one or more NRSROs.

Convexity. A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Corporate Note. A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

Counterparty. The other party in a two party financial transaction. "Counterparty risk" refers to the risk that the other party to a transaction will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

Coupon Rate. Annual rate of interest on a debt security, expressed as a percentage of the bond's face value.

Current Yield. Annual rate of return on a bond based on its price. Calculated as (coupon rate / price), but does not accurately reflect a bond's true yield level.

Custody. Safekeeping services offered by a bank, financial institution, or trust company, referred to as the “custodian.” Service normally includes the holding and reporting of the customer's securities, the collection and disbursement of income, securities settlement, and market values.

Dealer. A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his/her own account.

Delivery Versus Payment (DVP). Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received. Most security transactions, including those through the Fed Securities Wire system and DTC, are done DVP as a protection for both the buyer and seller of securities.

Depository Trust Company (DTC). A firm through which members can use a computer to arrange for securities to be delivered to other members without physical delivery of certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange, the Depository Trust Company uses computerized debit and credit entries. Most corporate securities, commercial paper, CDs, and BAs clear through DTC.

Derivatives. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities, or commodities). For hedging purposes, common derivatives are options, futures, interest rate swaps, and swaptions.

Derivative Security. Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Designated Bond. FFCB's regularly issued, liquid, non-callable securities that generally have a 2 or 3 year original maturity. New issues of Designated Bonds are \$1 billion or larger. Re-openings of existing Designated Bond issues are generally a minimum of \$100 million. Designated Bonds are offered through a syndicate of two to six dealers. Twice each month the Funding Corporation announces its intention to issue a new Designated Bond, reopen an existing issue, or to not issue or reopen a Designated Bond. Issues under the Designated Bond program constitute the same credit standing as other FFCB issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Discount Notes. Unsecured general obligations issued by Federal Agencies at a discount. Discount notes mature at par and can range in maturity from overnight to one year. Very large primary (new issue) and secondary markets exist.

Discount Rate. Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the "fed funds rate."

Discount Securities. Non-interest bearing money market instruments that are issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury Bills, Federal Agency Discount Notes, Bankers' Acceptances, and Commercial Paper.

Discount. The amount by which a bond or other financial instrument sells below its face value. See also "Premium."

Diversification. Dividing investment funds among a variety of security types, maturities, industries, and issuers offering potentially independent returns.

Dollar Price. A bond's cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½, would have a principal cost of \$955 per \$1,000 of face value.

Duff & Phelps. One of several NRSROs that provide credit ratings on corporate and bank debt issues. **Duration.** The weighted average maturity of a security's or portfolio's cash-flows, where the present values of the cash-flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates. Used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. MacAuley Duration, Modified Duration).

Effective Duration. A measure of the sensitivity of a security's price to a change in interest rates, stated in years.

Fannie Mae. See "Federal National Mortgage Association."

Fed Money Wire. A computerized communications system that connects the Federal Reserve System with its member banks, certain U. S. Treasury offices, and the Washington D.C. office of the Commodity Credit Corporation. The Fed Money Wire is the book entry system used to transfer cash balances between banks for themselves and for customer accounts.

Fed Securities Wire. A computerized communications system that facilitates book entry transfer of securities between banks, brokers and customer accounts, used primarily for settlement of U.S. Treasury and Federal Agency securities.

Fed. See "Federal Reserve System."

Federal Agency Security. A debt instrument issued by one of the Federal Agencies. Federal Agencies are considered second in credit quality and liquidity only to U.S. Treasuries.

Federal Agency. Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets. The largest Federal Agencies are GNMA, FNMA, FHLMC, FHLB, FFCB, SLMA, and TVA.

Federal Deposit Insurance Corporation (FDIC). Federal agency that insures deposits at commercial banks, currently to a limit of \$250,000 per depositor per bank.

Federal Farm Credit Bank (FFCB). One of the large Federal Agencies. A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also issues notes under its "designated note" program.

Federal Funds (Fed Funds). Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

Federal Funds Rate (Fed Funds Rate). The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a "target" Fed Funds rate associated with the Fed's management of monetary policy.

Federal Home Loan Bank System (FHLB). One of the large Federal Agencies. A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently twelve district banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although FHLB does not directly fund mortgages, it provides a stable supply of credit to thrift institutions that make new mortgage loans. FHLB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes and callable agency securities. Also issues notes under its "global note" and "TAP" programs.

Federal Home Loan Mortgage Corporation (FHLMC or "Freddie Mac"). One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides stability and assistance to the secondary market for home mortgages by purchasing first mortgages and participation interests financed by the sale of debt and guaranteed mortgage backed securities. FHLMC debt is not an obligation of, nor is it guaranteed by

the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities, and MBS. Also issues notes under its “reference note” program.

Federal National Mortgage Association (FNMA or "Fannie Mae"). One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides liquidity to the residential mortgage market by purchasing mortgage loans from lenders, financed by the issuance of debt securities and MBS (pools of mortgages packaged together as a security). FNMA debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its “benchmark note” program.

Federal Reserve Bank. One of the 12 distinct banks of the Federal Reserve System.

Federal Reserve System (the Fed). The independent central bank system of the United States that establishes and conducts the nation's monetary policy. This is accomplished in three major ways: (1) raising or lowering bank reserve requirements, (2) raising or lowering the target Fed Funds Rate and Discount Rate, and (3) in open market operations by buying and selling government securities. The Federal Reserve System is made up of twelve Federal Reserve District Banks, their branches, and many national and state banks throughout the nation. It is headed by the seven member Board of Governors known as the “Federal Reserve Board” and headed by its Chairman.

Financial Industry Regulatory Authority, Inc. (FINRA). A private corporation that acts as a self-regulatory organization (SRO). FINRA is the successor to the National Association of Securities Dealers, Inc. (NASD). Though sometimes mistaken for a government agency, it is a non-governmental organization that performs financial regulation of member brokerage firms and exchange markets. The government also has a regulatory arm for investments, the Securities and Exchange Commission(SEC).

Fiscal Agent/Paying Agent. A bank or trust company that acts, under a trust agreement with a corporation or municipality, in the capacity of general treasurer. The agent performs such duties as making coupon payments, paying rents, redeeming bonds, and handling taxes relating to the issuance of bonds.

Fitch Investors Service, Inc. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Floating Rate Security (FRN or “floater”). A bond with an interest rate that is adjusted according to changes in an interest rate or index. Differs from variable-rate debt in that the changes to the rate take place immediately when the index changes, rather than on a predetermined schedule. See also “Variable Rate Security.”

Freddie Mac. See "Federal Home Loan Mortgage Corporation."

Ginnie Mae. See "Government National Mortgage Association."

Global Notes: Notes designed to qualify for immediate trading in both the domestic U.S. capital market and in foreign markets around the globe. Usually large issues that are sold to investors worldwide and therefore have excellent liquidity. Despite their global sales, global notes sold in the U.S. are typically denominated in U.S. dollars.

Government National Mortgage Association (GNMA or "Ginnie Mae"). One of the large Federal Agencies. Government-owned Federal Agency that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. Largest issuer of mortgage pass-through securities. GNMA debt is guaranteed by the full faith and credit of the U.S. government (one of the few agencies that are actually full faith and credit of the U.S. government).

Government Securities. An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, Bonds, and SLGS."

Government Sponsored Enterprise (GSE). Privately owned entity subject to federal regulation and supervision, created by the U.S. Congress to reduce the cost of capital for certain borrowing sectors of the economy such as students, farmers, and homeowners. GSEs carry the implicit backing of the U.S. government, but they are not direct obligations of the U.S. government. For this reason, these securities will offer a yield premium over U.S. Treasuries. Examples of GSEs include: FHLB, FHLMC, FNMA, and SLMA.

Government Sponsored Enterprise Security. A security issued by a Government Sponsored Enterprise. Considered Federal Agency Securities.

Index. A compilation of statistical data that tracks changes in the economy or in financial markets.

Interest-Only (IO) STRIP. A security based solely on the interest payments from the bond. After the principal has been repaid, interest payments stop and the value of the

security falls to nothing. Therefore, IOs are considered risky investments. Usually associated with mortgage-backed securities.

Internal Controls. An internal control structure ensures that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion** - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. **Separation of transaction authority from accounting and record keeping** - A separation of duties is achieved by separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction.
3. **Custodial safekeeping** - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.
4. **Avoidance of physical delivery securities** - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
6. **Written confirmation of transactions for investments and wire transfers** - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Inverse Floater. A floating rate security structured in such a way that it reacts inversely to the direction of interest rates. Considered risky as their value moves in the opposite direction of normal fixed-income investments and whose interest rate can fall to zero.

Investment Advisor (Investment Manager). A company that provides professional advice managing portfolios, investment recommendations, and/or research in exchange for a management fee.

Investment Adviser Act of 1940. Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Grade. Bonds considered suitable for preservation of invested capital, including bonds rated a minimum of Baa3 by Moody's, BBB- by Standard & Poor's, or BBB- by Fitch. Although "BBB" rated bonds are considered investment grade, most public agencies cannot invest in securities rated below "A."

Liquidity. Relative ease of converting an asset into cash without significant loss of value. Also, a relative measure of cash and near-cash items in a portfolio of assets. Additionally, it is a term describing the marketability of a money market security correlating to the narrowness of the spread between the bid and ask prices.

Local Government Investment Pool (LGIP). An investment by local governments in which their money is pooled as a method for managing local funds, (e.g., Florida State Board of Administration's Florida Prime Fund).

Long-Term Core Investment Program. Funds that are not needed within a one-year period.

Market Value. The fair market value of a security or commodity. The price at which a willing buyer and seller would pay for a security.

Mark-to-market. Adjusting the value of an asset to its market value, reflecting in the process unrealized gains or losses.

Master Repurchase Agreement. A widely accepted standard agreement form published by the Securities Industry and Financial Markets Association (SIFMA) that is used to govern and document Repurchase Agreements and protect the interest of parties in a repo transaction.

Maturity Date. Date on which principal payment of a financial obligation is to be paid.

Medium Term Notes (MTN's). Used frequently to refer to corporate notes of medium maturity (5-years and under). Technically, any debt security issued by a corporate or

depository institution with a maturity from 1 to 10 years and issued under an MTN shelf registration. Usually issued in smaller issues with varying coupons and maturities, and underwritten by a variety of broker/dealers (as opposed to large corporate deals issued and underwritten all at once in large size and with a fixed coupon and maturity).

Money Market. The market in which short-term debt instruments (bills, commercial paper, bankers' acceptance, etc.) are issued and traded.

Money Market Mutual Fund (MMF). A type of mutual fund that invests solely in money market instruments, such as: U.S. Treasury bills, commercial paper, bankers' acceptances, and repurchase agreements. Money market mutual funds are registered with the SEC under the Investment Company Act of 1940 and are subject to "rule 2a-7" which significantly limits average maturity and credit quality of holdings. MMF's are managed to maintain a stable net asset value (NAV) of \$1.00. Many MMFs carry ratings by a NRSRO.

Moody's Investors Service. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Mortgage Backed Securities (MBS). Mortgage-backed securities represent an ownership interest in a pool of mortgage loans made by financial institutions, such as savings and loans, commercial banks, or mortgage companies, to finance the borrower's purchase of a home or other real estate. The majority of MBS are issued and/or guaranteed by GNMA, FNMA, and FHLMC. There are a variety of MBS structures with varying levels of risk and complexity. All MBS have reinvestment risk as actual principal and interest payments are dependent on the payment of the underlying mortgages which can be prepaid by mortgage holders to refinance and lower rates or simply because the underlying property was sold.

Mortgage Pass-Through Securities. A pool of residential mortgage loans with the monthly interest and principal distributed to investors on a pro-rata basis. The largest issuer is GNMA.

Municipal Note/Bond. A debt instrument issued by a state or local government unit or public agency. The vast majority of municipals are exempt from state and federal income tax, although some non-qualified issues are taxable.

Mutual Fund. Portfolio of securities professionally managed by a registered investment company that issues shares to investors. Many different types of mutual funds exist (e.g., bond, equity, and money market funds); all except money market funds operate on a variable net asset value (NAV).

Negotiable Certificate of Deposit (Negotiable CD). Large denomination CDs (\$100,000 and larger) that are issued in bearer form and can be traded in the secondary market.

Net Asset Value. The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets including securities, cash, and any accrued earnings, then subtracting the total assets from the fund's liabilities, and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

$$\frac{[(\text{Total assets}) - (\text{Liabilities})]}{(\text{Number of shares outstanding})}$$

NRSRO. A “Nationally Recognized Statistical Rating Organization” (NRSRO) is a designated rating organization that the SEC has deemed a strong national presence in the U.S. NRSROs provide credit ratings on corporate and bank debt issues. Only ratings of a NRSRO may be used for the regulatory purposes of rating. Includes Moody’s, S&P, Fitch, and Duff & Phelps.

Offered Price. See also "Ask Price."

Open Market Operations. A Federal Reserve monetary policy tactic entailing the purchase or sale of government securities in the open market by the Federal Reserve System from and to primary dealers in order to influence the money supply, credit conditions, and interest rates.

Par Value. The face value, stated value, or maturity value of a security.

Physical Delivery. Delivery of readily available underlying assets at contract maturity.

Portfolio. Collection of securities and investments held by an investor.

Premium. The amount by which a bond or other financial instrument sells above its face value. See also "Discount."

Primary Dealer. A designation given to certain government securities dealer by the Federal Reserve Bank of New York. Primary dealers can buy and sell government securities directly with the Fed. Primary dealers also submit daily reports of market activity and security positions held to the Fed and are subject to its informal oversight. Primary dealers are the largest buyers and sellers by volume in the U.S. Treasury securities market.

Prime Paper. Commercial paper of high quality. Highest rated paper is A-1+/A-1 by S&P and P-1 by Moody's.

Principal. Face value of a financial instrument on which interest accrues. May be less than par value if some principal has been repaid or retired. For a transaction, principal is par value times price and includes any premium or discount.

Prudent Expert Rule. Standard that requires that a fiduciary manage a portfolio with the care, skill, prudence, and diligence, under the circumstances then prevailing, that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims. This statement differs from the "prudent person" rule in that familiarity with such matters suggests a higher standard than simple prudence.

Prudent Investor Standard. Standard that requires that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. More stringent than the "prudent person" standard as it implies a level of knowledge commensurate with the responsibility at hand.

Prudent Person Rule. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

Qualified Public Depository - Per Subsection 280.02(26), F.S., "qualified public depository" means any bank, savings bank, or savings association that:

1. Is organized and exists under the laws of the United States, the laws of this state or any other state or territory of the United States.
2. Has its principal place of business in this state or has a branch office in this state which is authorized under the laws of this state or of the United States to receive deposits in this state.
3. Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 et seq.
4. Has procedures and practices for accurate identification, classification, reporting, and collateralization of public deposits.

5. Meets all requirements of Chapter 280, F.S.
6. Has been designated by the Chief Financial Officer as a qualified public depository.

Range Note. A type of structured note that accrues interest daily at a set coupon rate that is tied to an index. Most range notes have two coupon levels; a higher accrual rate for the period the index is within a designated range, the lower accrual rate for the period that the index falls outside the designated range. This lower rate may be zero and may result in zero earnings.

Rate of Return. Amount of income received from an investment, expressed as a percentage of the amount invested.

Realized Gains (Losses). The difference between the sale price of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See “Unrealized Gains (Losses).”

Reference Bills: FHLMC’s short-term debt program created to supplement its existing discount note program by offering issues from one month through one year, auctioned on a weekly or on an alternating four-week basis (depending upon maturity) offered in sizeable volumes (\$1 billion and up) on a cycle of regular, standardized issuance. Globally sponsored and distributed, Reference Bill issues are intended to encourage active trading and market-making and facilitate the development of a term repo market. The program was designed to offer predictable supply, pricing transparency, and liquidity, thereby providing alternatives to U.S. Treasury bills. FHLMC’s Reference Bills are unsecured general corporate obligations. This program supplements the corporation’s existing discount note program. Issues under the Reference program constitute the same credit standing as other FHLMC discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Reference Notes: FHLMC’s intermediate-term debt program with issuances of 2, 3, 5, 10, and 30-year maturities. Initial issuances range from \$2 - \$6 billion with re-openings ranging \$1 - \$4 billion.

The notes are high-quality bullet structures securities that pay interest semiannually. Issues under the Reference program constitute the same credit standing as other FHLMC notes; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Repurchase Agreement (Repo). A short-term investment vehicle where an investor agrees to buy securities from a counterparty and simultaneously agrees to resell the securities back to the counterparty at an agreed upon time and for an agreed upon price.

The difference between the purchase price and the sale price represents interest earned on the agreement. In effect, it represents a collateralized loan to the investor, where the securities are the collateral. Can be DVP, where securities are delivered to the investor's custodial bank, or "tri-party" where the securities are delivered to a third party intermediary. Any type of security can be used as "collateral," but only some types provide the investor with special bankruptcy protection under the law. Repos should be undertaken only when an appropriate Securities Industry and Financial Markets Association (SIFMA) approved master repurchase agreement is in place.

Reverse Repurchase Agreement (Reverse Repo). A repo from the point of view of the original seller of securities. Used by dealers to finance their inventory of securities by essentially borrowing at short-term rates. Can also be used to leverage a portfolio and in this sense, can be considered risky if used improperly.

Safekeeping. Service offered for a fee, usually by financial institutions, for the holding of securities and other valuables. Safekeeping is a component of custody services.

Secondary Market. Markets for the purchase and sale of any previously issued financial instrument.

Securities Industry and Financial Markets Association (SIFMA). The bond market trade association representing the largest securities markets in the world. In addition to publishing a Master Repurchase Agreement, widely accepted as the industry standard document for Repurchase Agreements, the SIFMA also recommends bond market closures and early closes due to holidays.

Securities Lending. An arrangement between an investor and a custody bank that allows the custody bank to "loan" the investor's investment holdings, reinvest the proceeds in permitted investments, and shares any profits with the investor. Should be governed by a securities lending agreement. Can increase the risk of a portfolio in that the investor takes on the default risk on the reinvestment at the discretion of the custodian.

Sinking Fund. A separate accumulation of cash or investments (including earnings on investments) in a fund in accordance with the terms of a trust agreement or indenture, funded by periodic deposits by the issuer (or other entity responsible for debt service), for the purpose of assuring timely availability of moneys for payment of debt service. Usually used in connection with term bonds.

Spread. The difference between the price of a security and similar maturity U.S. Treasury investments, expressed in percentage terms or basis points. A spread can also be the absolute difference in yield between two securities. The securities can be in

different markets or within the same securities market between different credits, sectors, or other relevant factors.

Standard & Poor's. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

STRIPS (Separate Trading of Registered Interest and Principal of Securities).

Acronym applied to U.S. Treasury securities that have had their coupons and principal repayments separated into individual zero-coupon Treasury securities. The same technique and "strips" description can be applied to non-Treasury securities (e.g., FNMA strips).

Structured Notes. Notes that have imbedded into their structure options such as step-up coupons or derivative-based returns.

Supranational. Supranational organizations are international financial institutions that are generally established by agreements among nations, with member nations contributing capital and participating in management. These agreements provide for limited immunity from the laws of member countries. Bonds issued by these institutions are part of the broader class of Supranational, Sovereign, and Non-U.S. Agency (SSA) sector bonds. Supranational bonds finance economic and infrastructure development and support environmental protection, poverty reduction, and renewable energy around the globe. For example, the World Bank, International Finance Corporation (IFC), and African Development Bank (AfDB) have "green bond" programs specifically designed for energy resource conservation and management. Supranational bonds, which are issued by multi-national organizations that transcend national boundaries. Examples include the World Bank, African Development Bank, and European Investment Bank.

Swap. Trading one asset for another.

TAP Notes: Federal Agency notes issued under the FHLB TAP program. Launched in 6/99 as a refinement to the FHLB bullet bond auction process. In a break from the FHLB's traditional practice of bringing numerous small issues to market with similar maturities, the TAP Issue Program uses the four most common maturities and reopens them up regularly through a competitive auction. These maturities (2, 3, 5, and 10 year) will remain open for the calendar quarter, after which they will be closed and a new series of TAP issues will be opened to replace them. This reduces the number of separate bullet bonds issued, but generates enhanced awareness and liquidity in the marketplace through increased issue size and secondary market volume.

Tennessee Valley Authority (TVA). One of the large Federal Agencies. A wholly owned corporation of the United States government that was established in 1933 to

develop the resources of the Tennessee Valley region in order to strengthen the regional and national economy and the national defense. Power operations are separated from non-power operations. TVA securities represent obligations of TVA, payable solely from TVA's net power proceeds, and are neither obligations of nor guaranteed by the United States. TVA is currently authorized to issue debt up to \$30 billion. Under this authorization, TVA may also obtain advances from the U.S. Treasury of up to \$150 million. Frequent issuer of discount notes, agency notes, and callable agency securities.

Total Return. Investment performance measured over a period of time that includes coupon interest, interest on interest, and both realized and unrealized gains or losses. Total return includes, therefore, any market value appreciation/depreciation on investments held at periodend.

Treasuries. Collective term used to describe debt instruments backed by the U.S. government and issued through the U.S. Department of the Treasury. Includes Treasury bills, Treasury notes, and Treasury bonds. Also a benchmark term used as a basis by which the yields of non-Treasury securities are compared (e.g., "trading at 50 basis points over Treasuries").

Treasury Bills (T-Bills). Short-term direct obligations of the United States government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week, and 26-week T-Bills.

Treasury Bonds. Long-term interest-bearing debt securities backed by the U.S. government and issued with maturities of ten years and longer by the U.S. Department of the Treasury.

Treasury Inflation Protected Securities (TIPS). A treasury security that is indexed to inflation in order to protect investors from the negative effects of inflation.

Treasury Notes. Intermediate interest-bearing debt securities backed by the U.S. government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 3-year, 5-year, and 10-year Treasury Notes.

Trustee. A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the bond documents and to represent bondholders in enforcing their contract with the issuer.

Uniform Net Capital Rule. SEC Rule 15c3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

Unrealized Gains (Losses). The difference between the market value of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See also “Realized Gains(Losses).”

Variable-Rate Security. A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually, or annually). See also “Floating Rate Note.”

Weighted Average Maturity (or just “Average Maturity”). The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. A simple measure of risk of a fixed-income portfolio.

Weighted Average Maturity to Call. The average maturity of all securities and investments of a portfolio, adjusted to substitute the first call date per security for maturity date for those securities with call provisions.

Yield Curve. A graphic depiction of yields on like securities in relation to remaining maturities spread over a time line. The traditional yield curve depicts yields on U.S. Treasuries, although yield curves exist for Federal Agencies and various credit quality corporates as well. Yield curves can be positively sloped (normal) where longer-term investments have higher yields, or “inverted” (uncommon) where longer- term investments have lower yields than shorter ones.

Yield to Call (YTC). Same as “Yield to Maturity,” except the return is measured to the first call date rather than the maturity date. Yield to call can be significantly higher or lower than a security’s yield to maturity.

Yield to Maturity (YTM). Calculated return on an investment, assuming all cash-flows from the security are reinvested at the same original yield. Can be higher or lower than the coupon rate depending on market rates and whether the security was purchased at a premium or discount. There are different conventions for calculating YTM for various types of securities.

Yield. There are numerous methods of yield determination. In this glossary, see also "Current Yield," "Yield Curve," "Yield to Call," and "Yield to Maturity."

Appendix B:
Investment Pool/Fund Questionnaire

1. Describe the eligible investment securities.
2. Does the pool have a stable net asset value or floating net asset value?
3. What are the liquidity gates and fees?
4. What is the pool/fund currently rated?
5. What are the pool/fund's total assets?
6. Describe how interest is calculated, how it will be distributed, and how gains and losses will be treated.
7. Describe how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.
8. Describe who may invest in the program, how often, what size deposit and withdrawal are allowed.
9. Will the CSC be provided a schedule for receiving statements and portfolio listings?
10. Are reserves, retained earnings, etc. utilized by the pool/fund?
11. Will the CSC be provided a fee schedule, and when and how is it assessed?
12. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?
13. Does the fund follow GASB 79 standards?

I. **Scope**

The investment policy shall apply to funds under the control of the Children's Services Council (CSC) in excess of those required to meet current expenses. The Chief Operating Officer (COO) or duly authorized personnel will consolidate, where practicable and allowable, for the purposes of investment, cash balances and investments from all funds covered by this policy to maximize investment earnings and reduce risks. The investment of funds shall comply with all controlling state statutes, ordinances and covenants covering the CSC's investments.

II. **General Objectives**

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield:

1. Safety - Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks the preservation of capital in the overall portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with the risks associated with prudent investment practices and performance benchmarks, if applicable.
 - A. **Credit Risk** - The CSC will limit credit risk, the risk of loss due to the failure of the security issuer or backer, by diversifying the investment portfolio so that potential losses on individual securities will be minimized and by limiting investments to specified credit ratings.
 - B. **Interest Rate Risk** - The CSC will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates by limiting the maximum duration of the overall portfolio to 2 years.
2. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature to meet anticipated demands (static liquidity). Furthermore, since all possible cash

demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). The portfolio may be placed in local government investment pools or money market mutual funds that offer same-day liquidity for short-term funds.

3. Yield - The investment portfolio shall be designed with the objective of attaining a market rate of return, as measured by specified benchmarks, throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:
 - A. A security with declining credit may be sold early to minimize loss of principal.
 - B. A security swap that would improve the quality, yield, or target duration in the portfolio.
 - C. Liquidity needs of the portfolio require that the security be sold.
4. Transparency – The CSC shall operate its portfolio in a transparent manner, making its periodic reports both available for public inspection and designed in a manner which communicates clearly and fully information about the portfolio, including market pricing, adjusted book value, yields, and CUSIPs of various securities.

III. Standards of Care

1. Prudence - The standard of prudence to be used by investment officials shall be the Prudent Person Rule and shall be applied in the context of managing an overall portfolio. CSC's personnel, acting in accordance with this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or

market price changes, provided deviations from expectations are reported to the CSC's COO in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The CSC's COO has the discretion to report any material events to the CSC's Council. The annual audit report shall be presented to the CSC's Council. The Prudent Person Rule states that:

"Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment."

2. Ethics and Conflicts of Interest – The COO and other authorized personnel shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. These investment officials shall disclose to the CSC's Council annually, in a written statement, any material interests in financial institutions with which they conduct business with the CSC. They shall further disclose any personal financial/investment positions that could be related to the performance of the CSC's investment portfolio. They shall refrain from undertaking personal investment transactions with the same individual(s) with whom business is conducted on behalf of the CSC.
3. Delegation of Authority - Authority to manage the investment program is granted to the COO and other authorized personnel. Additional authorized personnel include any other person or position approved by the CSC's CEO/President. The CSC may seek professional advice and therefore may contract with a federally registered investment advisory firm that specializes in public funds fixed income management. This engagement would be set forth in a separate Investment

Advisory Agreement approved by the Council. No person may engage in an investment transaction except as provided under the terms of this policy. The COO shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

4. Bid Process – The COO will determine the approximate maturity date and optimal types of investment based on the cash flow needs and market conditions, and solicit bids from a minimum of three qualified institutions as determined under Section IV. Bids shall be held in confidence until the bid deemed to best meet the investment objectives is determined and awarded. With the exception of new issues, this process is used for securities purchased or sold. In the event that three bids are not available, the COO may select a security based upon a documented comparison of similar securities utilizing online resources such as Bloomberg.

IV. Broker Dealers, Safekeeping and Custody

1. Authorized Financial Dealers and Institutions – The CSC shall maintain a list qualified financial institutions as follows:
 - a. Qualified public depositories in accordance with Chapter 280, Florida Statutes,
 - b. A primary or regional broker dealer that qualifies under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule) with a minimum net capital of \$10 million (\$10,000,000); a member of Financial Industry Regulatory Authority (FINRA), and Securities Investors Protection Corporation (SIPC);

Both lists shall be reviewed by the COO at least annually.

2. Annual Review - An annual review of the qualified financial institutions and broker/dealers will be conducted by the COO and/or Investment Advisor under the direction of the CSC. The distribution of trading among the approved broker/dealers of securities which at the time of purchase

had maturities greater than 7 days, shall be reported annually to the CSC's Council.

3. Delivery vs. Payment - Securities transactions between a broker-dealer and the safekeeping agent or custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.
4. Safekeeping, Custody & Perfection of Interest - Securities shall be held with a third party; and all securities purchased by, and all collateral obtained by, the unit of local government should be properly designated as an asset of the unit of local government. No withdrawal of securities, in whole or in part, shall be made from safekeeping or custody, except by the COO or other designee by the CEO/President on an as-needed basis.

V. Suitable and Authorized Investments

This investment policy shall be authorized by the CSC's Council. Investments not listed in the investment policy are prohibited.

The investment portfolio shall be structured in such manner as to provide sufficient liquidity to pay obligations as they come due. To that end, the investment policy should direct that, to the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash-flow requirements.

Prior to conducting transactions as authorized by this policy the COO shall determine the approximate maturity date based on cash-flow needs and market conditions, analyze and select one or more optimal types of investment, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives shall be selected.

Consistent with the Florida Statutes the following investments will be permitted by this policy:

1. **Authorized Issuers** - The criteria for authorized investments is broken down into four sections. Each investment must comply with the provisions of each section. These sections address who can issue authorized investments, what minimum credit ratings these investments must have, what maturity or other limitations apply concerning interest rate risk, and how much of any security may be held. Subject to additional restrictions in this Part V, securities may be held that are issued by:
 - A. The United States Treasury and Agency securities - Securities that are issued by the United States Treasury or those for which the full faith and credit of the United States government guarantees fully all principal and interests payments.
 - B. Government Sponsored Enterprises (GSE) - Securities issued by the Federal Farm Credit Bank (FFCB), the Federal Home Loan Mortgage Corporation (FHLMC), the Federal Home Loan Bank (FHLB), the Federal National Mortgage Association (FNMA), or the Federal Agricultural Mortgage Corporation. Any other GSE shall be considered as corporate debt for the purposes of this Policy and shall be authorized under the criteria set forth in D, Corporations.
 - C. State & Local Governments - General or revenue obligation of any state of the United States, the District of Columbia, or any territorial possession of the United States, or, of any political subdivision, institution, department, agency, instrumentality, or authority of any of such governmental entities.
 - D. Corporate Debt Instruments and Commercial Paper - United States dollar denominated debt instruments issued by a corporation or bank which is organized and operated within the United States.
 - E. Bank Deposits or Certificates of Deposit – Deposit of funds in a bank, savings bank, or savings association and for which the bank, savings bank, or savings association doing business and situated in State of

Florida, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes and provided that the institution is not recognized on a credit watch information service list. This includes, but is not limited to, time deposit accounts, demand deposit accounts, and nonnegotiable certificates of deposit. Moneys in deposit notes and in other non-deposit accounts such as repurchase or reverse repurchase operations are not public deposits. Securities, mutual funds, and similar types of investments are not considered public deposits.

- F. Local Government Investment Pools - Shares in local government investment pools organized under Chapter 163, Part I, Florida Statutes. Cash Flow Analysis should be conducted to determine if a short-term Stable Net Asset Value ("NAV") or a long-term Variable NAV or Bond Fund is appropriate.
- G. The State Board of Administration pool (SBA). Shares in the SBA pool organized under Chapter 218, Part IV, Florida Statutes.
- H. Money Market Mutual Funds - Shares of any money market fund that is registered as an investment company under the federal "Investment Company Act of 1940", as amended, which stipulates that a money market fund must have an average weighted maturity of 90 days or less.
- I. Repurchase Agreements - Securities referred to in paragraph A or B of this Section 1 and that can otherwise be purchased under this Policy may be subject to a Repurchase Agreement. Such securities subject to this agreement must have a coupon rate that is fixed from the time of settlement until its maturity date, and must be marketable. Such securities must be delivered to the CSC or to a third-party custodian or third-party trustee for safekeeping on behalf of the

CSC. The collateral securities of any repurchase agreement must be collateralized at no less than one hundred two percent and marked to market no less frequently than weekly. All approved institutions and dealers transacting repurchase agreements shall execute and perform as stated in the Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

- J. Limitation on Derivatives: The COO must have developed sufficient understanding of derivative products and have the expertise to manage them. For purposes of this subsection, a "derivative" is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or index or asset values.

No CSC funds shall be invested in any security issued by entities authorized in this Section I on which the coupon rate (or a schedule of stepped fixed coupon rates) is not fixed from the time the security is settled until its maturity date, other than shares in qualified money market mutual funds or local government investment pool, unless the coupon rate is: (I) Established by reference to the rate on a United States treasury security with a maturity of one year or less, or to the United States dollar London Interbank Offered Rate (LIBOR) of one year or less maturity, or to the cost of funds index or the prime rate as published by the federal reserve; and (II) Expressed as a positive value of the referenced index plus or minus a fixed number of basis points. (b) A municipal index may be used for the investment of bond or note accounts from issues with coupons linked to the same index. (c) For purposes of this section, "maturity date" means the last possible date, barring default, that principal can be repaid to the purchaser.

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2. **Credit Ratings** - Securities may be purchased if at the time of purchase the securities meet the following credit quality criteria:
- A. United States Treasury and Agency securities – Ratings are not required for U.S. Treasury securities. Agencies backed by the full faith and credit of the United States government, such as Government National Mortgage Association (GNMA), must have at least two AAA/Aaa/AAA long-term credit ratings from Standard & Poor's, Moody's or Fitch respectively. Neither Standard & Poor's, Moody's nor Fitch may rate this security below AAA/Aaa/AAA respectively otherwise any security below this rating shall for the purposes of this Policy be treated as Corporate debt subject to the restrictions of sections 2 -4 of this Part V.
 - B. Government Sponsored Enterprises (GSE) - Authorization of the listed GSE in paragraph B of Section 1 is predicated upon these institutions maintaining at least two AAA/Aaa/AAA long-term credit ratings from Standard & Poor's, Moody's or Fitch respectively.
 - C. State & Local Governments - At the time of purchase, such securities must carry at least two long-term credit rating of AAA/Aaa/AAA from Standard & Poor's, Moody's or Fitch respectively and neither Standard & Poor's, Moody's nor Fitch may rate this security below AAA/Aaa/AAA respectively. If the AAA/Aaa/AAA credit rating was achieved via some form of third party credit enhancement, then the underlying issuer must have two long-term credit rating none of which may be below AA-/Aa3/AA- from Standard & Poor's, Moody's or Fitch respectively. This criterion will not apply to the purchase of the outstanding debt of the CSC.
 - D. Corporate Debt Instruments and Commercial Paper - At the time of purchase, all non-money market

instruments must carry at least two long-term credit rating from Standard & Poor's, Moody's or Fitch respectively and neither Standard & Poor's, Moody's or Fitch may rate this instrument below AA-/Aa3/AA- respectively. For money market instruments, which comply with rule 2a7 at the time of purchase, such securities must carry at least two short-term credit ratings of A1+ from Standard & Poor's, P1 from Moody's, or F1+ from Fitch.

Should a security's credit rating drop below these standards after purchase, the CSC's authorized personnel shall act as Prudent Persons, in managing the risks associated with this security, and shall immediately notify the CSC's Council of such an event.

E. Bank Deposits or Certificates of Deposit - At the time of purchase, the qualified public depositories (QPD) must comply with Chapter 280.16 Florida Statutes. Such deposits in QPD's must be collateralized according to the statutory requirements.

F. Local Government Investment Pools

Stable NAV: At the time of purchase, local government investment pool must carry a rating of "AAAm" from Standard & Poor's, Aaa from Moody's or AAA from Fitch.

Variable NAV or Bond Fund: At the time of purchase, local government investment pool must carry a rating of "AAAf" and a Volatility Rating of "S1+" from Standard & Poor's, Aaa from Moody's or AAA from Fitch.

G. The State Board of Administration pool - At the time of purchase, the state pool must carry a AAAM rating from Standard & Poor's, AAA from Moody's or AAA from Fitch.

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- H. Money Market Mutual Funds - At the time of purchase, money market fund must carry a AAAM rating from Standard & Poor's, AAA from Moody's or AAA from Fitch.
 - I. Repurchase Agreements - At the time of purchase the counter-party to any such agreements must carry short-term credit ratings which conform to those required by paragraph D of this section 2.
- 3. Interest Rate Risk Restrictions** - Securities may be purchased if at the time of purchase the securities meet the following credit quality criteria:
- A. The United States Treasury and Agency securities backed by the full faith and credit of the United States government - At the time of purchase, securities must have a maturity no greater than of five years from the date of settlement to the maximum possible maturity date. The forward delivery period on such securities may not exceed 60 days.
 - B. Government Sponsored Enterprises [G.S.E.] - At the time of purchase, securities must have a maturity no greater than of five years from the date of settlement to the maximum possible maturity date. The forward delivery period on such securities may not exceed 60 days.
 - C. State & Local Governments - At the time of purchase, such securities must have a maturity no greater than of five years from the date of settlement to the maximum possible maturity date. The forward delivery period on such securities may not exceed 60 days. This criterion will not apply to the purchase of the outstanding debt of the CSC.
 - D. Corporate Debt Instruments and Commercial Paper - At the time of purchase, such securities must have a maturity no greater than three years from the date of settlement to the maximum possible maturity date. The

forward delivery period on such securities may not exceed 60 days.

E. Bank Deposits or Certificates of Deposit - At the time of purchase, such securities must have a maturity no greater than one year from the date of settlement to the maximum possible maturity date.

F. Local Government Investment Pools

Stable NAV: At the time of purchase, shares in the local government investment pool must be fully redeemable on the next business day.

Variable NAV or Bond Fund: At the time of purchase, shares in the local government investment pool must be fully redeemable within 14 business days.

G. The State Board of Administration pools (SBA) - At the time of purchase, shares in the SBA pool must be fully redeemable on the next business day.

H. Money Market Mutual Funds - At the time of purchase, shares in the money market fund must be fully redeemable on the next business day.

I. Repurchase Agreements - For repurchase agreements, at the time of purchase such agreements must have a maturity no greater than one year from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

J. Overall Portfolio Interest Rate Risk - At no time may the CSC purchase any security:

- 1) With current operating funds having a maturity greater than twelve (12) months;
- 2) With non-operating funds having a maturity greater than 3 years.

- 4. Diversification Limits** – Chapter 281.415 (8) Florida Statutes states that the investment policy shall provide for appropriate diversification of the investment portfolio. The specific diversification guidelines for the CSC will be determined based on the individual requirements of the CSC. At the time of purchase, each investment instrument, as a percentage of the total portfolio value, shall be within the following limits,:

<u>Type of Instrument Type</u>	<u>Total Portfolio Maximum</u>	<u>Individual Issuer Maximum</u>
<u>A. United States Treasury</u>	[100%]	
<u>A2. United States Agency</u>	[50%]	[25%]
<u>B. Government Sponsored Enterprises (GSE)</u>	[50%]	[25%]
<u>C. State & Local Government</u>	[20%]	
<u>D. Corporate Debt Instruments and Commercial Paper</u>	[35%]	[10%]
<u>E1. Bank Deposit</u>	[75%]	
<u>E2. Certificate of Deposit</u>	[25%]	[15%]
<u>F1. Stable NAV LGIP</u>	[75%]	
<u>F2. Variable NAV LGIP or Bond Fund</u>	[50%]	
<u>G. SBA</u>	[75%]	
<u>H. Money Market Mutual Funds</u>	[50%]	[25%]
<u>I. Repurchase Agreements</u>	[50%]	[25%]

VI. Internal Controls

The COO shall establish and monitor a system of internal controls which shall be in writing and made a part of the CSC's operational procedures. The investment policy shall provide for review of such controls by independent auditors as part of any financial audit periodically required of the unit of local government. The internal controls should be designed to prevent losses of funds which might

arise from fraud, employee error, or misrepresentation by third parties, or imprudent actions by employees of the CSC.

VII. Reporting

1. Methods - The COO shall provide CSC's Council an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last month. This management summary will be prepared in a manner that will allow the CSC to ascertain whether investment activities during the reporting period have conformed to the investment policy. This investment report shall include a list of securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Such reports shall be available to the public.
2. Performance Standards - The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. The benchmark for the portfolio shall be according to the CSC's Cash Flow requirements.
 - A. Operating Funds: 0-1 year: Standard and Poor's LGIP Index
 - B. Non-operating Funds: 1-5 years: Merrill Lynch 1-3 yr Yield Index
3. Portfolio Pricing - The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly.
4. Auditing - The annual audit of the CSC's financial records shall include a review of all investment activity for the year for compliance with investment policy and procedures, and a review of internal controls related to investment of CSC funds.

VIII. Policy Considerations & Implementation

1. Exemption - Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.
2. Continuing Education - Chapter 281.415 (14) Florida Statutes states that the investment policy as of the date of adoption shall provide for the local government's officials responsible for making investment decisions. The COO or designee responsible for making investment decisions shall annually complete 8 hours of continuing education in subjects or courses of study related to investment practices and products.
3. Indemnification – The COO and other employees authorized to invest CSC funds shall be personally indemnified in the event of investment loss provided investments are made in full compliance with these policies.
4. Amendments - This policy shall be reviewed on an annual basis. Any changes must be approved by the CSC's Council.
5. Investment Advisors - Any Investment Advisor selected will have the Investment Advisory Agreement approved by the CSC's Council.

TAB L

**For Council Meeting
As Recommended by the
Finance Committee
November 8, 2021**

November 18, 2021

Issue: CSC Investment Options.

Action: Approve Moving a Portion of Investments to a PFM Managed Fund.

Budget Impact: None.

Background: Since 2010, the Council has followed the Investment Policy and best practices by diversifying its investments between the Local Government Surplus Funds Trust Fund managed by the State Board of Administration (SBA) and the Florida Public Assets for Liquidity Management (PFM). Using a conservative approach, the investments are highly-liquid, short-term, money-management funds and are designed to meet cash management and short-term investment needs. One drawback, however, is that in the current economic environment, the yield has not been able to maintain the inflation index over time.

With COVID-19 affecting the ability of the Providers to fully utilize their contracts, excessive cash has accumulated over the past few years. Staff was tasked to review options to effectively invest these idle funds to improve yield while not sacrificing safety and liquidity. Staff worked with PFM and conducted a thorough cash-flow analysis identifying a portion of investments that could be placed in a managed fund which utilizes a longer-term approach, thereby increasing yield while maintaining safety.

To put the cash flow cycle in perspective, once taxes are levied in November usually about 70% of the annual cash is received in December for use throughout the fiscal year. Using a money market type fund that is highly liquid with short-term maturity dates allows for the best access to meet current obligations. The portion of investments under consideration for the managed fund do not include the upcoming FY tax revenue.

Current Status: As discussed over these past few months when setting the budget and the FY 21/22 millage rate, the strategy over the next few years is to incrementally draw down Fund Balance (FB) to meet the budget needs while maintaining or slowly increasing the millage rates. After a thorough cash flow analysis,



staff recommends moving \$50 million, currently in Investments or “Core FB,” to be managed by PFM and invested in a longer-term portfolio that maintains safety but adds additional yield even in today’s economic environment.

Moving Core FB into a managed fund is permitted per the Investment Policy and aligns with proper internal controls, as PFM will not directly manage the invested funds. Rather, they will provide advice, which must be approved by CSC, and then communicated to the Custodian to make the actual trades. If the managed funds concept is approved, staff will select bids from various custodian banks and will bring it back for Council approval. The managed funds will be measured against several highly respected industry performance measure indexes to ensure the portfolio is on track. Staff will bring to the Council for approval a monthly Investment Report to include the listing of holdings, benchmark performance measures, and other monthly activity.

At the recommendation of the Finance Committee, the PowerPoint presentation which provides a full outline of the recommended action is attached, and Richard Pengelly of PFM will be available by zoom to answer any questions.

Recommended Action: Approve Moving a Portion of Investments to a PFM Managed Fund.



Children's Services Council of Broward County

Portfolio Review & Recommendation

Richard Pengelly, CFA, CIMA, CTP, Director
Scott Sweeten, BCM, CFS, Senior Managing Consultant

November 8, 2021

PFM Asset
Management LLC

3501 Quadrangle Boulevard
Suite 270
Orlando, FL 32817

pfm.com
407.648.2208



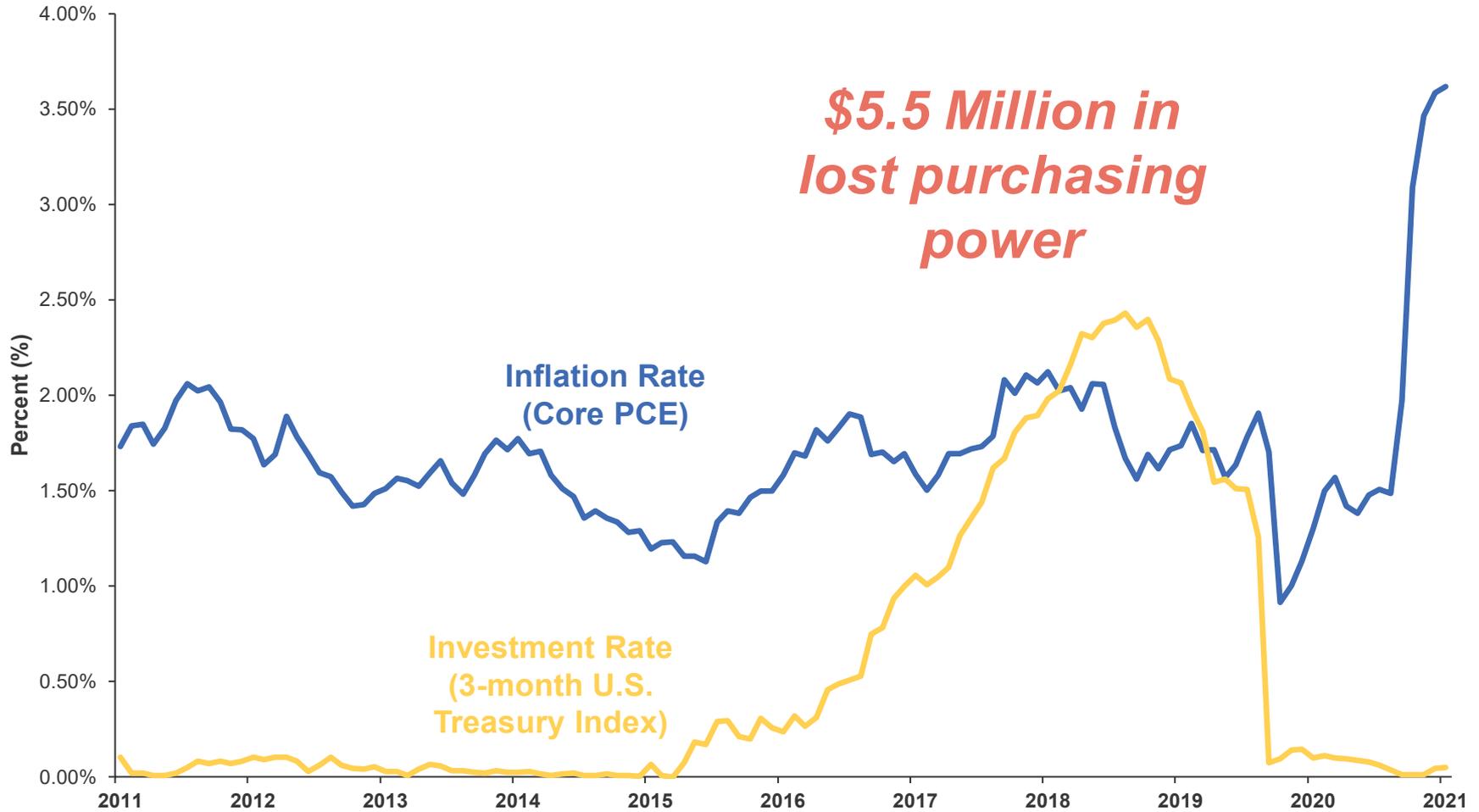
CSC Broward's Challenges

- ◆ Properly identifying assets for long-term investment
- ◆ Maintaining purchasing power of assets
- ◆ Properly diversifying assets
- ◆ Manageable oversight of investment program





Erosion of Principal Purchasing Power Over 10 Years



Source: Bloomberg, as of 7/31/2021. Loss calculation is based on a starting portfolio size of \$45,000,000 and a starting date of 7/31/2011.



Improving Diversification and Expected Yield

Current Allocation			Recommended Allocation	
Net Yield				
SBA-Florida Prime	\$30,208,420	Immediate Liquidity	\$14,858,468	0.09%
FL PALM	\$34,508,516		\$14,858,468	0.05%
FL PALM TERM	\$25,000,000	Liquidity Reserves	\$10,000,000	0.11%
			Enhanced Cash Portfolio	\$37,000,000
			\$13,000,000	0.44%

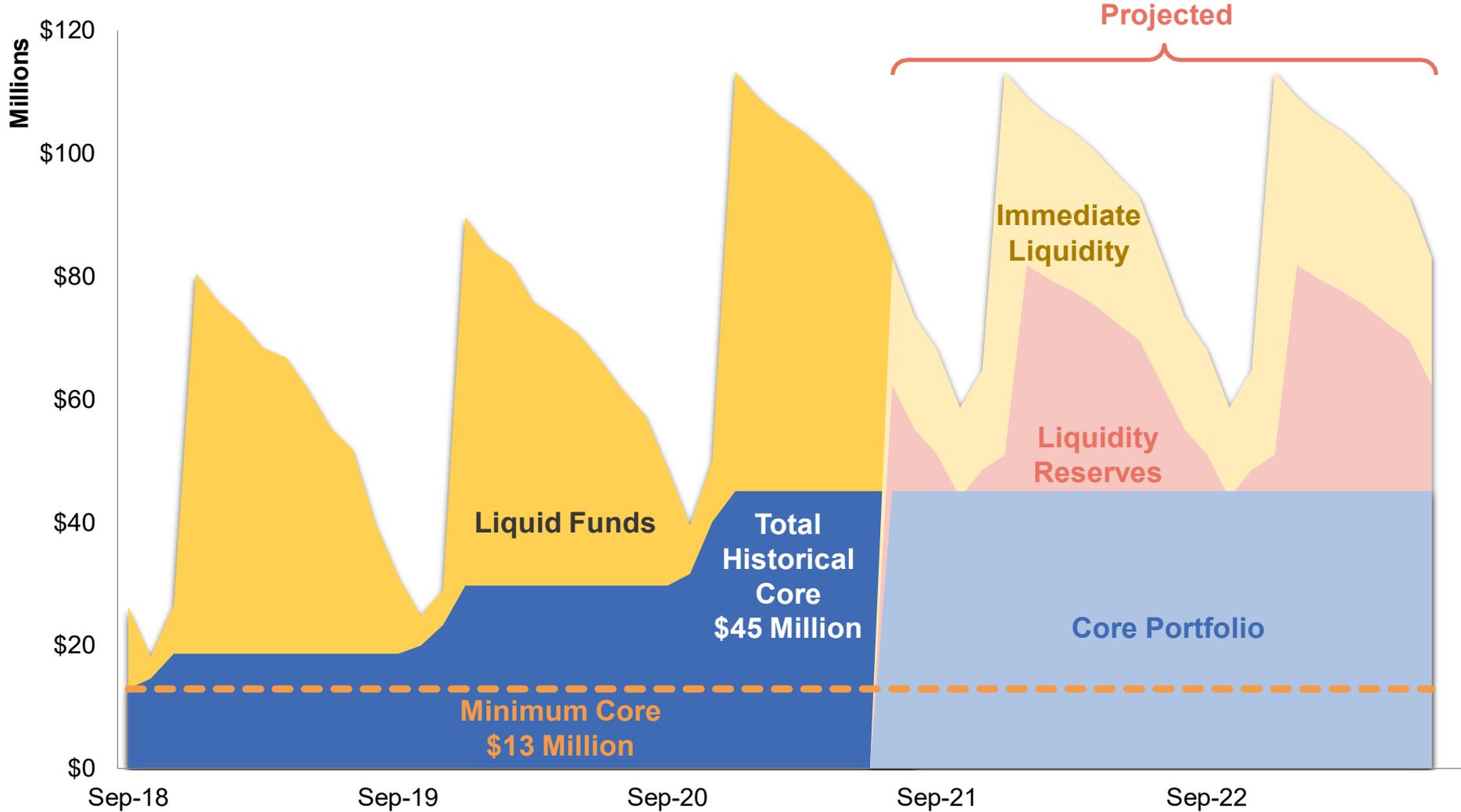
Estimated Annual Earnings: \$77,253

Estimated Annual Earnings: \$146,113

Balances provided by the Council as of 6/30/2021. Cash deposits' yield is interest rate of the Council's operating account with Wells Fargo. SBA-Florida Prime participant yield as of 8/24/2021. FL PALM monthly distribution yield as of 8/24/2021. FL PALM TERM yield calculated as weighted average yield of outstanding FL PALM TERM Holdings as of 7/30/2021. Enhanced Cash & Core Portfolio's yields are net of an assumed 0.09% management fee. Estimated Annual Earnings assume constant balances and yields. Please see important disclosures at the end of this presentation.



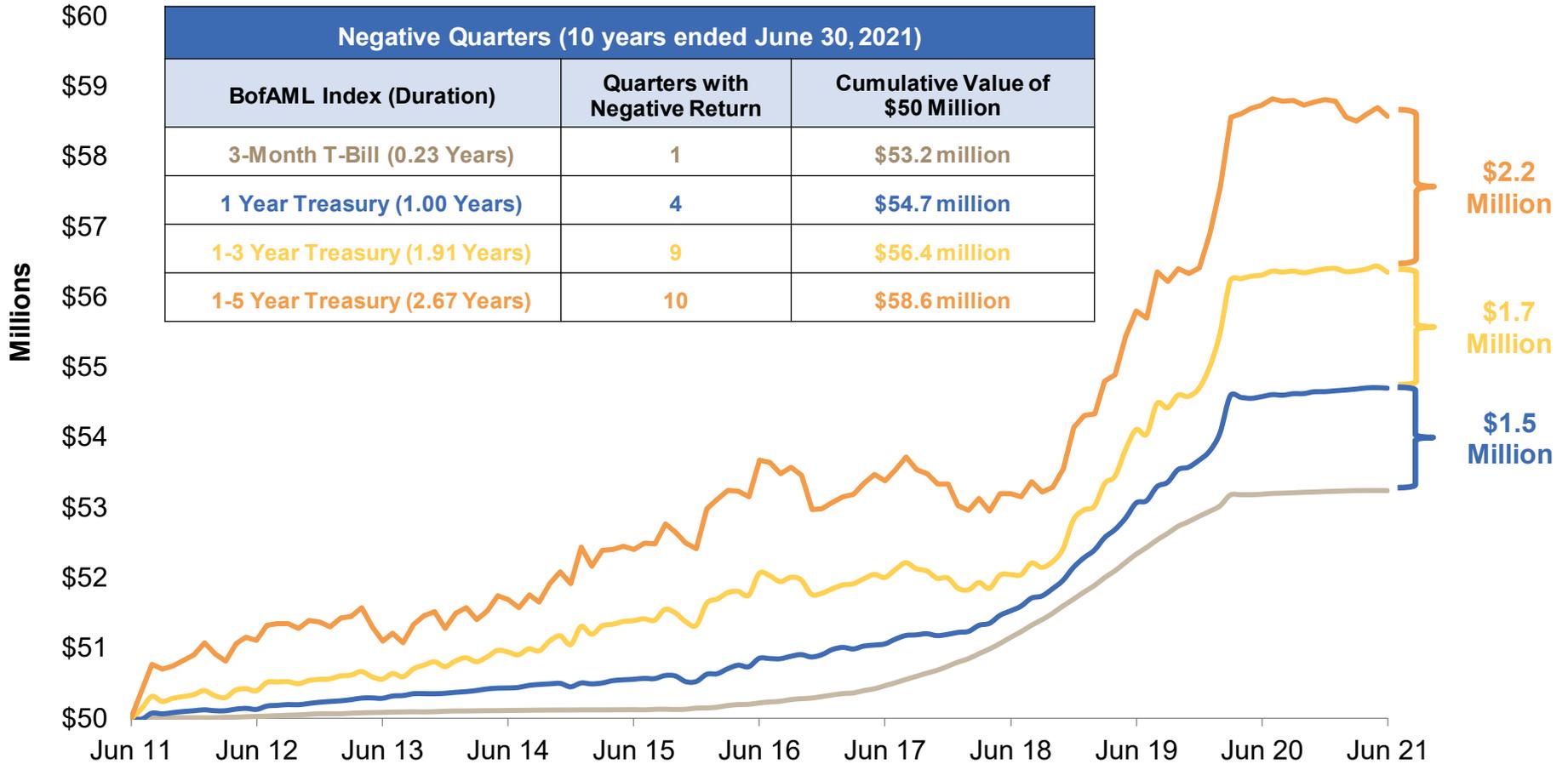
Historical Analysis Indicates a Maximum Core Size of \$45.1 Million





Historical Benefit of Increased Duration

Growth of \$50,000,000 Invested 10 Years Prior



Source: Bloomberg, as of June 30, 2021.



Investment Policy Review Framework

- Objectives: Safety, Liquidity, Yield
- Standard of Prudence
- Ethics and Conflicts of Interest
- Delegation of Authority
- Authorized Investments
- Portfolio Diversification by Asset Class
- Portfolio Diversification by Issuer
- Maximum Maturity of Single Security
- Maximum Maturity of Fund
- Targeted Duration/WAM
- Security Downgrades
- Investment of Bond Proceeds
- Collateralization of Bank Deposits
- Selection of Broker/Dealers
- Engagement of Investment Managers
- Competitive Selection of Investment Instruments
- Safekeeping and Custody
- Internal Controls
- 8 Hour Statutory Training
- Performance Standards
- Glossary





Florida School District Investment Policy Comparison

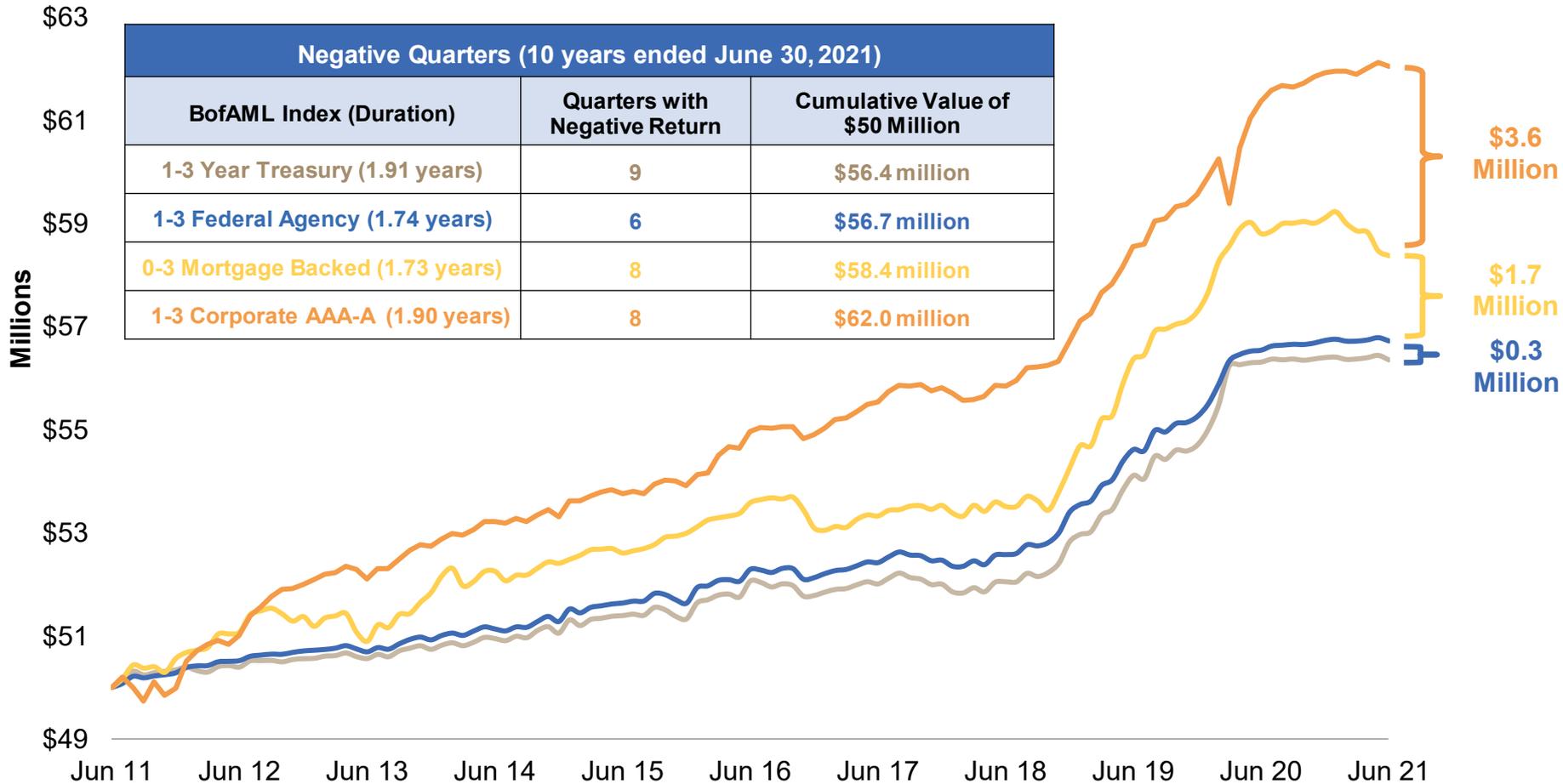
Sector		CSC Broward (Draft)	Sarasota County (2019)	Broward County (2007)	Brevard County (2012)*	Marion County (2018)	Lake County (2018)	Osceola County (2014)	Palm Beach County (2017)	Pasco County (2013)	Seminole County (2009)	Volusia County (2015)
U.S. Treasuries	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Federal Agencies	100%	80%	80%	80%	80%	80%	75%	75%	100%	80%	80%	75%
Savings Accounts & CDs	100%	50%	50%	25%	25%	50%	50%	50%	25%	25%	25%	25%
Commercial Paper	100%	35%	35%	35%	35%	50%	35%	25%	50%	35%	35%	35%
Corporate Bonds	100%	35%	35%	25%	20%	50%	35%	25%	15%	15%	0%	25%
Municipal Obligations	100%	25%	25%	20%	20%	25%	25%	25%	20%	20%	20%	25%
Agency Mortgage Backed Security	0%	25%	25%	20%	20%	25%	25%	25%	20%	0%	0%	25%
Local Government Investment Pools	100%	50%	50%	25%	25%	75%	75%	50%	50%	50%	25%	25%
Supranationals	0%	10%	10%	0%	0%	25%	0%	0%	0%	0%	0%	0%
Asset Backed Securities	0%	10%	10%	10%	0%	25%	0%	0%	0%	0%	0%	0%
Money Market Mutual Funds	100%	50%	50%	50%	75%	0%	0%	0%	75%	75%	75%	0%

Representative sample of investment policy permitted investments. Each school board investment policy contains detailed requirements including additional permitted investments, maturity specifications and minimum ratings levels.



Historical Benefit of Increased Diversification

Growth of \$50,000,000 Invested 10 Years Prior



Source: Bloomberg, as of June 30, 2021.

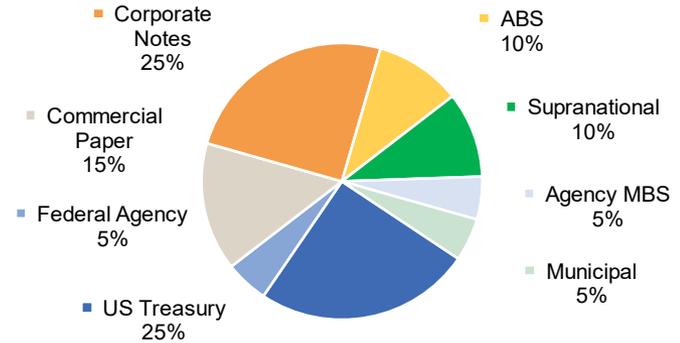


Sample Portfolio: Enhanced Cash

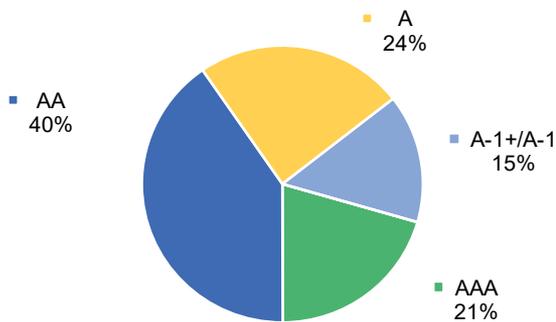
Portfolio Statistics

Duration <i>Benchmark</i>	1.0 years <i>1.0 years</i>
Gross Yield <i>Benchmark</i>	0.23% <i>0.07%</i>

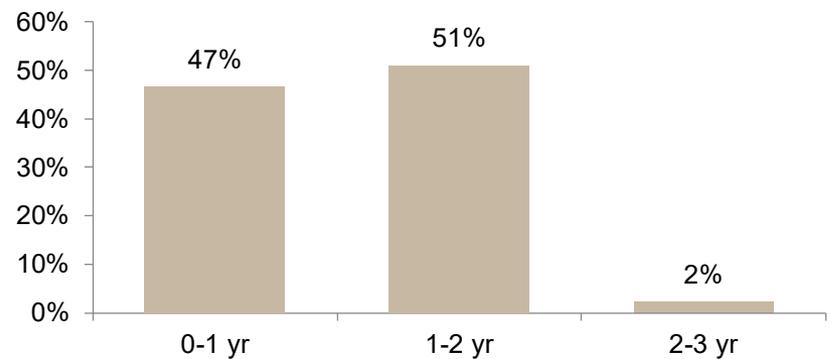
Sector Allocation



Credit Quality (S&P Ratings)



Duration Distribution



Data Source: Bloomberg. Data as of September 3, 2021. Comparative benchmark is the ICE BofAML 1-Year US Treasury Index. Sample portfolio structured by PFM. Please see important disclosures at the end of this presentation.

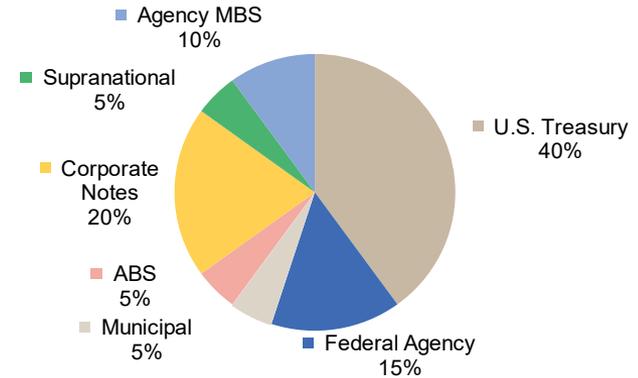


Sample Portfolio: 1-3 Year

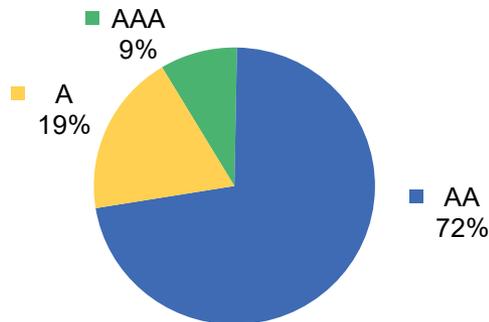
Portfolio Statistics

Duration <i>Benchmark</i>	1.83 years <i>1.82 years</i>
Gross Yield <i>Benchmark</i>	0.53% <i>0.23%</i>

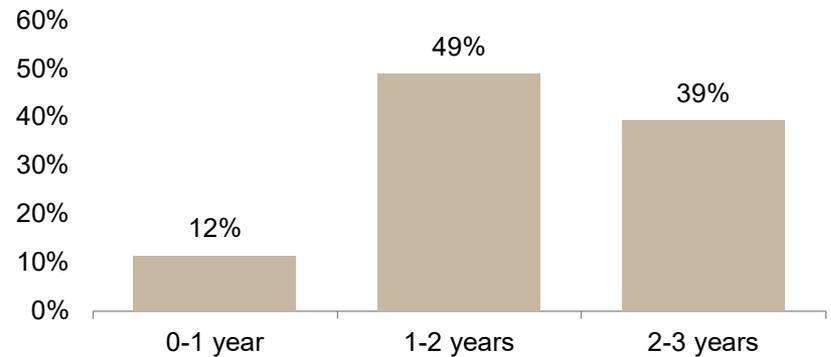
Sector Allocation



Credit Quality (S&P Ratings)



Duration Distribution

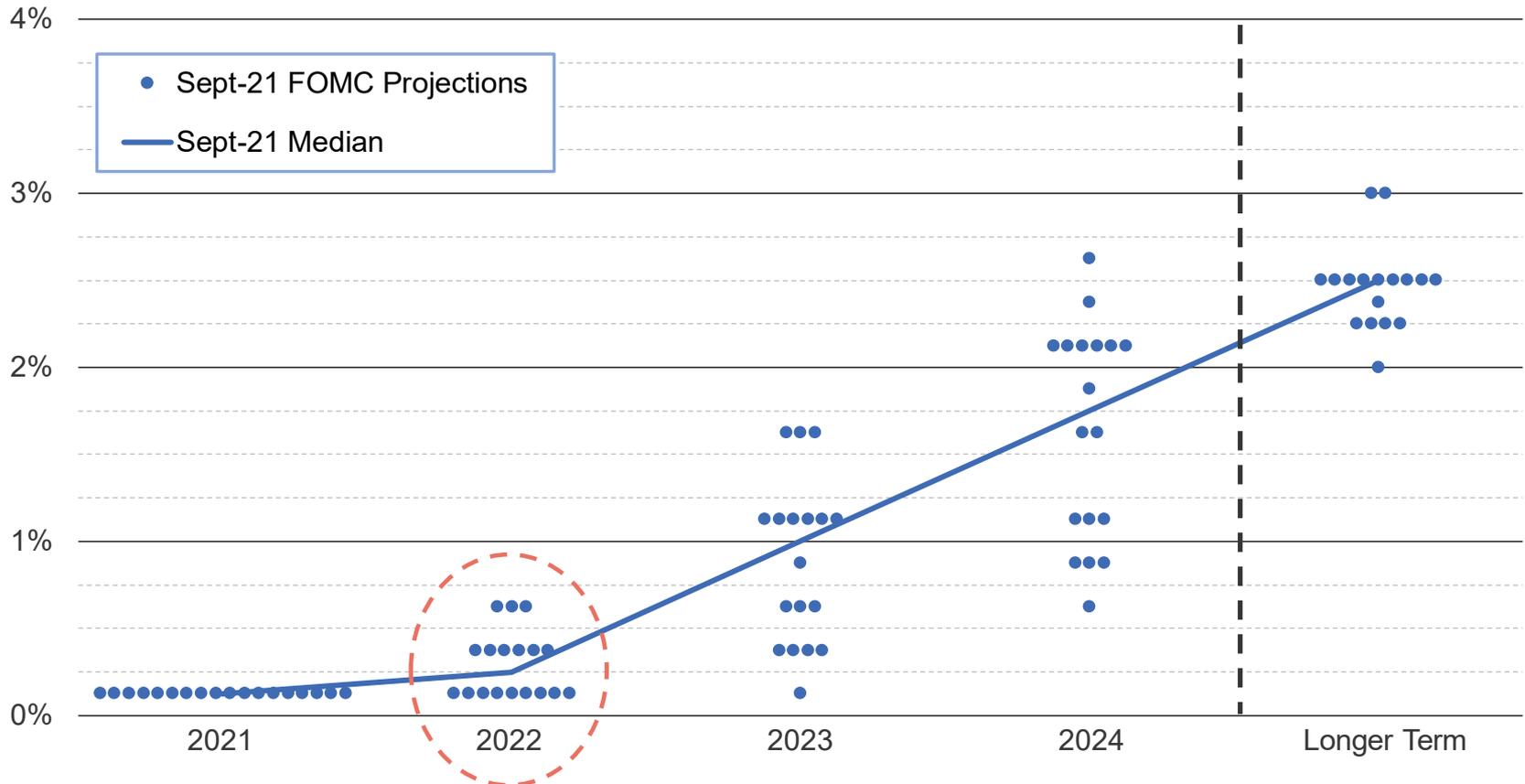


Data Source: Bloomberg. Data as of August 24, 2021. Comparative benchmark is the ICE BofAML 1-3 Year US Treasury Index. Sample portfolio structured by PFM. Please see important disclosures at the end of this presentation.



Fed's September "Dot Plot" Signals Rate Liftoff in 2022

Fed Participants' Assessments of 'Appropriate' Monetary Policy



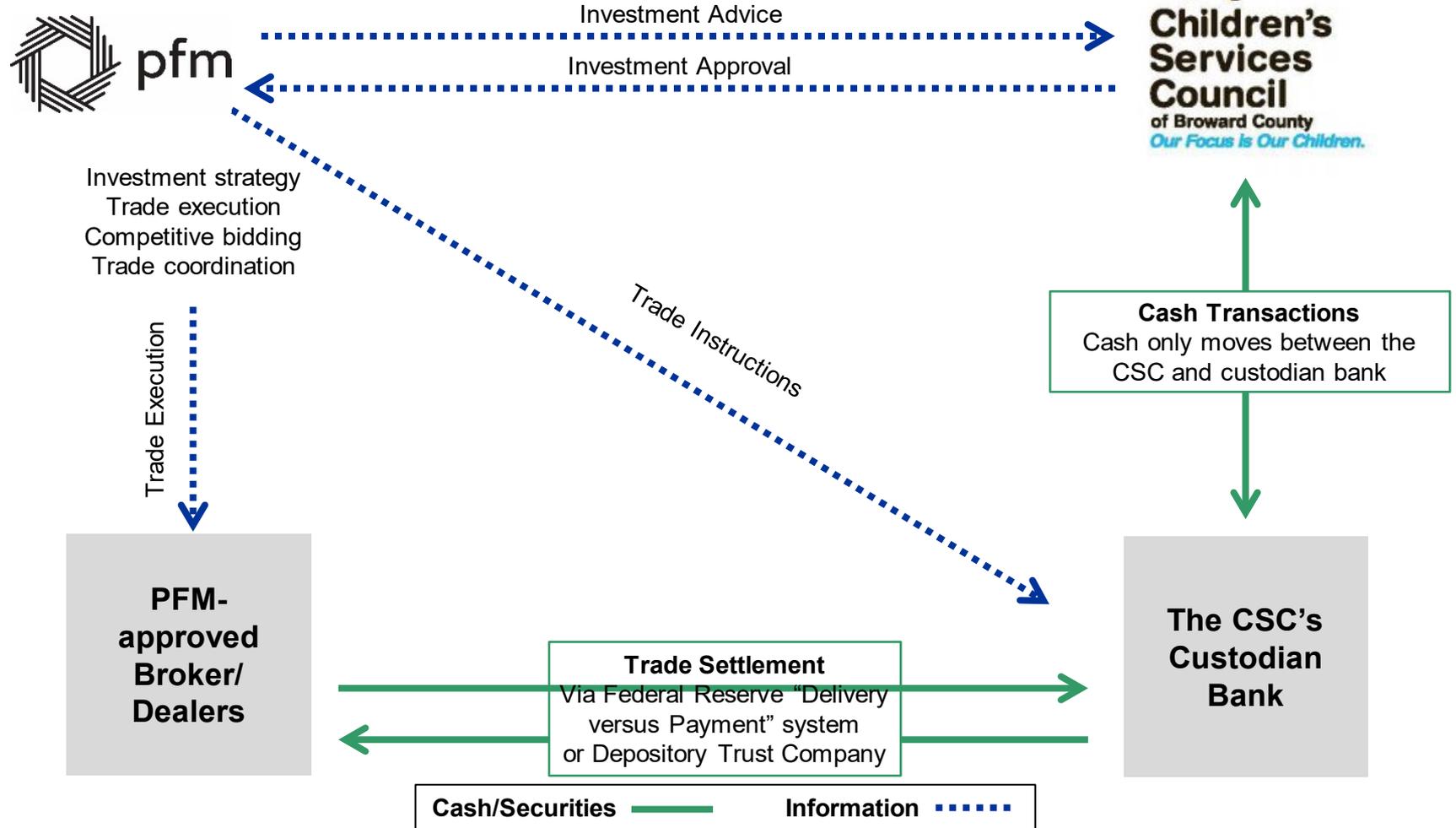
Source: Federal Reserve and Bloomberg. Individual dots represent each Fed members' judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end.



Working with PFM



Best Practice Transaction Process





Market Access

- Electronic trading and processing platforms
- Robust list of 50+ approved broker/dealers
- Up to \$2 billion in average daily trading volume

Competitive Shopping Can Save Money

Broker	Price (32nds)	Price (decimal)	Yield	Cost (\$)	Difference (\$)
Barclays	116-08 5/8	116.27	1.044%	8,364,294.34	
Merrill Lynch	116-08 5/8	116.27	1.044%	8,364,294.34	
BNP Paribas	116-09	116.28	1.042%	8,365,126.37	832.03
JP Morgan Chase	116-09 1/8	116.29	1.041%	8,365,403.71	1,109.37
Deutsche Bank	116-17 7/8	116.56	0.986%	8,384,817.78	20,523.44

Added

* For illustrative purposes only.



PFM's Fixed-Income Portfolio Management Team



Chief Credit Officer
Robert Cheddar, CFA
Head Portfolio Manager



Chief Investment Officer
Marty Margolis
Managing Director



Money Market Funds & LGIPs
Michael Varano
Co-Head Portfolio Manager



Money Market Funds & LGIPs
Jeff Rowe, CFA
Co-Head Portfolio Manager



Corporates
Joseph Creason, CFA
Sr. Portfolio Manager



Rates & Asset-Backed Securities
James Sims, CFA
Sr. Portfolio Manager



Stable Value Products & Corporates-Insurance
David Molin, CFA
Director of Research, Stable Value



Cash & Short Duration Separate Accounts
Christi Fletcher
Sr. Portfolio Manager



Commercial Paper & Negotiable CDs
Kerri Muskin
Sr. Portfolio Manager



Mortgage-Backed Securities
Michael Downs, CFA
Portfolio Manager



Municipals
Brian Raubenstine
Sr. Portfolio Manager

Proprietary Models
Bloomberg AIM
TradeWeb
MarketAxess
S&P Global Market Intelligence
CreditSights



Commercial Paper & Short-Term Agencies
Laura Creason
Trader



Repurchase Agreements & FDIC-Insured CDs
Greta Foust
Trader



Treasury, Agency & Supranationals
Meredith LaBuda
Sr. Portfolio Manager



Asset-Backed Securities
Giancarlo Morales-Belletti
Sr. Portfolio Manager



Generalist Trader
Kylie Bueti
Trader



Generalist Trader
Ryan Petrasic
Trader



Securitized Analytics
Ryan McCauley
Senior Analyst



Corporates-Industrials
John Zhang, CFA
Credit Research



Corporates-Bank & Financials
Kevin Xie
Credit Research

Portfolio Strategies Group (PSG)



Co-Head of PSG
Kenneth Schiebel, CFA



Co-Head of PSG
Kyle Jones



Sr. Portfolio Strategist
Jack Wilhelm



Sr. Client Strategist
Gray Lepley



Senior Analyst
Raphael Mettle



Analyst
Shane Gatti

Investment Services Group

Review of portfolio rules, perform trade settlement, and data management



Daily Compliance Monitoring

- Pre-trade compliance checks verify if proposed trade complies with all compliance rules
- If trade violates rules, “alert status” is triggered and notifies compliance department via Violation Manager Tool in AIM
- Any alert violations must be reviewed and approved or rejected by a member of the compliance team

Bloomberg

TRADE VIOLATIONS OVERRIDE REPORT
FROM: Feb 5, 2018 - TO: Feb 5, 2018 | RUN DATE: Feb 5, 2018

Violation Time	Security	Identifier	B/S	Quantity	Price	Settle Date	Broker	Total MV	Ticket Writer	Violation Status	Approver	Approval Date	Priority	Notes
Severity: TRADE_OVERRIDE														
Scope: ACCOUNT [REDACTED]														
Rule ID: NCDRA19 (IP/P/T CD MIN 2 (A-1/P-1/F1, A-/A3/A-))														
02/05/18 10:22 AM	MIZUHO 0	08/06/18 YCD	B	8,000	100									
02/05/18 11:41 AM	SUMIBK 0	08/03/18 YCD	B	5,000	100									
Scope: ACCOUNT [REDACTED]														
Rule ID: NCDRA18 (IP/SC CD ST/LT MIN 2 (A-1/P-1, AA-/Aa2))														
02/05/18 10:22 AM	MIZUHO 0	08/06/18 YCD	B	10,000	100									
02/05/18 11:41 AM	SUMIBK 0	08/03/18 YCD	B	25,000	100									
Scope: ACCOUNT [REDACTED]														
Rule ID: NCDRA19 (IP/P/T CD MIN 2 (A-1/P-1/F1, A-/A3/A-))														
02/05/18 10:22 AM	MIZUHO 0	08/06/18 YCD	B	26,000	100									
02/05/18 11:41 AM	SUMIBK 0	08/03/18 YCD	B	25,000	100									
Scope: ACCOUNT [REDACTED]														
Rule ID: BORAT1A (P/T ST BANK OB (BA,CD,BN): SEE NOTES)														
02/05/18 10:22 AM	MIZUHO 0	08/06/18 YCD	B	11,000	100									
Rule ID: FVRATS (S&P MAX 50% ↔ A-1 RATED DEBT- 5 BUS DAYS)														
02/05/18 10:22 AM	MIZUHO 0	08/06/18 YCD	B	11,000	100									
Scope: ACCOUNT [REDACTED]														

11) Views - **12) Actions** - **13) Settings** - **14) Feedback** **Compliance Violations Manager**

View (BB)Status | 21) Accts All | 22) Search All | Range 08/08/2018 - 08/08/2018

Total 609 | Needs Appr 0 | Quick Range None | 23) Prev 24) Next

31) Trading | 32) End Of Day | 33) Trading Pending | 34) EOD Pending | 35) Trading Reviewed | 36) EOD Reviewed

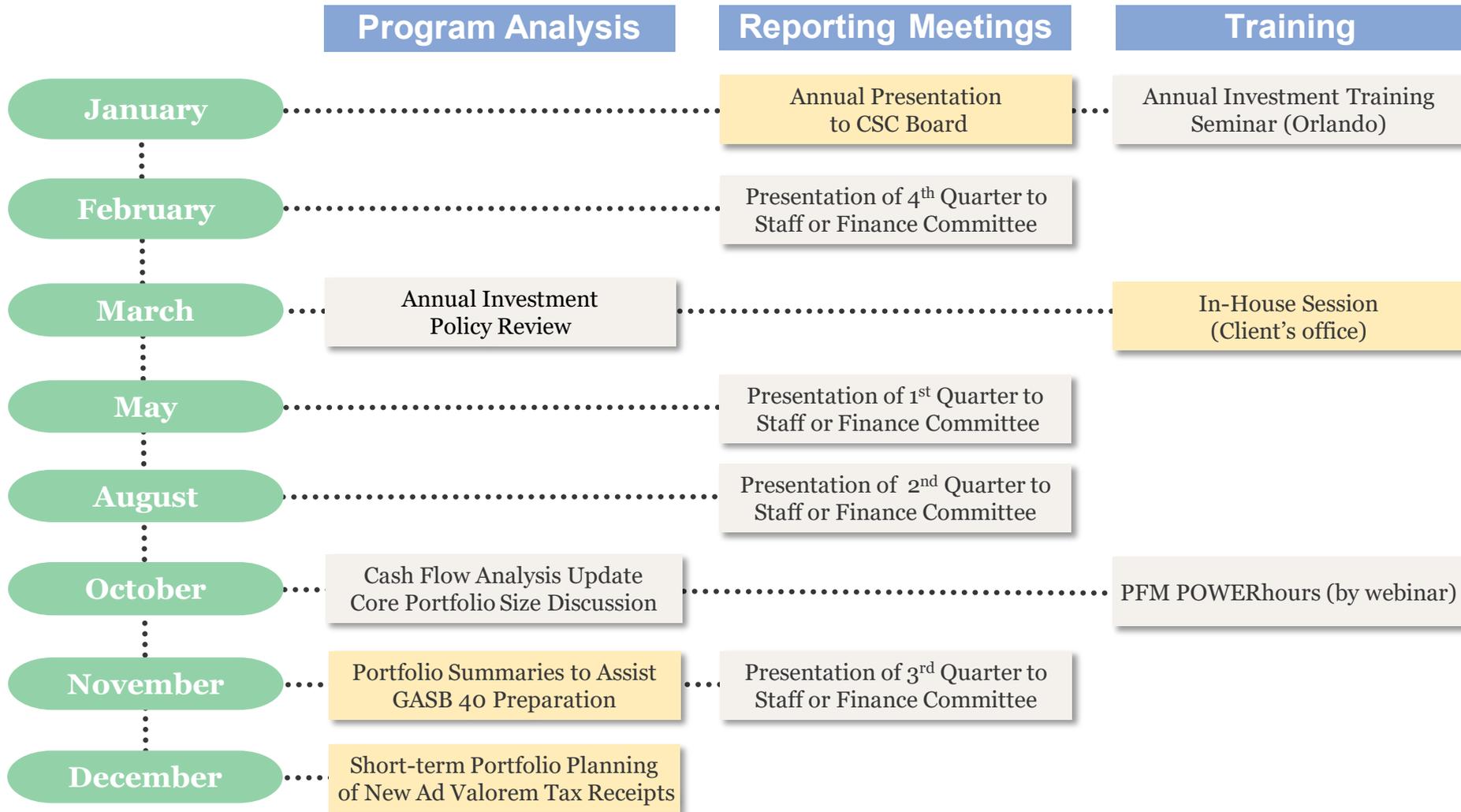
Violation Groupings: Violations (5.00), Pending (0.00), Approved (5.00)

Num	Date	Time	Grp	Viol Status	Severity	Viol Status	Tkt Write
1.	08/08/2018	14:29:12	CNFRMALL	VMGR Approval	Approved	GKIESSL	
2.	08/08/2018	14:29:12	CNFRMALL	VMGR Approval	Approved	GKIESSL	
3.	08/08/2018	14:29:12	CNFRMALL	VMGR Approval	Approved	GKIESSL	
= Followup (9)							
4.	06/25/2018	07:40:16	MAC30/70	Trade Override	Followup	TBRAUN1	
5.	06/25/2018	01:05:40	MAC%FID1	Trade Override	Followup	CJONES3	
6.	06/25/2018	01:05:39	MAC%FID1	Trade Override	Followup	CJONES3	
7.	06/19/2018	09:19:41	APPYCD5	Trade Override	Followup	BRAUBEN	
8.	04/11/2018	12:58:51	30%BBCCN	Trade Override	Followup	BRAUBEN	
9.	04/06/2018	11:33:25	MAC50/50	Trade Override	Followup	TBRAUN1	
10.	04/05/2018	10:35:42	3%ISCP	Trade Override	Followup	CREASON	
11.	03/06/2018	14:03:43	MAC60/40	Trade Override	Followup	TBRAUN1	
12.	12/21/2016	13:33:48	95%>.25Y	Trade Override	Followup	BCHEDDA	
= Pending (2)							
13.	08/08/2018	15:58:32	MAC%CN5	Trade Override	Pending	CJONES3	
14.	08/08/2018	15:57:51	MAC%CN5	Trade Override	Pending	CJONES3	
= Reviewed (49)							
15.	08/08/2018	11:42:24	PREAPRV2	Trade Override	Reviewed	BRAUBEN	
16.	08/08/2018	11:40:05	PREAPRV2	Trade Override	Reviewed	BRAUBEN	
17.	08/08/2018	11:35:46	PRFAPRV2	Trade Override	Reviewed	MDOWNNS	

For illustrative purposes only.



Comprehensive Client Interaction





Accounting and Reporting Designed to Save the CSC's Staff Time

PFM Asset Management LLC will provide:

- Account reconciliation with custodian
- Full-time, in-house accounting department that can help answer your accounting-related questions
- Earnings calculations and projections
- Full transparency: daily updates of transactions and portfolio holdings
- Enhanced communication

Investment reports are “ready to use.”

Monthly Reports

- Investment holdings & positions
- Transaction detail
- Performance results
- Market values and sources

Client Reporting Website

- 24-Hour online account access
- Daily portfolio holdings
- Details of transactions updated daily
- Archive of month-end portfolio statements

The image displays three overlapping screenshots of PFM's reporting tools. The top screenshot is a 'QUARTERLY MARKET SUMMARY' for the quarter ended September 30, 2017, for Fixed Income Management, showing interest rates. The middle screenshot is a 'Managed Account Detail of Securities Held' for the month ending September 30, 2017, featuring a table with columns for Security Type/Description, CUSIP, Par, Rating, Moody's, Trade Date, Settle Date, Original Cost, YTM at Cost, Accrued Interest, Amortized Cost, and Market Value. The bottom screenshot is the PFM client reporting website, which includes a navigation menu (About Us, Careers, Newsroom, Contact Us, Client Login), a search bar, and a main banner with the text 'With you all the way Connected' and a 'Learn More' button.

Quarterly/Annual Reports

- Economic review and outlook
- Trading strategy
- Compliance with policy
- Portfolio composition and duration
- Return vs. benchmark (if applicable)



Client Communication and Education

EMAIL INVITATIONS & ONLINE REGISTRATION

COMMUNICATIONS DISTINCT TO PFM

pfm Advice for people transforming their world

PFM'S ASSET MANAGEMENT TEAM PRESENTS

Annual Economic & Financial Markets Webinar

Registration Now Open

Join PFM's investment leadership team as they discuss the current market trends shaping our strategies and what we expect in the year ahead.

Thursday, January 11, 2018
 2:00 – 3:00 PM (EST)
 1:00 – 2:00 PM (CST)
 12:00 – 1:00 PM (MST)
 11:00 – 12:00 PM (PST)

pfm Advice for people transforming their world

Special Report AUGUST 2018

Reading the Yield Curve

pfm Reading the Yield Curve
Special Report August 2018

Are we here yet? An inverted yield curve is a harbinger of a recession. But into the research forces affect the likelihood of a re...

Click below to [Download PDF](#)

The shape of the yield curve has received more attention this year as it continues to flatten. Investors have called attention to the matter because an inverted yield curve has historically preceded a recession (see Exhibit 1). However, current conditions in the fixed income market, heavily influenced by unconventional monetary policy, suggest that we must view the flattening in conjunction with other indicators for a true gauge on the state of the economy.

The spread (difference) between 10- and two-year Treasury yields has been declining since the beginning of 2014, when it started at over 200 basis points (2.00 percent). As of July 2018, it has fallen to just 39 bps. Why? The spread narrowing to this tightly knit level, what is the yield curve telling us now? Are we on the brink of a recession? What other factors, based on the above of the course, inform investors about potential recessions?

Exhibit 1: 10-Year Treasury Yield Minus Two-Year Treasury Yield

Source: Fitch IBCA, Bloomberg Barclays, Data as of 7/20/18

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pfm Advice for people transforming their world

AUGUST 2018

Fixed Income Monthly Market Review

Economic and Market Highlights

- U.S. Treasury maturities (bps) (0.14) near its flat
- The first S&P 500 breach in 4 in consumer government accelerated expansion
- The S&P 500 3.7% total tech index to

[Download PDF](#)

Fixed Income | August 2018

Monthly Market Review

Economic Highlights

- The Fed's estimate for real gross domestic product (GDP) growth has declined to 1.6% from 2.0% in 2017. A strong rebound in consumer spending, sustained business investment, strong fixed investment and a large increase in exports led to a more robust recovery in Q2.
- The Fed has expanded the "tomb" of administrative law to include high court members. The Fed's latest interest rate hike is expected to be 25 bps in 2019 or 2020 on of Chairman Jerome H. Powell's view that the Fed's monetary policy remains accommodative.
- A report from the "Global Open Market Committee" (GOM) has indicated that the Fed's "strong" economic growth is likely to be maintained through 2019. The Fed's latest interest rate hike is expected to be 25 bps in 2019 or 2020 on of Chairman Jerome H. Powell's view that the Fed's monetary policy remains accommodative.

Equity Markets

- The S&P 500 index closed at a record high of 2,700.00 on August 10, 2018. The index is up 1.1% for the month, and 3.7% for the year-to-date. The index is up 1.1% for the month, and 3.7% for the year-to-date.
- The S&P 500 index closed at a record high of 2,700.00 on August 10, 2018. The index is up 1.1% for the month, and 3.7% for the year-to-date.

PFM Outlook

- On the heels of economic strength, GDP growth, unemployment falling and inflation remaining low, the Fed's target rate has been raised. The Fed's target rate has been raised. The Fed's target rate has been raised.
- On the heels of economic strength, GDP growth, unemployment falling and inflation remaining low, the Fed's target rate has been raised. The Fed's target rate has been raised.



Dedicated Team Approach to Deliver a Custom Portfolio



Richard Pengelly, CFA, CIMA®[®], CTP
Engagement Manager

Client Service

Portfolio Strategy

Management

Policy development | Cash flow analysis
Client's risk preferences | Pool specialization

Sector preferences | Duration target
Yield curve placement | Credit monitoring

Daily monitoring of market & portfolio
Trade execution



Scott Sweeten



Edward Polansky



Lesley Allison



Kyle Jones



Gray Lepley



Robert Cheddar, CFA



James Sims, CFA

Other groups in the engagement

Accounting & Reporting

Compliance & Legal

Investment Services

Structured Products



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As of 6/30/2021. Totals include discretionary assets and clients under management and non-discretionary assets and clients under advisement. Clients listed are school board clients serviced by PFMAM's Orlando office. Listing does not represent an endorsement of PFMAM services. A full client list is available on request.

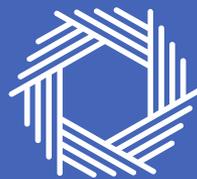


Disclosures

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- Sample portfolio is provided for illustrative purposes only and is not recommendation.
- Yield source Bloomberg as of August 24, 2021 and September 3, 2021.
- Security universe sourced from Bloomberg.
- Actual yields and security availability may vary at time of purchase.
- As economic and market conditions may change in the future, so may PFM's recommendations as to the sale and purchase of securities in the portfolio.

Thank You!



pfm

TAB M

**For Council Meeting
As Recommended by the
Finance Committee
November 8, 2021
November 18, 2021**

Issue: Budget Carry Forward for FY Ended September 30, 2021.

Action: Approve Budget Carry Forward from FY 20/21 into FY 21/22.

Budget Impact: \$4,074,528 Additional Budget in Various Line Items for FY 2021/22.

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

Current Status: Attached is a schedule detailing the requested carry forward items for FY 2021/22. These POs and contracts were presented to the Council and approved at various times during fiscal year 2020/21. As is CSC’s practice, when the Provider is TBD or Unallocated, the expenditures will be brought back to the Council for approval as the providers and proposed budgets are determined.

Administrative budget carryforward includes lapse in salaries and benefits which will be used to offset a proposed 2.3% staff salary increase and a new Program Manager position. Finally, as in past practice, unused facilities and technology budget is carried forward to build reserves for future major projects such as replacement and/or repairs for the building, an updated Audio-Visual system and a new Website, as well as to maintain and improve our technologies/network. Of course, any proposals using this funding will be submitted for the Council’s approval.

Recommended Action: Approve Budget Carry Forward from FY 20/21 into FY 21/22.

Children's Services Council of Broward
 Budget Carry-Forward from FY 20/21 to FY 21/22
 General Fund

Goal	GOAL NAME	PROVIDER	DESCRIPTION	Requested CF Amount
<u>Service Goals:</u>				
2.1.3	Trauma	The Center for Mind-Body Medicine	Trauma Supervision and Certification	\$20,750
2.2.1	Hunger	FLIPPANY	Contract crosses FY	\$37,784
2.2.2	Financial Stability	United Way	3 month extension-Approved 9/23	\$344,325
5.1.1	Early Education	Early Learning Coalition- Vulnerable POP	6 month extension- Approved 9/23	\$2,434,171
Total Goals				\$2,837,030
<u>Administration: Purchase Orders that Span FY</u>				
	Salary / Fringe	Increase 2.3% to match CPI for Staff and CEO Salary Adjustment;	Total lapse was \$506,256	\$210,000
		New Program Manager Position for Program Services (10 months)		\$86,000
		Employee Retirement and Termination payout		\$30,000
				\$326,000
		Ebiz-soft	Great Plains annual maintenance (final year)	\$12,000
		Marsh & McLennan Agency	Increase in Cyber Liability Insurance	\$14,625
		Monday.com	Additional licenses	\$5,804
				\$32,429
<u>Capital Outlay:</u>				
		TBD	Reserve for future Technology projects (Possible projects : AV Upgrade, Website Development, Application software, Equipment)	\$620,431
<u>Facilities Related:</u>				
		TBD	Facilities Reserves	\$258,638
Total Administration, Capital Outlay & Facility Related				\$1,237,498
Grand Total Budget Carry-Forward				\$4,074,528

TAB N

For Council Meeting November 18, 2021

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:	Healing and Empowering All Living with Trauma (HEAL Trauma) 2021 RFP Source Experts
Action:	Approve Source Experts for HEAL Trauma 2021 RFP Central East Rating Committee
Budget Impact:	N/A

Background: The HEAL Trauma programs will serve disenfranchised and underserved populations experiencing trauma in the Northeast, Central East, and Southeast regions of Broward County. The programs will utilize the Community Mental Health Worker (CMHW) model as a community engagement and empowerment strategy to increase access to and utilization of mental health services and help build upon existing community resiliency. Youth and their families will be connected with a trained CMHW who will link them to available services to address trauma and related challenges within the family and provide advocacy for system changes.

The HEAL Trauma RFP was advertised on June 16, 2021, and closed on August 4, 2021, with a total allocation of \$2 million. Seven proposals were submitted: two for the Central East region, two for the Southeast region, and three for the Northeast region of Broward County. Three HEAL Trauma RFP Rating Committees comprised of 17 source experts with knowledge of the communities were approved by the Council, rated the seven HEAL Trauma proposals and conducted applicant interviews. Three agencies were recommended to be funded, two agencies to serve Northeast Broward County and one to serve Southeast Broward County. The rating committee for the Central East region recommended reissuing the HEAL Trauma RFP for this region. Staff re-released the RFP for the Central East region on November 10, 2021, with the contract(s) beginning in May 2021.

Current Status: Staff anticipate that one committee will be needed for the Central East Region. The original Central East rating committee members requested to be invited to serve as raters for the re-release of the RFP. These rating committee members are included in the list of raters as well as additional raters, if needed. Applicant interviews are scheduled for February 10, 2022. In accordance with Council policy, Council members may serve as raters, appoint designee raters to serve on their behalf, and approve community source experts to serve on evaluation committees. Community source experts will not be assigned to rate for any RFP area for which they may apply. The rating committee's award recommendations will be presented to the Council at the March 17, 2022 meeting. As always, the Council has full and final authority on all programs recommended for funding.

Recommended Action: Approve Source Experts for HEAL Trauma 2021 RFP Central East Rating Committee.

**HEAL Trauma 2021 RFP
PROSPECTIVE RATERS
(or designee)**

NAME	TITLE	ORGANIZATION
Aisha McDonald	Lead Trainer/Coordinator Certified Trauma Expert	United Way
Brittany Odom	Program/Project Coordinator	Broward County
Djenane Gourgue	Community Member	Haitian Chamber of Commerce
Heather Siskind	Chief Executive Officer	Jack and Jill Center
Joaquin Arellano	Recreation & Aquatics Manager	City of Hollywood
Monica King	Chief Executive Officer	Broward Healthy Start Coalition
Suzanne Bundy	Human Services Administrator	Broward County
Tierra Smith	Community Member/ Executive Director	Prevention Central
Tiffany Lawrence	Project Director	Broward Behavioral Health Center

TAB O

For Council Meeting November 18, 2021

Service Goal	7.1 Improve the availability and quality of out-of-school time programs to promote school success of children living in economically disadvantaged neighborhoods. 10.1 Strengthen the continuum of support services for children with special physical, developmental and behavioral health needs.
Objective:	7.1.2 Provide quality out-of-school programs to support school success for children living in economically disadvantaged neighborhoods. 10.1.1 Provide quality out-of-school programs to maximize development for children and youth with special needs.
Issue:	MOST 2022 RFP Source Experts.
Action:	Approve Source Experts for the MOST 2022 RFP Rating Committees.
Budget Impact:	N/A.

Background: Since its inception, the Council has been a significant supporter of out-of-school time programs for children living in economically disadvantaged neighborhoods and children with special needs. The Maximizing Out of School Time (MOST) programs provide families with a supervised, safe and high-quality afterschool and summer program that supports children's academic and social-emotional health. The current MOST programs have been funded since August 1, 2017 and will sunset on August 31, 2021. The MOST 2022 RFP was released on October 25, 2021.

Current Status: Based upon CSC's MOST procurement history, it is anticipated that seven to eight rating committees will be needed (see attached list). Applicant interviews are scheduled for February 23, 2022, through March 2, 2022. In accordance with Council policy, Council members may serve as raters, appoint designee raters to serve on their behalf, and approve community source experts to serve on evaluation committees. Committee members will review, rate, and recommend awards to the full Council at the April 21, 2022, meeting. As always, the Council has full and final authority on all programs recommended for funding.

Recommended Action: Approve Source Experts for the MOST 2022 RFP Rating Committees.

**Maximizing Out-of-School Time (MOST) 2022 RFP
PROSPECTIVE RATERS
(or designee)**

NAME	TITLE	ORGANIZATION
Melanie Acosta	MOST Monitor	N/A
Dalizbel Batista	Program Officer for Community Impact Education Initiatives	Broward County
Blake Brown	Program Manager	The Children's Trust
Michele Burka	Director of Administrative Services	Broward Healthy Start Coalition
Lori Canning	Executive Director, Early Learning Language Acquisition (ELLA)	Broward County Public Schools
Melissa Claros-Erazo	Research & Evaluation Analyst	The Children's Trust
Nancy Cohn	Community Member	N/A
Danita Crawford	Program Manager, Recovery	Broward County Public Schools
Latoya Davenport	Childrens Services Administrator	Broward County
Kathleen Dexter	Program Manager	The Children's Trust
Ashley Dieudonne	MOST Monitor	N/A
Jennifer Dunham	MOST Monitor	N/A
Garnet Esters	Program Manager	The Children's Trust
Jenn Faber	Director of Grade Level Reading	Florida Children's Council
Luciangeli Flores	Case Manager Supervisor/SNAC Co-Chair	Henderson Behavioral Health
Deborah Gavilan	Director, Before & After School Child Care	Broward County Public Schools
James Glenroy	Contract/Grants Administrator	Broward County
Wynn Goodson	MOST Monitor	N/A
Rashida Gordon	MOST Monitor	N/A
Charlene Grecsek	Principal Investigator and Executive Director SEDNET Statewide Administration Project	Florida Department of Education
Amber Gross	MOST Monitor	N/A

**Maximizing Out-of-School Time (MOST) 2022 RFP
PROSPECTIVE RATERS
(or designee)**

NAME	TITLE	ORGANIZATION
Kristen Guerrise	Chief Programs Officer	Broward Housing Solutions
Suzette Harvey	President/CEO	Prime Time Palm Beach County
Kelly Hearne	Director, Grants Administration	Broward Health
Francisco Isaza	Chief Operations Officer	211 Broward
Christine Johns-Harris	Consultant/Trainer	Jones-Harris Consulting
Joanne Joicin	MOST Monitor	N/A
Susan Kabot	Executive Director	Nova Southeastern University
William Karp	Child Care Licensing and Enforcement Manager	Broward County
Linda Krepel	Sr. Programs Coordinator	Broward County
Sheila LaMarre	MOST Monitor	N/A
Lori Mandke	Licensing Specialist	Broward County
Allison Metsch	Director of Education & Quality Initiatives	Broward County
Litza Monterrey	Program Supervisor	Broward County Public Schools
Susan Morantes	Executive Administrative Director	Dan Marino Foundation
Kerri Morse	Programs & Business Development Consultant	Unicorn Children's Foundation
Layne Polakoff	Curriculum Supervisor	Broward County Public Schools
Amy Pont	Director of Community Programs	Community Care Plan
Julie Radlauer	Self Employed	Ronik Radlauer
Jill Reispa	Director of Classroom & Community Programs	Junior Achievement
Kimberly Rhoden	MOST Monitor	N/A
Wanda L. Robinson	Specialist, District Mentoring Programs	Broward County Public Schools
Shareefah Robinson	MOST Monitor	N/A

**Maximizing Out-of-School Time (MOST) 2022 RFP
PROSPECTIVE RATERS
(or designee)**

NAME	TITLE	ORGANIZATION
Leslie Rodriguez	Senior, Program Project Coordinator	Broward County
Wendy Rosenthal	Program Supervisors	Broward County Public Schools
Deborah Scott	Senior, Program/Project Coordinator	Broward County
Shackera Scott	Senior Contract Grants Administrator	Broward County
Wendi Siegel	Executive Director	Youth Impact, Inc.
Lenora Stafford	MOST Monitor	N/A
Dr. Thelma Tennie	LMFT, Certified Clinical Sexologist	Healing Arts Institute of South Florida International, Inc.
Emilia Vilaire-Monchery	Prevention Specialist	United Way of Broward County
David L. Watkins	Director, Department of Equity & Diversity	Broward County Public Schools
Kimberly White	Youth Services Coordinator	Broward County Libraries
Mary Wilson-Palacios	Special Population Manager	Broward County Parks and Recreation
Kathy Wint	Chief Programs Office	Hands on Broward
Val Wolberg	Parks Manager, Senior	Broward County Parks and Recreation

TAB P

For Council Meeting November 18, 2021

Service Goal	2.2 Children live in financially stable environments.
Objective:	2.2.2 Assist families to achieve financial stability through promoting EITC, workforce development, providing financial coaching and emergency basic needs.
Issue:	Support Families Facing Eviction and Homeless Families.
Action:	Approve Extending the Community Collaborative Contract with United Way of Broward County to Fund the Center for Working Families Programs through June 30, 2022.
Budget Impact:	N/A - allows additional time to draw down existing budget carried forward from last fiscal year

Background: In January 2021, the Council approved a Community Collaborative between CSC and the United Way and allocated emergency financial assistance funds to be distributed among the three Center for Working Families (CWF) providers with an expected contract start date of March 1, 2021. These programs assist families to achieve financial stability through workforce development, financial coaching, and emergency basic needs services. CSC dollars are used as a last resort after verifying that other dedicated community funds could not meet family needs.

Since that time, Broward County Human Services Department (BCHSD) was awarded funds through the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act to assist Broward residents in paying past due rent. BCHSD also allocated additional funds providing rental assistance for households that have experienced a loss or reduction in income not related to COVID-19. In addition, the \$900 billion federal rescue package, approved in December 2020, included money for rental assistance and an eviction moratorium extension through October 2021. All of this assistance has reduced the need for local funding; however, the CWF agencies have been able to provide a safety net for some families who would otherwise fall through the cracks.

Current Status: In September 2021, the Council approved a three-month contract extension through December 2021 to allow additional time to assess whether a contract renewal was recommended. As of September 30th, the three United Way Center For Working Families (CWF) providers utilized approximately 31% of the contract and assisted 51 families. It is anticipated that the \$344,325 in underutilized CWF contract



funds will be sufficient to provide a safety-net through June 2022 for families that have been declined financial assistance from other funding sources; therefore, staff recommends extending United Way's CWF contract through June 30, 2022.

Staff will continue to monitor the Broward housing climate to assess ongoing community need including meeting with Broward County Public School's Homeless Education Assistance Resource Team (HEART) to identify unmet needs and explore how to partner with them to support homeless families and children.

The \$500,000 included in the FY 21/22 budget for the United Way CWF will remain available to address unmet needs identified.

Recommended Action: Approve Extending the Community Collaborative Contract with United Way of Broward County to Jointly Fund the Center for Working Families Programs through June 30, 2022.

TAB Q

For Council Meeting November 18, 2021

Service Goal	5.1 Improve the educational success for young children.
Objective:	5.1.1 Increase the availability and quality of financially assisted childcare for families of working poor to improve school readiness and promote educational success for children.
Issue:	ELC Vulnerable Population Contract Extension.
Action:	Approve ELC Vulnerable Population Contract Extension through June 30, 2022.
Budget Impact:	N/A - allows additional time to draw down existing budget carried forward from last fiscal year

Background: The ELC Vulnerable Population (VP) contract provides immediate placement in quality childcare for exceptionally vulnerable children ages birth to 5. The referred children and families may be children of Transitional Independent Living (TIL) Youth, children of caregivers receiving substance abuse treatment, mental health therapy, and family support services, and those referred from Women In Distress. In FY 20/21, enrollment and expenditures for the program were exceptionally low as a result of a decrease in referrals due to pandemic-related service impacts, such as parents keeping children at home instead of sending them to childcare, and also an increase in availability of financially assisted childcare slots due to an increase in federal funding. In September 2021, the Council extended the contract through December 31, 2021, and deferred the FY 21/22 contract renewal until additional information became available, such as the status of pending Federal Stimulus funding for childcare.

Current Status: ELC received \$28 million through the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) stimulus funding, which will be utilized to eliminate the current subsidized childcare waitlist. The CRRSA funding also facilitates ELC to quickly transition eligible children from VP to subsidized childcare slots. Although referrals to the VP contract have increased, it is anticipated that the \$2.6 million dollars in underutilized VP contract funds, coupled with the CRRSA funding for subsidized childcare slots, will be sufficient to serve children needing vulnerable population childcare through June 30, 2022. Therefore, staff recommends extending ELC's VP contract through June 30, 2022. Staff will continue to work closely with ELC to monitor ongoing community needs and inform future funding recommendations. The \$4 million included for the VP contract in the budget for FY 21/22 budget will remain available for childcare or other needs in the community as identified.

Recommended Action: Approve ELC Vulnerable Population Contract Extension through June 30, 2022.

TAB R

For Council Meeting November 18, 2021

Issue:	Recruitment and Retention of CSC-Funded Program Staff.
Action:	Approved Salary Increases for Eligible CSC-Funded Program Staff.
Budget Impact:	\$168,450 Of \$3,213,446 Available Unallocated for FY 21/22. \$2,550 of \$94,426 from DeLuca Foundation Funds for FY 21/22.

Background: During the COVID-19 pandemic, both in Broward and nationwide, recruitment and retention of staff has become very challenging. CSC-funded providers continue to compete for staff with private sector employers who increased wages. Several employers have raised their minimum salaries, Walmart-\$15.00 per hour with signing bonus and college assistance, Costco-\$15.73 per hour, Amazon-\$17.00 per hour with signing bonus and Wawa-\$15.00 with signing bonus.

In October, the Council approved salary increases for the lowest paid Maximizing Out of School Time (MOST) workforce - bringing them all to \$15 /hr. Due to recruitment and retention challenges, the MOST programs had a waitlist of over 1,000 children despite funding that would have been sufficient if staffed at the wages set during the last procurement. In January, staff will provide an update to the Council on the impact of the salary increases on recruitment and retention and the waitlist.

Current Status: At the October Council meeting, staff was directed to analyze whether retention and recruitment challenges, which would impact client services, were evident across the remainder of the CSC-funded programs. While we are not seeing the magnitude of waitlists that we saw with MOST, we are hearing from providers about staffing challenges and Maria Juarez Stouffer is leading the Funders' Forum through an analysis of clinician salaries which will not be ready until early 2022.

Meanwhile, a review of other contracts which have staff who earn less than \$15 /hr was completed and CSC Staff identified an additional 65 direct service and operational staff positions with wages under \$15.00 per hour. These positions are essential to the overall effectiveness of program services and the agencies' operations. In order to be competitive in the current economy and to successfully recruit and retain a skilled workforce, staff is recommending that the Council approve wage increases to \$15.00 per hour for eligible CSC-funded positions. Attached is the detailed list of the individual Providers Not-to-Exceed Contract Adjustments through September 30, 2022.

Recommended Action: Approved Salary Increases for CSC-Funded Programs.

Children's Services Council
Summary of Wage and Related Fringe Benefits Increase - All Other Programs

GOAL	Sum of Total for IP (rounded)
MOST Special Needs	14,100.00
Achievement & Rehabilitation Center (ARC) 20-2101	1,450.00
Smith Community MH Foundation 20-2334	4,500.00
United Cerebral Palsy of Broward County, Inc. 20-2674	650.00
YMCA of S FL 20-2301	7,500.00
Special Needs "Warm Hand-off"	3,050.00
First Call for Help of Broward, Inc. (FCFH) Hend 19-2487	3,050.00
Respite	3,950.00
Memorial Healthcare System 21-2173	2,000.00
Smith Community MH Foundation 21-2336	1,950.00
Family Strengthening	11,450.00
Achievement & Rehabilitation Center (ARC) 19-2100	4,800.00
Henderson Behavioral Health (Homebuilders) 19-2153	300.00
Henderson Behavioral Health (MST) 19-2152	850.00
Kids in Distress, Inc Homebuilders 19-2215	5,000.00
Kids In Distress, Inc. Kid First 19-2216	500.00
Kinship	8,900.00
Kids In Distress, Inc. - Kinship 20-2211	8,900.00
Hunger	9,950.00
Summer Breakspot 19-6500	9,950.00
YOUTH Force	37,100.00
Crockett Foundation, Inc 20-6303	2,000.00
HANDY 20-2418	1,600.00
Memorial Healthcare System 20-2170	6,550.00
Memorial Healthcare System - DeLuca Foundation 20-2172	2,550.00
Our Children, Our Future, Inc.Fiscal Sponsor: Alexander Rebb 21-6610	4,600.00
West Park, City of 20-4245	12,350.00
YMCA of S FL 20-2303	7,450.00
LEAP High	250.00
Hispanic Unity-LEAP 20-2511	250.00
PEACE	19,550.00
Smith Community MH Foundation 20-2335	19,550.00
New DAY	2,950.00
Henderson Behavioral Health 18-2151	2,950.00
HYT	7,650.00
Camelot CC 20-2119	1,650.00
Gulf Coast CC 20-4306	3,050.00
Henderson Behavioral Health 20-2155	2,950.00
Physical Health	3,400.00
FDOH KidCare	3,400.00
MOMs	650.00
Memorial Healthcare System 19-2177	650.00
Screening and Assessment	48,050.00
Broward Regional Health Plan/Healthy Families 9/25 20-2561	48,050.00
Grand Total	171,000.00

TAB S

For Council Meeting November 18, 2021

Issue: Supporting the NonProfit workforce who have worked tirelessly throughout the pandemic.

Action: Approve Collaboratively Funding the Help the Helpers Initiative.

Budget Impact: \$ 150,000 Of \$3,042,446 Available in Unallocated for FY 21/22.

Background: At the Executive Committee meeting, Ms. Arenberg Seltzer raised the issue that while the providers lowest wage-earning workers are having their wages raised to \$15/hr, staff who earn more than that who worked so hard during the pandemic are receiving nothing. Ms. Donnelly brought up that there are many things that can be done to support staff that nonprofits generally do not have the funding to do.

The Help the Helpers Initiative supports nonprofit front-line workers who have selflessly provided children and families ongoing support during the pandemic. This initiative started in Palm Beach County with the United Way of Palm Beach, the Palm Beach Nonprofit Chamber along with other community funders who created a funding pool called the Help the Helpers Fund. These funds are targeted to help nonprofit CEO's recognize their front-line workers by rewarding staff with items such as, gift cards, a catered event, training opportunities focused on self-care and stress reduction or a retreat. The goal is to create a culture of self-care and wellness within the nonprofit community. In Palm Beach County, \$433,000 was raised and split among the eligible nonprofit organizations.

Current Status: Long time funding partners, The Frederick A. DeLuca Foundation, the United Way of Broward, The Jim Moran Foundation, the Community Foundation of Broward, and the Health Foundation asked the CSC to join them in a collaborative partnership to create a Help the Helpers funding pool in Broward with approximately \$500,000 raised to date. The Broward Help the Helpers Initiative will recognize nonprofit front-line workers and help bolster staff morale. The nonprofit CEO's will complete a survey and share how they would like to utilize the funds. As in Palm Beach, it is anticipated that the Broward CEO's will have the option of utilizing the funds



as gift cards, a catered event, training opportunities focused on self-care and stress reduction or a retreat. However, the final decision on how funds will be utilized will be determined by the funders. The awardees will be announced before the end of the year.

A commitment of \$150,000 from CSC will match commitments already made by the Frederick A. DeLuca Foundation, the United Way of Broward and the Jim Moran Foundation.

Recommended Action: Approve Collaboratively Funding the Help the Helpers Initiative.

TAB T

For Council Meeting November 18, 2021

Issue:	One-Time COVID Related Admin Payment for Providers drawing down their FY 20/21 Contracts through Cost Reimbursement
Action:	Approve One-Time COVID Related Provider Admin Payment
Budget Impact:	\$1,334,719 Of \$2,892,446 Available in Unallocated for FY 21/22.

Background: The COVID 19 Pandemic impacted the CSC Provider network in a variety of ways and continues to inflict havoc on these Providers. During FY 20/21, many Providers reported a reduction in referrals and were not able to serve the contracted number of families. Many families feared for their health and did not want Provider staff in their home, nor did they want to meet face-to-face with Provider staff. The Providers offered virtual services whenever possible and were flexible in meeting family needs, but this still resulted in a reduction of families served in FY 20/21. In addition, because schools offered both virtual learning options and in-person learning options during school year 20/21, many out-of-school- time providers were not able to serve the contracted number of children. Therefore, this impacted their ability to draw down all of their contract funds. Staff heard from many Providers about the significant financial impact they are experiencing as a result of not being able to draw down all of their budgeted administrative expenses, in addition to struggling to successfully fund raise during the pandemic.

In order to support Providers during the pandemic, and in recognition that there were factors occurring outside of their control which impacted client referrals and contract utilization, the Council shifted from units of service to cost reimbursement. Cost reimbursement allowed them to keep staff on board and pay staff to deliver services that benefited children and families. However, the Providers were directed not to fill vacancies unless there was sufficient work for that staff. As a result, many providers were unable to draw down a substantial portion of their contract.

Staff raised this issue with the Executive Committee and expressed a desire to make the CSC-funded providers whole with their administrative costs, with an exception being government providers who had access to other remedies. Unit based contracts are also excluded as admin is included in the unit rates. Executive Committee Members

questioned whether the low utilization indicated poor management and it was explained that for many of the contracts the issues were beyond their control. For example, afterschool programs that have no independent space were reliant upon access to school building. Some programs that opened with strong COVID protocols still suffered from several shutdowns due to outbreaks. And for some, parents didn't prioritize these services when they had so many other issues on their minds.

Current Status: Attached is a list of eligible Providers to receive a one-time admin payment. These payments will be made directly to the Providers and will fall outside of their contracts or Fiscal Support Sponsor, if they use one. Supporting back-up documentation will be minimal; however, they will need to submit a general ledger report highlighting all of their fiscal year 20/21 administrative expenses to be reimbursed. Additionally, the Providers must be in good standing with their required contract requirements, such as current audit, nor can there be any performance issues documented under a PIP. These items must be resolved by December 31, 2021 for this payment to be processed.

Recommended Action: Approve One-Time COVID Related Provider Admin Payment.

Children's Services Council
Summary of Proposed One-Time COVID-Related Admin Payments

Agency Name	Eligible Program Descriptions	One-time Admin Payment
After School Programs	MOST - Inclusion and Special Needs	\$ 294,750
Ann Storck Center, Inc.	MOST - Special Needs	11,563
Arc Broward, Inc.	MOST and STEP	75,424
Boys and Girls Club of Broward County, Inc.	MOST - Inclusion	26,822
Boys Town South Florida, Inc.	Family Strengthening	1,138
Broward Behavioral Heal Coalition		Admin is in Units
Broward Children's Center, Inc.	Family Strengthening and MOST SN	20,868
Broward Healthy Start Coalitions	SAFE Sleep	684
Broward Regional Health Planning Coalition		Admin is in Units
Broward Sheriff's Office		Admin is in Units
Camelot Community Care		Admin is in Units
CareerSource Broward		N/A
CCDH, Inc. d/b/a The Advocacy Network on Disabilities	Family Strengthening and MOST	7,568
Center for Hearing & Communication, Inc. (FS)	MOST SN, STEP and YOUTH Force	24,032
Children's Breavement Center		-
Children's Harbor, Inc.	Family Strengthening	6,801
City of Hallandale		N/A
City of Hollywood		N/A
City of Lauderdale Lakes		N/A
Community Access Ctr, Inc	YOUTH Force	5,788
Community After School	MOST	20,049
Community Based Connections, Inc.	Family Strengthening, LEAP High, PEACE	13,126
Community Reconstruction, Inc.	YOUTH Force	2,041
Crockett Foundation	YOUTH Force, PEACE	9,180
Early Learning Coalition		N/A
Family Central, Inc.	Family Strengthening, School Readiness	18,773
Firewall Centers, Inc	YOUTH Force, PEACE	7,442
First Call For Help	Continuum of Care	1,150
FLIPANY		NA
FLITE	HYT	467
Florida Dept. of Health		N/A
Gulf Coast Jewish Family & Community Services, Inc.	HYT	7,736

Children's Services Council
Summary of Proposed One-Time COVID-Related Admin Payments

Agency Name	Eligible Program Descriptions	One-time Admin Payment
HANDY	YOUTH Force, HYT	15,902
Hanley Center Foundation		N/A
Harmony Development Center, Inc.	YOUTH Force, PEACE, New DAY, HYT	29,873
Healthy Mothers/Healthy Babies Coalition of Broward County, Inc.	MOMs	3,785
Henderson Behavioral Health		Admin is in Units
Hispanic Unity of Florida, Inc.	Family Str, LEAPHigh, YTH Force, EITC	69,577
HOMES	HYT	7
Hope South Florida, Inc.	Financial Stability	600
Jack and Jill Children's Center		Admin is in Units
Jewish Adoption and Foster Care Options, Inc.	MOST, Trauma	10,220
Juliana Gerena		Admin is in Units
Kids In Distress, Inc.	Family Strengthening, Kinship, MOST	38,824
Legal Aid		Admin is in Units
Memorial Healthcare System	YOUTH Force, New DAY	5,766
Mental Health America		Admin is in Units
Miramar		N/A
Motivational Edge	MOST	2,284
Museum of Discovery and Science		N/A
New Hope World Outreach	MOST	537
New Mirawood Academy	MOST	12,934
OIC of South Florida	YOUTH Force	6,763
Our Children Our Future, Inc.: Caring for our Leaders of Tomorrow	YOUTH Force	4,197
PACE Center for Girls, Inc.	Family Str, New DAY. HYT	2,762
Pembroke Pines		N/A
Reading & Math		N/A
Sierra Lifecare	School Health	40,414
Smith Mental Health Associates, L.L.C.	New DAY	1,977
Smith Mental Health Found	STEP, Respite, MOST, PEACE	39,081
SOREF	MOST	7,780
South Florida Hunger Coalition Inc.	Hunger	2,582
SunServe	HYT	7,903
Sunshine After School	MOST	23,434

Children's Services Council
 Summary of Proposed One-Time COVID-Related Admin Payments

Agency Name	Eligible Program Descriptions	One-time Admin Payment
United Community Options	MOST, STEP	8,593
United Way		N/A
Urban League of B.C.	MOST, YOUTH Force, New DAY	9,166
Volunteer Action Center		N/A
West Park		N/A
YMCA of South Florida	MOST, YOUTH Force, LEAP High, STEP	434,354
		\$ 1,334,719

For Council Meeting November 18, 2021

Service Goal:	1.1 Support provider agency efforts to enhance their infrastructure and service delivery effectiveness.
Objective:	1.1.1 Providing training, coaching, and technical assistance to improve organizational effectiveness.
Issue:	Selection of raters for Program Performance Consultant RFQ.
Action:	Approve Raters for Program Performance Consultant RFQ.
Budget Impact:	None.

Background: To help strengthen and build greater capacity in the local nonprofit organizations that support Trauma initiatives, CSC will partner with Programmatic Performance Consultants (PPC) to conduct needs assessments, coaching, consulting, and technical assistance. The goal of the Programmatic Performance Consultant will be to help strengthen and reinforce the skills, processes, service delivery models, and performance of organizations awarded the HEAL Trauma grant, the Community Responsive Capacity Building grant and similar funded providers. PPCs will provide skill building support in areas such as: documentation and data administration, verbal communication, financial management, budgeting, monitoring preparation and other critical business functions. The PPC will work alongside funded providers to set organizational growth goals and help to better position the agency to fulfill grant and funder requirements.

Current Status: To this end, CSC will release a Request for Qualifications (RFQ) for proposals in November from experienced professionals with strong skills related to business and programmatic performance improvement training and coaching. CSC will engage subject matter experts to rate RFQ submissions and select potential PPC for Council approval.

In accordance with Council policy, Council members may serve as raters, appoint designee raters to serve on their behalf, approve community source experts to serve on evaluation committees, and have final authority on all trainers/consultants recommended for funding.

Staff recommend the following individuals to serve as RFQ raters:

NAME	TITLE	ORGANIZATION
Alice Bird	Executive Director	YMCA of South Florida
Alison Bregman-Rodrigues	Executive Director	YMCA of South Florida
Nardege LaForest	Chief Program Officer	HANDY Inc.
Jazzmann LaSane	CEO/President	The LaSane Project Inc.
Andy Fernandez	Executive Director	Firewall Center
Alicia Williams	Assistant Director of Finance	The Children's Services Council
Cynthia Reynoso	Senior Program Manager	The Children's Services Council
Lisa Bayne	Director of Program Services	The Children's Services Council

Recommended Action: Approve Raters for Programmatic Performance Consultant RFQ

TAB V

For Council Meeting November 18, 2021

Service Goal	1.1 Support provider agency efforts to enhance their infrastructure and service delivery effectiveness.
Objective:	1.1.2 Provide funding to support organizational capacity building and program quality improvement initiatives.
Issue:	Mini-Grant Awards for FY 21/22
Action:	Approve Capacity Building Grant Awards for FY 21/22
Budget Impact:	\$130,500 of \$151,294 Available in Goal 1.1.2 for FY 21/22.

Background: CSC staff and key partners have worked collaboratively to provide business consulting, coaching, training, project funding, and project oversight related to the capacity building grants. These supports help to strengthen and improve the performance and effectiveness of small to mid-sized child-serving non-profit organizations (NPOs) countywide. Capacity building grant awardees work with experts from the Small Business Development Center (SBDC) of FL to assess their organizational capacity; prioritize business needs; create grant-specific project plans; develop project budgets, and select consultants/vendors to implement the approved grant projects. This supportive capacity building model has yielded successful outcomes with grant recipients over the past five years.

Current Status: In August of 2021, CSC released the Infrastructure Capacity Building Grant Request For Application (RFA) procurement. The grant rating committee evaluated the submissions, and eight (8) proposals were selected to move forward for Council approval and funding. If approved, \$130,500 will be utilized for project funding. Details related to the rating committee's recommendations are in the following attachment for Council review.

Recommended Action: Approve Capacity Building Grant Awards for FY 21/22

2021/22 INFRASTRUCTURE BUILDING CAPACITY GRANT FUNDING RECOMMENDATIONS

Project Funding - Maximum score - 100

	Score	Agency	Project Funding	Program and Project Description
1	90	Sanad Foundation	\$20,000	<p>Sanad Foundation nurtures, develops, and sustains the intellectual and spiritual growth of youth, seniors, and their families. Sanad provides the community with the resources and environment needed to help individuals learn about their world, lives, and themselves.</p> <p><u>The following three projects are recommended for funding:</u> Project One: Conduct a feasibility study for a capital campaign. Project Two: Create a strategic financial management plan for the capital campaign. Project Three: Train board members on governance and fundraising to assist in a capital campaign.</p>
2	89.33	The Fruitful Field	\$20,000	<p>The Fruitful Field (TFF) grows and provides organic produce to the community and donations to food banks. Through their youth program, GrowCity, TFF provides dynamic hands-on learning and job opportunities for middle and high school students. TFF's community gardens and outreach programs offer additional learning opportunities.</p> <p><u>The following project is recommended for funding:</u> Project One: Redesign current website, create content, streamline processes for onboarding volunteers and interns and improve the ability to accept donations.</p>
3	85.67	Men2Boyz	\$10,500	<p>Men2Boys provides adult male mentoring and teen coaching to boys and young males in our communities to encourage, empower, and equip them to recognize and develop their responsibilities, choices, and decisions for their future success and lifestyle.</p> <p><u>The following two projects are recommended for funding:</u> Project One: Increase the organization's board composition and develop its board members with the competencies required to succeed in their roles and responsibilities. Project Two: Develop a comprehensive, multi-year strategic plan that supports and advances the organization's operations, growth, and sustainability.</p>
4	84	Elite Foundation	\$20,000	<p>Elite Foundation empowers survivors of human trafficking with transformative services that promote healing and increase the supports needed to prevent further victimization.</p> <p><u>The following project is recommended for funding:</u> Project One: Convert in-person child trafficking and exploitation prevention curriculum for children ages 5 to 11 to an online format incorporating animation storytelling, lesson plans, and family toolkits.</p>

2021/22 INFRASTRUCTURE BUILDING CAPACITY GRANT FUNDING RECOMMENDATIONS

Project Funding - Maximum score - 100

Score	Agency	Project Funding	Program and Project Description
5	Be Eccentric Inc.	\$15,000	<p>Be Eccentric is a cultural arts organization that focuses on using the arts as a catalyst for community building, the betterment of the individual, enriching surrounding communities, and increasing the quality of life for youth, adults, and organizations.</p> <p><u>The following three projects are recommended for funding:</u></p> <p>Project One: Build a fundraising platform, campaign development, and execution.</p> <p>Project Two: Improve current curriculum and copyright materials.</p> <p>Project Three: Staff training in social media, entrepreneurship, marketing, and strategy.</p>
6	The Jacob S. Zweig Foundation (In Jacob's Shoes)	\$6,000	<p>In Jacob's Shoes provides new and gently used shoes, school supplies, and athletic gear to local children in need.</p> <p><u>The following project is recommended for funding:</u></p> <p>Project One: Upgrade website to include shopping cart, make pages mobile-friendly, update content, and automate processes.</p>
7	Tomorrow's Dreams Today (The Friendship Journey)	\$19,000	<p>The Friendship Journey unites individuals of all cognitive and developmental abilities through equitable opportunities and lasting friendships. They provide inclusive programs to foster relationships, enrich lives and create a community that is home to everyone.</p> <p><u>The following two projects are recommended for funding:</u></p> <p>Project One: Develop and implement a marketing plan and train staff.</p> <p>Project Two: Develop and implement a fundraising plan and train staff.</p>
8	Hosanna Corporation	\$20,000	<p>Hosanna Corporation offers programs to at-risk youth geared towards mental health, physical wellness, and personal development.</p> <p><u>The following two projects are recommended for funding:</u></p> <p>Project One: Develop and implement a marketing portfolio that includes brand awareness and staff training.</p> <p>Project Two: Curriculum development for HUGS program for youth ages 8-17.</p>

TAB W

For Council Meeting November 18, 2021

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 and teachers.
Issue:	Update on 2021 Read for the Record.
Action:	FYI
Budget Impact:	None

Background: The JumpStart Read for the Record event inspires adults to read with children, spurs policymakers and organizations to act towards transformative change in early education and puts books into the hands of millions of children. This year's chosen book was "Amy Wu and the Patchwork Dragon" by Kat Zhang, a sweet and brightly illustrated picture book, where Amy Wu crafts a dragon unlike any other to share with her class. The book explains the differences between Eastern and Western dragons and includes a fun craft activity. This is a beautiful story about dragons, creativity, and being true to oneself. The 2021 goal was for as many four and five-year-old students in Broward to be read to by a volunteer and receive a physical copy of the book. At its May meeting the Council approved a purchase of 35,500 copies, with more books purchased by other community partners.

Current Status: Unlike 2020, when Read for the Record was done solely on virtual platforms, this year the almost 900 volunteers had the option to participate either virtually or in classrooms at 458 public and charter schools, and childcare centers that had registered to participate. Approximately 39,000 English language books and 2,500 Spanish language books were distributed. In addition, the Broward Campaign for Grade Level Reading Chairs recorded a joint reading of the book, this time in conjunction with the Author, Kat Zhang.

Recommended Action: FYI.

TAB X

For Council Meeting November 18, 2021

- Issue:** Budget Amendments and Preliminary Financial Statements for Fiscal Year Ending September 30, 2021.
- Action:** Approve Budget Amendments and Preliminary Financial Statements for Fiscal Year Ending September 30, 2021.
- Budget Impact:** None.
-
-

Background: The Preliminary Financial Statements for the fiscal year which ended on September 30, 2021, are attached for review and approval. There should be no changes, (and if any, only minor changes) during the audit and preparation of the Annual Comprehensive Financial Report. (ACFR).

Current Status: The major financial highlights of the period include:

- ◆ **99.92% of Ad Valorem Revenue Collected:** CSC has collected \$98.31M in tax revenue receipts, which is 99.92% of the \$98.38M annual tax revenue budget. It is anticipated that the remaining \$73,969.73 tax revenue will be remitted in FY21-22.
- ◆ **Interest on Investments Decreased.** Despite the growth in Fund Balance, interest earned on Investments was 88% less than the amount earned in the prior year due to current investment market conditions. At this meeting, the Council will be considering amending the Investment Policy and adopting a Managed Portfolio to safely increase yield.
- ◆ **Program Services Expenditures were Under Budget:** Total Program Services/Support budget was \$95.5 million, and the related expenditures were \$67.9 million resulting in a budget variance of \$27.6 million. Many programs were underutilized due to the challenges COVID-19 has created with recruitment and retention of participants. Even though Providers used creative ways to engage children and youth in the virtual environment as well as offered in person services where possible at reduced ratios, most programs were underutilized. Most Providers drew down their contracts based on cost reimbursement which means utilization was not tied to numbers served as it normally would be. Some direct program staff positions remained vacant throughout the year where there were insufficient referrals or participants to provide full-time work. The Program Services Budget to Actual Expenditures Chart provides a visual comparison of the budgeted and actual program expenditures. Overall program utilization, excluding all unallocated amounts, was 72.2%.

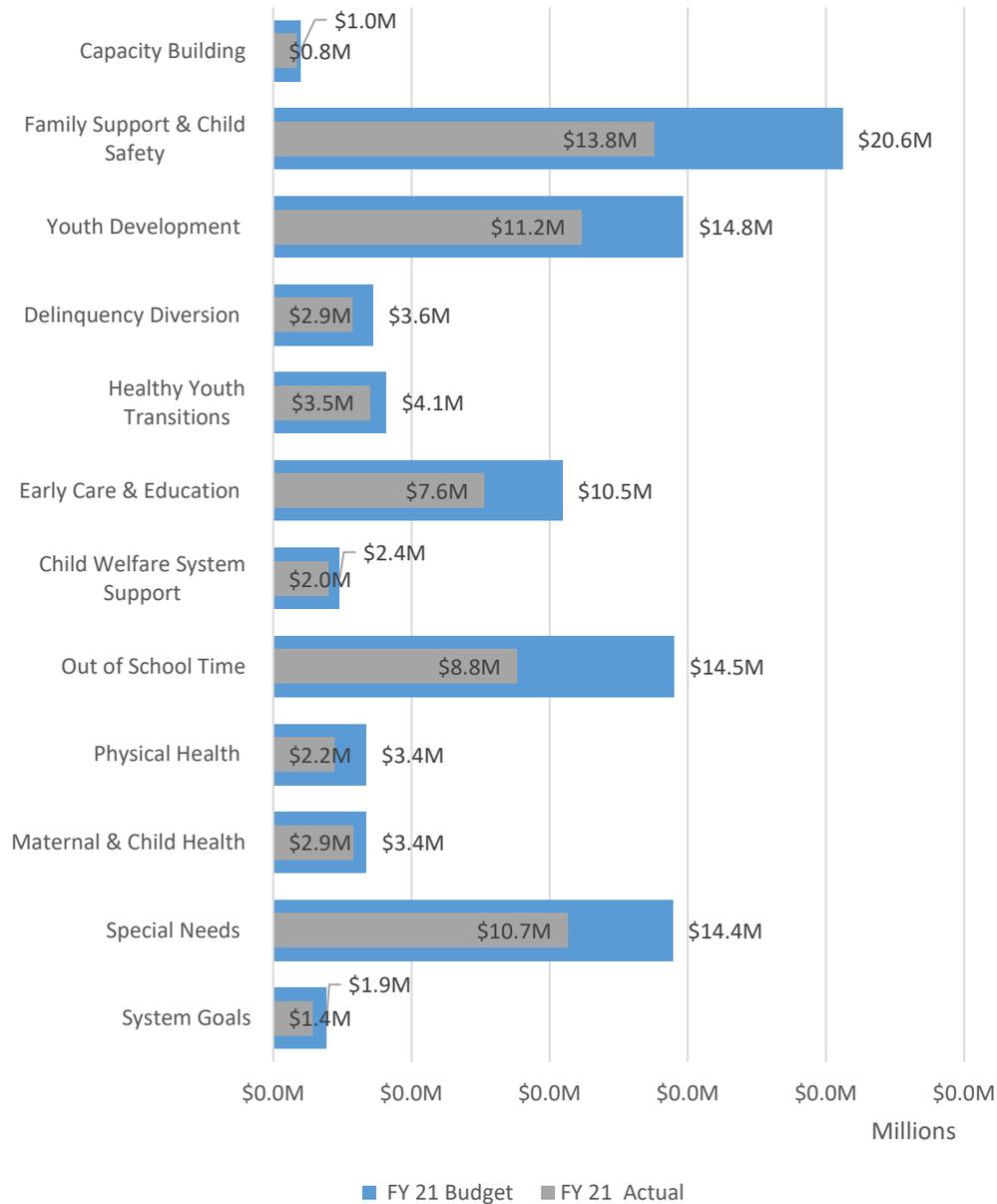
- ◆ **General Administration:** General Administration came in under budget with the total actual administrative rate of 4.2%.
- ◆ **Special Loss on Revenue Recorded:** The AEAP (Anti-terrorism and Emergency Assistance Program) Grant was officially awarded in July 2020 and generated \$2,377,359.43 of revenues reimbursing costs for the period February 2018 through September 2020. At the end of the prior fiscal year, cash had not yet been received, and the AEAP receivable was presented on the Balance Sheet under Due from Other Governments. In the opinion of management, all grant expenditures followed the terms of the grant agreements and applicable federal and state laws and regulations. However, during this fiscal year, it was determined that \$407,919.15 of the \$2,377,359.43 previously billed under the AEAP grant as revenue for FY 2020, was uncollectible. To account for this loss, we recorded a reduction in Due from Other Governments and an increase in Direct Program Services expenses of this amount. It is anticipated that this grant will be fully collected in fiscal year 2021/22.
- ◆ **Fund Balance Increased By \$20.11 million:** CSC ended the year with \$61.58 million, an increase of \$20.11 million over the prior year. While it is not according to Generally Accepted Accounting Principles (GAAP), the Fund Balance may be categorized in specific classifications and presented as such in the Interim Financial Statements. The preliminary Fund Balance is as follows:

Fund Balance FY 20-21

Ending Fund Balance at 9/30/2021	\$	61,581,838
Minimum Fund Balance FY 20/21	\$	(10,453,745)
Committed for Building	\$	(3,000,000)
Budgeted for FY21/22 programs approved in May 2021	\$	(14,656,661)
Budget Carry Forward approved October 2021	\$	<u>(682,848)</u>
Ending Unassigned Fund Balance 9/30/2021	\$	32,788,584
Proposed Appropriations:		
FY21/22 Carry Forward for Contracts /POs Estimate	\$	<u>(4,074,528)</u>
Ending Unassigned Fund Balance at 9/30/2021	\$	<u>28,714,056</u>

The remaining \$28.7M Unassigned Fund Balance is available to address future needs. Additional financial analysis, including charts and graphs of Fiscal Year 20/21, will be provided when the ACFR is completed in February 2022.

**Program Services Budget to Actual Expenditures
at 09.30.2021**



Recommended Action: Approve Budget Amendments and Preliminary Financial Statements for Fiscal Year Ending September 30, 2021



BUDGET AMENDMENTS
For The Twelve Month Period Ended
September 30, 2021

Submitted to Council Meeting November 18, 2021



**Children's Services Council of Broward County
Budget Amendments
for Period Ended September 30, 2021.**

Description	Beginning Budget Annualized	Total Amendments	Ending Budget Annualized	Comments
Budget Amendments reflected in the financial statements:				
<u>Revenues:</u>				
Local Foundations Grants	\$ 1,541,380.00	\$ (94,426.00)	\$ 1,446,954.00	Refund of Yth. Force underutilization on Frederick DeLuca Foundation grant.
Local Collab. Events & Resources	\$ 88,309.00	\$ 80,028.00	\$ 168,337.00	Back to School donations- CA 10.21.21
<u>Expenditures:</u>				
Youth Development, Goal 3.1.1	\$ 6,991,339.00	\$ (94,426.00)	\$ 6,896,913.00	Refund of Yth. Force underutilization on Frederick DeLuca Foundation grant.
Out of School Time, Goal 7.1.2	\$ 14,021,217.00	\$ 80,028.00	\$ 14,101,245.00	Back to School expenditures - CA 10.21.21



**PRELIMINARY FINANCIAL STATEMENTS
For The Twelve Month Period Ended
September 30, 2021**

Submitted to Council Meeting November 18, 2021



Children's Services Council of Broward County
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September 30, 2021

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Children's Services Council of Broward County
Balance Sheet
September 30, 2021

ASSETS	General Fund	Prior Year
	September 30, 2021	General Fund
		September 30, 2020
ASSETS		
Current Assets:		
Cash	\$ 4,178,163.47	\$ 4,645,435.94
Investments (Note #3)	65,229,831.85	44,123,951.61
Accounts & Interest Receivable	44,534.45	14,517.29
Due from Other Governments	450,910.63	2,609,709.79
Prepaid Expenses	247,417.30	185,321.72
Total Current Assets	\$ 70,150,857.70	\$ 51,578,936.35
 LIABILITIES and FUND EQUITY		
Liabilities:		
Accounts Payable	8,139,804.91	9,016,636.21
Salaries & Wages Payable	428,939.84	320,715.51
Unearned Revenue	275.00	771,274.75
Total Liabilities	8,569,019.75	10,108,626.47
Fund Equity:		
Committed For Carryforward FY 21/22 (Note #4)	4,757,376.00	5,039,259.00
Committed For Programs FY 21/22 (Note #5)	14,656,661.00	5,254,195.00
Committed For Building Fund (Note #6)	3,000,000.00	3,000,000.00
Unassigned Fund Balance: Minimum Fund Balance	10,453,745.00	10,125,617.70
Unassigned Fund Balance (Note #7)	28,714,055.95	18,051,238.18
Total Fund Equity	61,581,837.95	41,470,309.88
Total Liabilities and Fund Equity	\$ 70,150,857.70	\$ 51,578,936.35

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 2020 through September 2021

	General Fund		General Fund
	September 2021	FY 2021	FY 2020
	Actual	YTD Actual	TYD Actual (GF)
Revenues:			
Ad Valorem Taxes	\$ 71,467.41	\$ 98,310,585.27	\$ 93,181,489.87
Interest on Investments (Note #3)	3,337.19	116,029.22	955,209.47
Fed thru State - Title IV E Legal Supports (Note #8)	27,542.04	327,487.28	332,249.12
Fed Through State IV-E Adoption (Note #8)	9,016.23	94,791.60	84,586.55
Fed through State - AEAP (Note #9)	72,082.46	901,036.18	2,377,359.43
Local Foundation(s)/Grant	55,198.23	1,446,953.37	928,874.22
Local Collab. Events & Resources	57,956.34	143,431.83	294,480.61
Training	630.00	7,020.00	9,180.00
Total Revenue	\$ 297,229.90	\$ 101,347,334.75	\$ 98,163,429.27
Expenditures:			
Total Program Services/Support	7,353,801.65	74,468,613.81	74,777,670.15
Total General Administration	275,106.74	3,402,059.63	3,329,626.34
Total Non-Operating		3,241,297.55	3,518,995.35
Total Capital Outlay		123,835.99	142,213.87
Total Expenditures	7,628,908.39	81,235,806.98	81,768,505.71
Excess of Revenues over Expenditures	\$ (7,331,678.49)	20,111,527.77	16,394,923.56
Beginning Fund Balance		41,470,309.88	25,075,386.32
Ending Fund Balance		\$ 61,581,837.65	\$ 41,470,309.88

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, 2021**

	FY 2021 Annual Budget	FY 2021 YTD Actual	Budget to Actual Variance	% of Actual Exp. Of Budget
Revenues:				
Local Sources:				
Ad Valorem Taxes	\$ 98,384,555.00	\$ 98,310,585.27	\$ (73,969.73)	99.92%
Interest on Investments (Note #3)	200,000.00	116,029.22	(83,970.78)	58.01%
Fed thru State - Title IV E Legal Supports (Note #8)	332,249.00	327,487.28	(4,761.72)	98.57%
Fed Through State IV-E Adoption (Note #8)	66,000.00	94,791.60	28,791.60	143.62%
Fed through State - AEAP (Note #9)	596,818.00	901,036.18	304,218.18	150.97%
Local Foundation(s)/Grant(s)	1,446,954.00	1,446,953.37	(0.63)	100.00%
Local Collab. Events & Resources	168,337.00	143,431.83	(24,905.17)	85.21%
Training	10,000.00	7,020.00	(2,980.00)	70.20%
Fund Balance	10,057,505.00	-	-	0.00%
Total Revenues	111,262,418.00	101,347,334.75	142,421.75	91.09%
Expenditures:				
Program Services:				
Direct Programs	95,450,932.00	67,846,659.71	27,605,292.95	71.08%
Outcomes	32,000.00	12,507.40	19,492.60	39.09%
Program/Financial Monitors	68,000.00	55,863.00	12,137.00	82.15%
Total Program Services	95,550,932.00	67,915,030.11	27,636,922.55	71.08%
Program Support:				
Employee Salaries	4,768,655.00	4,667,404.60	101,250.40	97.88%
Employee Benefits	1,984,622.00	1,761,249.60	223,372.40	88.74%
Consulting	24,400.00	4,272.00	20,128.00	17.51%
Travel	50,000.00	1,989.71	48,010.29	3.98%
Software Maintenance	92,255.00	59,577.75	32,677.25	64.58%
Telephone	25,000.00	15,606.25	9,393.75	62.43%
Postage	3,000.00	264.71	2,735.29	8.82%
Advertising	3,000.00	2,518.74	481.26	83.96%
Printing	4,000.00	1,874.00	2,126.00	46.85%
Other Purchased Svc.	21,658.00	5,921.08	15,736.92	27.34%
Material and Supplies	7,770.00	59.98	7,710.02	0.77%
Dues and Fees	47,005.00	32,845.28	14,159.72	69.88%
Total Program Support	7,031,365.00	6,553,583.70	477,781.30	93.20%
Total Program Services/Support	102,582,297.00	74,468,613.81	28,114,703.85	72.20%



Children's Services Council of Broward County
Budget to Actual (Budgetary Basis)
Annualized - Fiscal Year Ended September 30, 2021

	FY 2021 Annual Budget	FY 2021 YTD Actual	Budget to Actual Variance	% of Actual Exp. Of Budget
General Administration:				
Employee Salaries	2,045,528.00	1,969,839.47	75,688.53	96.30%
Employee Benefits	918,864.00	813,078.33	105,785.67	88.49%
Legal Fees	40,000.00	28,064.50	11,935.50	70.16%
Auditors	35,500.00	35,301.00	199.00	99.44%
Other Consultants	88,827.00	13,436.25	75,390.75	15.13%
Insurance	60,017.00	59,958.23	58.77	99.90%
Telecommunications	63,000.00	48,548.97	14,451.03	77.06%
Rental - Equipment	44,474.00	13,304.72	31,169.28	29.92%
Building Operations				
Facilities Management	174,663.00	110,783.11	63,879.89	63.43%
Utilities	74,500.00	53,158.76	21,341.24	71.35%
Other Building Operations	179,627.00	6,209.40	173,417.60	3.46%
Software Maintenance / SaaS	165,803.00	131,509.38	34,293.62	79.32%
Equipment Repairs and Maintenance	50,972.00	10,373.80	40,598.20	20.35%
Travel	35,000.00	199.76	34,800.24	0.57%
Postage	8,000.00	1,913.95	6,086.05	23.92%
Advertising	10,670.00	1,970.75	8,699.25	18.47%
Printing	12,000.00	1,119.90	10,880.10	9.33%
Other Purchased Svc.	85,261.00	73,544.22	11,716.78	86.26%
Materials and Supplies	64,379.00	19,759.89	44,619.11	30.69%
Dues and Fees	41,640.00	9,983.47	31,656.53	23.98%
Total General Administration	4,198,725.00	3,402,057.86	796,667.14	81.03%
Non-Operating:				
Community Redevelopment Agency(Note#11)	3,303,652.00	2,621,916.55	681,735.45	79.36%
Prop Appraiser/Tax Coll Fees	631,519.00	619,381.00	12,138.00	98.08%
Total Non-Operating	3,935,171.00	3,241,297.55	693,873.45	82.37%
Capital Outlay:				
Computer Equipment/Software	461,784.00	90,170.01	371,613.99	19.53%
Remodeling & Renovations	45,000.00	4,750.00	40,250.00	10.56%
Furniture/Equipment	16,213.00	5,687.98	10,525.02	35.08%
Improvements Other Than Bldg.	23,228.00	23,228.00	-	100.00%
Total Capital Outlay	546,225.00	123,835.99	422,389.01	22.67%
Total Expenditures	\$ 111,262,418.00	\$ 81,235,805.21	\$ 30,027,633.45	73.01%

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 Twelve Month Period Ended September 30, 2021**

	Program Invoice		Fiscal Year 2020 - 2021			% of	
	September	September	Annualized	YTD Actual	Remaining		
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
Service Goals:							
<i>Training/Technical Assistance</i>							
Training	28,729.00	9,150.00	89,280.00	69,900.50	19,379.50	78.29%	
Total Training/Technical Assistance	28,729.00	9,150.00	89,280.00	69,900.50	19,379.50	78.29%	
<i>Organization & Program Quality</i>							
Mini Grants	6,000.00		134,000.00	128,000.00	6,000.00	95.52%	Carryforward to FY22 for leadership initiatives.
Racial Equity Initiatives	88,973.00	27,363.22	248,574.00	186,963.25	61,610.75	75.21%	
Leadership Initiatives	6,000.00		46,000.00	40,000.00	6,000.00	86.96%	
Unallocated-Support Organizational Development	802.00		802.00		802.00	0.00%	
Total Organization & Program Quality	101,775.00	27,363.22	429,376.00	354,963.25	74,412.75	82.67%	
<i>Fiscal Support</i>							
Com Reconstruction Housing FS Alex Rebb-Fam St	2,083.00	2,083.28	25,000.00	24,999.92	0.08	100.00%	
Comm Based Connec/FS Alex Rebb-LT	769.00	769.00	9,228.00	9,228.00	-	100.00%	
Community Based Connection FS Alex Rebb-PEACE	1,318.00	1,314.33	15,772.00	15,771.96	0.04	100.00%	
Ctr for Hearing FS KIDS-Fam St	397.00	398.87	4,786.00	4,786.00	-	100.00%	
Ctr for Hearing FS KIDS-MOST SN	619.00	614.38	7,373.00	7,373.00	-	100.00%	
Ctr for Hearing FS KIDS-STEP	646.00	643.25	7,719.00	7,719.00	-	100.00%	
Ctr for Hearing FS KIDS-Yth Force	425.00	426.87	5,122.00	5,122.00	-	100.00%	
HOMES FS KIDS HYT	593.00	593.88	7,127.00	7,127.00	-	100.00%	
New Mirawood -FS KIDS -MOST	1,712.00	1,708.37	20,500.00	20,500.00	-	100.00%	
Our Children Our Future FS Alex Rebb-Yth Force	1,010.00	1,010.38	12,125.00	12,125.00	-	100.00%	
So FL Hunger: FS Meals on Wheels- Breakspot	780.00	776.33	9,316.00	9,315.96	0.04	100.00%	
So FL Hunger: FS Meals on Wheels-Mobile Pantry	590.00	590.75	7,089.00	7,089.00	-	100.00%	
Unallocated-Fiscal Sponsor	36,823.00		36,823.00		36,823.00	0.00%	
Total Fiscal Support	47,765.00	10,929.69	167,980.00	131,156.84	36,823.16	78.08%	
<i>Volunteers</i>							
Volunteer Broward	24,022.00	32,044.58	288,297.00	288,058.50	238.50	99.92%	
Total Volunteers	24,022.00	32,044.58	288,297.00	288,058.50	238.50	99.92%	
Total Agency Capacity							
	202,291.00	79,487.49	974,933.00	844,079.09	130,853.91	86.58%	
<i>Reduce Incidence /Impact of Ab</i>							
Advocacy Network on Disabilities	17,727.00	21,235.13	212,504.00	166,840.72	45,663.28	78.51%	Staff vacancy impacted utilization.
ARC, INC - PAT	54,352.00	52,186.50	652,103.00	593,778.22	58,324.78	91.06%	
Boys & Girls Club	31,911.00	8,828.75	382,800.00	283,056.52	99,743.48	73.94%	Groups ended June. Limited Case Mgt. provided.
Boys Town South Florida	28,935.00	26,822.05	347,099.00	336,509.38	10,589.62	96.95%	
Broward Behavioral Health Coalition(BYRC Match)	5,011.00	8,048.32	60,000.00	59,986.29	13.71	99.98%	
Broward Children's Center	16,093.00	4,210.21	142,677.00	59,082.23	83,594.77	41.41%	Staff vacancies impacted utilization.
Children's Harbor	45,185.00	38,800.17	542,121.00	478,647.32	63,473.68	88.29%	Staff vacancies impacted utilization.
Comm Based Connection/FS Alex Rebb-LT	23,899.00	10,048.70	286,711.00	238,659.40	48,051.60	83.24%	Staff vacancies impacted utilization.
Ctr for Hearing FS KIDS-Fam St	13,984.00	15,588.36	167,742.00	153,611.16	14,130.84	91.58%	
Family Central w/KID-Nurturing	39,145.00	31,913.16	469,641.00	409,058.58	60,582.42	87.10%	staff vacancy impacted utilization.
Gulf Coast CC	71,623.00	46,187.12	859,327.00	858,383.83	943.17	99.89%	
Henderson Beh Hlth-HOMEBUILDER	45,328.00	15,284.58	543,716.00	390,620.34	153,095.66	71.84%	Staff FMLA, new hire in training.
Henderson Beh Hlth-MST -	272,111.00	52,463.65	701,842.00	687,628.93	14,213.07	97.97%	
Henderson Beh Hlth-PIP			1,250.00	1,250.00	-	100.00%	Contract ended January 31, 2021.
Hispanic Unity	40,697.00	42,307.18	488,309.00	466,236.90	22,072.10	95.48%	
Jack and Jill Children's Center	14,268.00	16,360.48	171,073.00	169,904.09	1,168.91	99.32%	
JAFCO-MST	51,240.00	52,366.18	590,715.00	581,671.51	9,043.49	98.47%	
Juliana Gerena & Assoc.	27,665.00	31,994.30	331,716.00	301,019.21	30,696.79	90.75%	



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
KIDS in Distress-HOMEBUILDERS	45,831.00	35,497.15	549,873.00	440,458.24	109,414.76	80.10%	Staff vacancies impacted utilization.
KIDS in Distress-KID FIRST & SAFE	109,189.00	101,807.58	1,310,202.00	1,134,370.47	175,831.53	86.58%	Staff vacancies impacted utilization.
Memorial Healthcare Sys-Teens	31,653.00	41,798.81	379,638.00	379,637.73	0.27	100.00%	
Memorial Healthcare Sys-Ties	67,433.00	60,648.10	809,119.00	803,441.44	5,677.56	99.30%	
PACE	21,070.00	23,912.88	252,840.00	222,679.76	30,160.24	88.07%	Staff vacancies impacted utilization.
Smith Mental Health Assoc-CBT	48,409.00	41,377.13	578,147.00	568,359.70	9,787.30	98.31%	
Training	43,500.00		43,500.00		43,500.00	0.00%	TBD based on need.
Unallocated -Family Strengthening	184,209.00		184,209.00		184,209.00	0.00%	
Total Reduce Abuse & Neglect	1,350,468.00	779,686.49	11,058,874.00	9,784,891.97	1,273,982.03	88.48%	
Kinship Care/Non-Relative Care							
Harmony Development Center	14,083.00	1,070.00	169,687.00	169,563.45	123.55	99.93%	
KIDS in Distress-KISS	49,434.00	56,931.23	601,120.00	522,731.36	78,388.64	86.96%	Staff vacancies impacted utilization.
Legal Aid Service-KISS	26,886.00	14,067.48	322,500.00	319,637.28	2,862.72	99.11%	
Mental Health America of So FL	12,370.00	14,467.17	149,918.00	141,773.92	8,144.08	94.57%	
Total Kinship Care/Non-Relative Care	102,773.00	86,535.88	1,243,225.00	1,153,706.01	89,518.99	92.80%	
Trauma							
Broward Behavioral Health Ctr	41,674.00	35,859.20	500,000.00	284,522.77	215,477.23	56.90%	Payor of last resort
Children's Bereavement Ctr	5,265.00	3,150.83	63,114.00	50,029.70	13,084.30	79.27%	Low enrollment, program sunset 9/30/21
JAFECO-Community Wellness Center	88,096.00	73,920.64	1,056,925.00	889,132.70	167,792.30	84.12%	Low enrollment due to COVID-19 and staff vacancies.
Center For Mind Body Medicine	97,300.00	75,250.00	122,000.00	99,950.00	22,050.00	81.93%	Carry forward \$20,750 to FY 21-22
Special Item Loss- AEAP Uncollectible FY 21			-	407,919.15	(407,919.15)		See Note #10
Media Campaign	14,622.00	2,712.50	40,000.00	28,090.00	11,910.00	70.23%	
Community Meetings	-		225.00	225.00	-	100.00%	
Reserved for H.E.A.L. Trauma RFP	2,000,000.00		2,000,000.00		2,000,000.00	0.00%	Pending procurement
Trauma - Other	500,000.00		500,000.00		500,000.00	0.00%	Pending procurement
Unallocated - Trauma	1,851,212.00		1,851,212.00		1,851,212.00	0.00%	
Total Negative Impact of Trauma	4,598,169.00	190,893.17	6,133,476.00	1,759,869.32	4,373,606.68	28.69%	
Hunger							
CCB-SE FL Common Eligibility Unit	4,439.00	6,513.98	61,040.00	61,038.72	1.28	100.00%	
Deliver Lean Care COVID 11/20	110.00		88,240.00	88,129.40	110.60	99.87%	
FLIPPANY	15,840.00	1,883.96	90,821.00	53,036.46	37,784.54	58.40%	Carryforward. Contract crosses fiscal years.
Harvest Drive			45,000.00	45,000.00	-	100.00%	
So FL Hunger: Breakspot FS Meals on Wheels	11,090.00	1,417.47	133,091.00	101,987.13	31,103.87	76.63%	
So FL Hunger: Mobile School Pantry	8,444.00	311.41	101,273.00	101,273.00	-	100.00%	
Media Campaign-COVID			30,000.00	30,000.00	-	100.00%	
Supplies - COVID	4,080.00	4,080.00	8,160.00	8,160.00	-	100.00%	
Unallocated Hunger - COVID	43,875.00		43,875.00		43,875.00	0.00%	
Unallocated Hunger	112,281.00		112,281.00		112,281.00	0.00%	
Total Hunger	200,159.00	14,206.82	713,781.00	488,624.71	225,156.29	68.46%	
Financial Stability							
Hispanic Unity-VITA	26,730.00	12,690.55	320,727.00	306,370.22	14,356.78	95.52%	
HOPE S FL	6,712.00	4,225.99	80,500.00	72,842.50	7,657.50	90.49%	
United Way	71,432.00	71,772.89	500,000.00	155,674.63	344,325.37	31.13%	Carryforward. Contract extended thru 12.31.21
Unallocated-Financial Stability	500,000.00		500,000.00		500,000.00	0.00%	
Total Financial Stability	604,874.00	88,689.43	1,401,227.00	534,887.35	866,339.65	38.17%	
Total Family Strengthening	6,856,443.00	1,160,011.79	20,550,583.00	13,721,979.36	6,828,603.64	66.77%	
Youth Development							



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
Com Reconstruction Housing FS Alex Rebb	37,913.00	35,322.33	455,000.00	442,412.40	12,587.60	97.23%	
Community Access Ctr, Inc	17,959.00	20,929.33	202,275.00	148,248.99	54,026.01	73.29%	Low enrollment due to COVID-19.
Crockett Foundation, Inc	45,081.00	29,779.94	337,263.00	275,371.55	61,891.45	81.65%	Low enrollment due to COVID-19.
Crockett Foundation, Inc - DeLuca Foundation	24,182.00	25,525.62	237,212.00	237,211.43	0.57	100.00%	
Ctr for Hearing FS KIDS-Yth Force	14,955.00	8,772.89	179,480.00	135,463.03	44,016.97	75.48%	Low enrollment due to COVID-19.
Firewall Ctr	20,360.00	18,475.60	234,720.00	218,985.81	15,734.19	93.30%	
Firewall Ctr-DeLuca Foundation	19,060.00	20,177.12	203,209.00	203,208.92	0.08	100.00%	
HANDY	40,587.00	65,628.85	487,095.00	413,510.33	73,584.67	84.89%	Low enrollment due to COVID-19.
Hanley Ctr Foundation	2,550.00	2,545.38	30,545.00	30,545.00	-	100.00%	
Harmony Development Ctr, Inc	54,304.00	26,487.47	451,584.00	265,663.15	185,920.85	58.83%	Low enrollment due to COVID-19.
Hispanic Unity	178,513.00	116,573.81	1,498,546.00	1,040,458.54	458,087.46	69.43%	Low enrollment due to COVID-19.
Memorial Healthcare Sys	46,860.00	53,871.18	562,350.00	547,126.10	15,223.90	97.29%	
Memorial Healthcare System - DeLuca Foundation	18,745.00	9,495.49	216,533.00	216,533.02	(0.02)	100.00%	
Opportunities Ind Centers/OIC	50,321.00	52,586.82	365,349.00	302,223.09	63,125.91	82.72%	Low enrollment due to COVID-19.
Our Children Our Future FS Alex Rebb	14,446.00	8,410.72	173,220.00	124,880.37	48,339.63	72.09%	Low enrollment due to COVID-19.
Urban League of BC	34,833.00	19,123.20	306,326.00	235,093.79	71,232.21	76.75%	Low enrollment due to COVID-19.
West Park, City of	20,174.00	10,959.49	242,000.00	63,868.38	178,131.62	26.39%	Late program start and staff vacancies
Wyman TOP Training			20,500.00	19,500.00	1,000.00	95.12%	
YMCA of S FL	68,954.00	56,252.09	693,706.00	495,993.84	197,712.16	71.50%	Low enrollment due to COVID-19.
Total Youth Development	709,797.00	580,917.33	6,896,913.00	5,416,297.74	1,480,615.26	78.53%	
LEAP High School							
Community Based Connections	23,415.00	8,546.18	23,715.00	15,334.82	8,380.18	64.66%	PYD expansion. August 2021 start date.
Firewall Ctr	29,928.00	23,756.31	168,672.00	146,429.38	22,242.62	86.81%	Low enrollment due to COVID-19.
Hispanic Unity	81,157.00	73,537.15	954,450.00	740,950.61	213,499.39	77.63%	Low enrollment due to COVID-19.
Motivational Edge	4,243.00	278.19	50,909.00	12,275.23	38,633.77	24.11%	Low enrollment due to COVID-19.
Museum of Discovery & Science	7,750.00	8,962.26	31,000.00	25,386.55	5,613.45	81.89%	Participation impacted by COVID-19.
YMCA of S FL	215,565.00	195,380.95	2,586,780.00	1,833,045.52	753,734.48	70.86%	Low enrollment due to COVID-19.
Unallocated LEAP High School	64,554.00		64,554.00		64,554.00	0.00%	
Total LEAP High School	426,612.00	310,461.04	3,880,080.00	2,773,422.11	1,106,657.89	71.48%	
Youth Employment							
CareerSource Broward	95,636.00	34,261.98	2,517,041.00	1,686,400.02	830,640.98	67.00%	Participation impacted by COVID-19.
Total Youth Employment	95,636.00	34,261.98	2,517,041.00	1,686,400.02	830,640.98	67.00%	
PEACE							
Community Based Connection FS Alex Rebb	40,830.00	29,240.34	490,000.00	406,909.27	83,090.73	83.04%	Low enrollment due to COVID-19.
Crockett Foundation, Inc	20,262.00	18,112.26	243,100.00	217,156.01	25,943.99	89.33%	Low enrollment due to COVID-19.
Harmony Development Ctr, Inc	14,749.00	11,585.54	177,000.00	114,475.78	62,524.22	64.68%	Low enrollment due to COVID-19.
Smith Community MH	43,568.00	41,652.54	522,750.00	449,350.27	73,399.73	85.96%	Low enrollment due to COVID-19.
Total PEACE	119,409.00	100,590.68	1,432,850.00	1,187,891.33	244,958.67	82.90%	
Youth Leadership Development							
First Call for Help	2,500.00	2,500.00	30,000.00	30,000.00	-	100.00%	
FL Children's 1st	569.00	400.00	6,822.00	5,700.00	1,122.00	83.55%	Lower expenses due to COVID-19.
FLITE (FT Laud Indepen Training & Education)	6,250.00	7,384.26	75,000.00	62,166.38	12,833.62	82.89%	Fewer events than planned due to COVID-19.
Unallocated Yth Leadership Development	203.00		203.00		203.00	0.00%	
Total Youth Leadership Development	9,522.00	10,284.26	112,025.00	97,866.38	14,158.62	87.36%	
Diversion Programs							
Broward Sheriff's Office	66,440.00	47,963.44	797,236.00	624,201.35	173,034.65	78.30%	Low referrals due to COVID-19.
Camelot CC	28,890.00	5,240.25	346,735.00	130,057.83	216,677.17	37.51%	Low referrals due to COVID-19.
Harmony Development Ctr, Inc	19,085.00	14,801.21	227,964.00	179,486.00	48,478.00	78.73%	Low referrals due to COVID-19.



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
Henderson Behavioral Health	30,595.00	17,500.41	366,986.00	235,046.33	131,939.67	64.05%	Low referrals due to COVID-19.
Juliana Gerena & Assoc. Program	32,490.00	30,266.44	370,248.00	349,643.34	20,604.66	94.43%	
Memorial Healthcare Sys	49,634.00	40,221.38	595,509.00	553,309.50	42,199.50	92.91%	
PACE Center for Girls	18,425.00	15,112.97	215,133.00	205,835.09	9,297.91	95.68%	
Smith Mental Health Association.	29,299.00	30,418.13	351,529.00	333,055.67	18,473.33	94.74%	
Urban League of BC	25,449.00	26,555.82	305,388.00	262,750.31	42,637.69	86.04%	Low referrals due to COVID-19.
Training	25,000.00	4,483.33	25,000.00	4,483.33	20,516.67	17.93%	Low training need due to COVID-19.
<i>Total Diversion Programs</i>	<i>325,307.00</i>	<i>232,563.38</i>	<i>3,601,728.00</i>	<i>2,877,868.75</i>	<i>723,859.25</i>	<i>79.90%</i>	
Total Yth Development & Juvenile Div	1,686,283.00	1,269,078.67	18,440,637.00	14,039,746.33	4,400,890.67	76.13%	
<i>Independent Living Program</i>							
Broward Education Foundation	17,250.00	17,250.00	17,250.00	17,250.00	-	100.00%	
Camelot CC	34,783.00	27,955.90	417,286.00	312,060.01	105,225.99	74.78%	Low enrollment due to COVID-19.
FLITE (FT Laud Indepen Training & Education)	15,040.00	13,221.28	180,381.00	168,308.46	12,072.54	93.31%	
Gulf Coast CC	40,837.00	16,534.20	494,890.00	422,115.90	72,774.10	85.29%	Utilization impacted due to COVID-19.
HANDY	61,393.00	81,526.22	736,650.00	626,351.33	110,298.67	85.03%	Utilization impacted due to COVID-19.
Harmony Development Ctr, Inc	33,870.00	28,692.12	408,286.00	340,381.55	67,904.45	83.37%	Utilization impacted due to COVID-19.
Henderson Beh Hlth -Wilson Gardens	14,047.00	7,323.73	239,887.00	142,309.55	97,577.45	59.32%	Staff vacancy and low utilization due to COVID-19.
HOMES FS KIDS HYT	8,485.00	13,374.18	101,818.00	101,397.84	420.16	99.59%	
Memorial Healthcare Sys	34,599.00	25,058.80	686,530.00	686,386.11	143.89	99.98%	
Museum of Discovery/Science	8,307.00	2,825.49	99,726.00	99,695.53	30.47	99.97%	
PACE Center for Girls	23,884.00	23,807.22	274,375.00	274,120.80	254.20	99.91%	
SunServe	33,286.00	20,906.01	399,421.00	325,288.02	74,132.98	81.44%	Utilization impacted due to COVID-19.
Consultant	25,000.00		25,000.00		25,000.00	0.00%	
<i>Total Independent Living Program</i>	<i>350,781.00</i>	<i>278,475.15</i>	<i>4,081,500.00</i>	<i>3,515,665.10</i>	<i>565,834.90</i>	<i>86.14%</i>	
Total Independent Living	350,781.00	278,475.15	4,081,500.00	3,515,665.10	565,834.90	86.14%	
<i>Subsidized Childcare</i>							
Early Learning Coalition	2,028,793.00	656,706.42	4,592,850.00	4,592,850.00	-	100.00%	
Early Learning Coalition - Vul Pop	334,830.00	104,962.97	4,017,850.00	1,583,678.12	2,434,171.88	39.42%	Carryforward. Contract extended through 12.31.21.
Early Learning Coalition - Unallocated	268,689.00		268,689.00		268,689.00	0.00%	Carryforward to FY22 for Media Campaign.
<i>Total Subsidized Childcare</i>	<i>2,632,312.00</i>	<i>761,669.39</i>	<i>8,879,389.00</i>	<i>6,176,528.12</i>	<i>2,702,860.88</i>	<i>69.56%</i>	
<i>Training/TA Preschool Teachers</i>							
Family Central w KID	75,007.00	78,557.83	900,073.00	841,929.05	58,143.95	93.54%	
<i>Total Training/TA Preschool Teachers</i>	<i>75,007.00</i>	<i>78,557.83</i>	<i>900,073.00</i>	<i>841,929.05</i>	<i>58,143.95</i>	<i>93.54%</i>	
<i>Grade Level Reading</i>							
Broward Reads for the Record Supplies-Books	127,090.00	127,090.00	127,090.00	127,090.00	-	100.00%	
Broward Reads Initiative	19,210.00		30,061.00	10,850.23	19,210.77	36.09%	
Children's Literacy Initiative	50,000.00	50,000.00	117,350.00	117,350.00	-	100.00%	
Countdown to Kindergarten			1,495.00	1,495.00	-	100.00%	
Kidvision			101,000.00	101,000.00	-	100.00%	
Reading & Math			180,224.00	179,843.23	380.77	99.79%	
Volunteer Broward	11,554.00	10,256.67	91,095.00	91,046.20	48.80	99.95%	
Unallocated-Grade Level Reading	34,612.00		34,612.00		34,612.00	0.00%	
<i>Total Grade Level Reading</i>	<i>242,466.00</i>	<i>187,346.67</i>	<i>682,927.00</i>	<i>628,674.66</i>	<i>54,252.34</i>	<i>92.06%</i>	
Total Literacy Early Education	2,949,785.00	1,027,573.89	10,462,389.00	7,647,131.83	2,815,257.17	73.09%	
<i>Adoptive/Foster Parent Recruit</i>							
Forever Families/Gialogic	15,020.00	15,020.83	180,250.00	180,249.96	0.04	100.00%	
Heart Gallery of Broward	3,737.00	3,737.58	44,851.00	44,850.96	0.04	100.00%	



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
<i>Total Adoptive/Foster Parent Recruit</i>	18,757.00	18,758.41	225,101.00	225,100.92	0.08	100.00%	
<i>Legal Issues / Adoption</i>							
Legal Aid of Broward County	173,505.00	169,380.22	1,956,818.00	1,723,686.09	233,131.91	88.09%	Staff vacancies impacted utilization.
Unallocated - Legal Rep child welfare	157,249.00		157,249.00		157,249.00	0.00%	
<i>Total Legal Issues / Adoption</i>	330,754.00	169,380.22	2,114,067.00	1,723,686.09	390,380.91	81.53%	
<i>Expedite Permanency</i>							
Henderson Behavioral Health	5,101.00	5,345.76	61,091.00	59,821.60	1,269.40	97.92%	
<i>Total Expedite Permanency</i>	5,101.00	5,345.76	61,091.00	59,821.60	1,269.40	97.92%	
Total Child Welfare System Support	354,612.00	193,484.39	2,400,259.00	2,008,608.61	391,650.39	83.68%	
<i>Leadership/Quality in OOS Prog</i>							
FLCSC / MOTT-Lev			10,000.00	10,000.00	-	100.00%	
<i>Total Leadership/Quality in OOS Prog</i>	-	-	10,000.00	10,000.00	-	100.00%	
<i>Out-of-School</i>							
Advocacy Network on Disabilities	8,744.00	4,351.14	104,873.00	79,605.26	25,267.74	75.91%	Low utilization due to Covid-19.
After School Program	331,439.00	163,673.80	3,977,224.00	1,458,051.02	2,519,172.98	36.66%	Low utilization due to Covid-19.
Boys & Girls Club	92,862.00	48,866.68	1,114,344.00	680,598.49	433,745.51	61.08%	Low utilization due to Covid-19.
Hallandale CRA	367.00		618,254.00	617,886.90	367.10	99.94%	
Hallandale, City of	24,614.00	15,552.00	174,368.00	174,350.93	17.07	99.99%	
Hollywood Beach CRA			228,665.00	228,665.00	-	100.00%	
Hollywood, City of	48,586.00	34,913.50	582,977.00	447,284.88	135,692.12	76.72%	Low utilization due to Covid-19.
Kids In Distress	21,350.00	13,269.59	201,112.00	195,029.28	6,082.72	96.98%	
Miramar, City of	10,175.00	9,349.64	122,111.00	68,146.81	53,964.19	55.81%	Low utilization due to Covid-19.
New Mirawood -FS KIDS -MOST	24,413.00	11,734.48	292,857.00	169,900.69	122,956.31	58.01%	Low utilization due to Covid-19.
Soref JCC	28,637.00	14,682.33	343,633.00	259,082.91	84,550.09	75.40%	Low utilization due to Covid-19.
Sunshine Aftercare Program	127,537.00	70,475.55	1,530,400.00	995,931.97	534,468.03	65.08%	Low utilization due to Covid-19.
YMCA /w Deerfield CRA	313,146.00	257,328.60	3,757,642.00	2,361,076.71	1,396,565.29	62.83%	Low utilization due to Covid-19.
Comm After School/w Margate CRA	64,352.00	77,723.75	772,202.00	588,770.69	183,431.31	76.25%	Low utilization due to Covid-19.
Back to School Supplies	80,028.00	200.00	210,183.00	190,096.60	20,086.40	90.44%	
Consultant	45,475.00	16,350.00	70,400.00	41,225.00	29,175.00	58.56%	Fewer trainings conducted due to Covid-19.
<i>Total Out-of-School</i>	1,221,725.00	738,471.06	14,101,245.00	8,555,703.14	5,545,541.86	60.67%	
<i>Summer Program</i>							
Lauderdale Lakes, City of			87,570.00	71,605.78	15,964.22	81.77%	Low utilization due to Covid-19.
New Hope World Outreach			106,212.00	100,300.54	5,911.46	94.43%	
Urban League of BC			95,616.00	66,198.46	29,417.54	69.23%	Low utilization due to Covid-19.
West Park, City of			61,117.00	17,971.55	43,145.45	29.41%	Low utilization due to Covid-19.
Unallocated MOST SO	47,597.00		47,597.00		47,597.00	0.00%	
<i>Total Summer Program</i>	47,597.00	-	398,112.00	256,076.33	142,035.67	64.32%	
Total Out-of-School Time	1,269,322.00	738,471.06	14,509,357.00	8,821,779.47	5,687,577.53	60.80%	
<i>School Health</i>							
Sierra/w Coral Springs CRA	174,721.00	158,891.95	1,747,210.00	1,375,972.47	371,237.53	78.75%	HSTs (lower paid staff) substituted for RNs when necessary.
Unallocated-School Health	126,292.00		126,292.00		126,292.00	0.00%	
<i>Total School Health</i>	301,013.00	158,891.95	1,873,502.00	1,375,972.47	497,529.53	73.44%	
<i>Water Safety/Drowning Prevention</i>							
Brow Health-Prevent Infant/Toddler Drowning	22,721.00	27,844.93	272,608.00	223,822.09	48,785.91	82.10%	Staff vacancy, lower virtual costs.
Swim Central/Broward County	57,317.00	16,943.20	687,782.00	146,003.20	541,778.80	21.23%	Many pools closed due to COVID-19
Marketing Campaign	439.00		28,000.00	27,561.00	439.00	98.43%	



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
Total Water Safety/Drowning Prevention	80,477.00	44,788.13	988,390.00	397,386.29	591,003.71	40.21%	
Kid Care Insurance Outreach							
Kid Care Outreach / BC Health Dept.	41,264.00	49,783.93	495,157.00	445,180.40	49,976.60	89.91%	Services impacted by COVID-19.
Total Kid Care Insurance Outreach	41,264.00	49,783.93	495,157.00	445,180.40	49,976.60	89.91%	
Total Physical Health Services	422,754.00	253,464.01	3,357,049.00	2,218,539.16	1,138,509.84	66.09%	
Screening/Assessment/Support							
BRHPC-Healthy Families Broward	174,764.00	173,397.83	2,097,003.00	1,655,535.62	441,467.38	78.95%	Staff vacancies impacted utilization.
Total Screening/Assessment/Support	174,764.00	173,397.83	2,097,003.00	1,655,535.62	441,467.38	78.95%	
Support Mothers w/ Maternal Dep							
Healthy Mothers/ Babies	46,787.00	48,760.87	561,323.00	523,615.35	37,707.65	93.28%	
Memorial Healthcare Sys	42,542.00	15,944.70	510,350.00	510,349.10	0.90	100.00%	
Total Support Mothers w/ Maternal Dep	89,329.00	64,705.57	1,071,673.00	1,033,964.45	37,708.55	96.48%	
Improve Fetal/Infant Mortality							
Broward Healthy Start-SAFE SLEEP	16,890.00	21,594.31	202,636.00	196,724.27	5,911.73	97.08%	
Total Improve Fetal/Infant Mortality	16,890.00	21,594.31	202,636.00	196,724.27	5,911.73	97.08%	
Total Maternal & Child Health	280,983.00	259,697.71	3,371,312.00	2,886,224.34	485,087.66	85.61%	
SN-After School/Summer Program							
After School Programs/ Quest	40,286.00	28,493.43	483,399.00	241,435.19	241,963.81	49.95%	Low enrollment due to Covid-19.
Ann Storck Center	23,321.00	22,315.57	279,852.00	175,262.55	104,589.45	62.63%	Low enrollment due to Covid-19.
ARC, INC	135,993.00	122,988.85	1,631,894.00	962,061.20	669,832.80	58.95%	Low enrollment due to Covid-19.
Broward Children's Center	53,940.00	31,174.74	647,291.00	547,360.07	99,930.93	84.56%	Low enrollment due to Covid-19.
Ctr for Hearing FS KIDS-MOST SN	23,330.00	15,057.23	279,982.00	189,947.26	90,034.74	67.84%	Low enrollment due to Covid-19.
JAFCO - MOST			495,199.00	398,825.71	96,373.29	80.54%	Low enrollment due to Covid-19.
Pembroke Pines, City of	104,251.00		104,251.00		104,251.00	0.00%	Non-operational.
Smith Community MH	76,126.00	54,621.81	913,402.00	760,938.03	152,463.97	83.31%	Low enrollment due to Covid-19.
United Cerebral Palsy	60,809.00	64,852.59	729,686.00	711,152.40	18,533.60	97.46%	
YMCA of S FL	381,487.00	316,466.91	4,577,866.00	3,081,619.05	1,496,246.95	67.32%	Low enrollment due to Covid-19.
Unallocated After School/Summer Program	164,944.00		164,944.00		164,944.00	0.00%	
Total SN-After School/Summer Program	1,064,487.00	655,971.13	10,307,766.00	7,068,601.46	3,239,164.54	68.58%	
STEP							
ARC, INC	35,797.00	35,555.86	429,600.00	369,551.17	60,048.83	86.02%	Low enrollment due to Covid-19.
Ctr for Hearing FS KIDS-STEP	22,540.00	14,603.47	270,480.00	179,883.86	90,596.14	66.51%	Low enrollment due to Covid-19.
Smith Community MH	24,834.00	17,576.27	298,008.00	182,758.17	115,249.83	61.33%	Low enrollment due to Covid-19.
United Cerebral Palsy	68,989.00	46,414.57	827,868.00	766,194.59	61,673.41	92.55%	
YMCA of S FL	58,884.00	39,733.67	706,608.00	550,773.17	155,834.83	77.95%	Low enrollment due to Covid-19.
Total STEP	211,044.00	153,883.84	2,532,564.00	2,049,160.96	483,403.04	80.91%	
Information/Referral Ntwk							
First Call for Help BH	52,608.00	62,791.49	624,719.00	609,332.62	15,386.38	97.54%	
First Call for Help SN	68,427.00	56,004.78	810,586.00	793,080.88	17,505.12	97.84%	
Total Information/Referral Ntwk	121,035.00	118,796.27	1,435,305.00	1,402,413.50	32,891.50	97.71%	
Respite Services-BREAK							
Memorial Healthcare Sys (BH)	7,339.00	4,789.50	85,586.00	72,509.02	13,076.98	84.72%	Low enrollment due to Covid-19.
Smith Community MH	7,331.00	5,176.10	88,005.00	64,250.10	23,754.90	73.01%	Low enrollment due to Covid-19.
Total Respite Services-BREAK	14,670.00	9,965.60	173,591.00	136,759.12	36,831.88	78.78%	
Total Physical/Developmental/BH Need	1,411,236.00	938,616.84	14,449,226.00	10,656,935.04	3,792,290.96	73.75%	
Eliminate Bullying and Choose Peace							
United Way - Choose Peace	3,734.00	9,766.60	44,775.00	44,649.63	125.37	99.72%	



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
<i>Total Eliminate bullying and Choose Peace</i>	3,734.00	9,766.60	44,775.00	44,649.63	125.37	99.72%	
Total Child Safety	3,734.00	9,766.60	44,775.00	44,649.63	125.37	99.72%	
Grand Total Service Goals	15,788,224.00	6,208,127.60	92,642,020.00	66,405,337.96	26,236,682.04	71.68%	
System Goals:							
<i>Single Point of Entry</i>							
First Call for Help	40,439.00	57,884.49	425,100.00	401,602.07	23,497.93	94.47%	
<i>Total Single Point of Entry</i>	40,439.00	57,884.49	425,100.00	401,602.07	23,497.93	94.47%	
<i>Leadership/ Resources-Strategic</i>							
CCB-SE FL Common Eligibility Unit			10,000.00	10,000.00	-	100.00%	
Dues/Fees			450.00	450.00	-	100.00%	
Consultant	16,214.00	400.00	35,899.00	19,896.38	16,002.62	55.42%	
Unallocated-Strategic Plan	31,051.00		31,051.00		31,051.00	0.00%	
<i>Total Leadership/ Resources-Strategic</i>	47,265.00	400.00	77,400.00	30,346.38	47,053.62	39.21%	
<i>Reporting Application Software</i>							
Taoti Creative	3,018.00	690.00	27,080.00	24,750.00	2,330.00	91.40%	
Software	53,396.00	444.00	55,468.00	2,516.00	52,952.00	4.54%	Carryforward to FY22
DS-Software as Service			78,823.00	78,823.00	-	100.00%	
SAS	11,251.00		19,938.00	8,686.66	11,251.34	43.57%	
Web hosting	5,000.00	5,000.00	60,000.00	60,000.00	-	100.00%	
<i>Total Reporting Application Software</i>	72,665.00	6,134.00	241,309.00	174,775.66	66,533.34	72.43%	
<i>Improve Provider Reporting</i>							
Unallocated- Improve Reporting	70,000.00		70,000.00		70,000.00	0.00%	Carryforward to FY22
<i>Total Improve Provider Reporting</i>	70,000.00	-	70,000.00	-	70,000.00	0.00%	
<i>Integrated Data System</i>							
Unallocated - Integrated data system	20,000.00		20,000.00		20,000.00	0.00%	
<i>Total Integrated Data System</i>	20,000.00	-	20,000.00	-	20,000.00	0.00%	
Total Improve Coordination/Child Service	250,369.00	64,418.49	833,809.00	606,724.11	227,084.89	72.77%	
<i>Sponsorships</i>							
Nova/SE University	7,500.00		7,500.00		7,500.00	0.00%	
Sponsorship	22,945.00		35,000.00	12,055.00	22,945.00	34.44%	
Sponsorship-High Traffic	15,500.00		38,500.00	23,000.00	15,500.00	59.74%	
<i>Total Sponsorships</i>	45,945.00	-	81,000.00	35,055.00	45,945.00	43.28%	
<i>Educate Taxpayers</i>							
BECON	26,740.00		31,600.00	9,520.00	22,080.00	30.13%	
MNetwork	67,867.00	38,937.00	110,000.00	108,500.00	1,500.00	98.64%	
Marketing	79,146.00	24,795.80	471,200.00	417,448.84	53,751.16	88.59%	Carryforward \$20,000 to FY22
Printing	474.00	4,525.18	5,000.00	4,525.18	474.82	90.50%	
Sponsorships	-		140,700.00	140,700.00	-	100.00%	
Outreach Materials	-		23,790.00	23,790.00	-	100.00%	
Unallocated - Educate Taxpayers	10.00		10.00		10.00	0.00%	
<i>Total Educate Taxpayers</i>	174,237.00	68,257.98	782,300.00	704,484.02	77,815.98	90.05%	
<i>Advocacy/ Outreach</i>							
FLCSC Dues			80,000.00	80,000.00	-	100.00%	
Registration			973.00	973.00	-	100.00%	
Travel	13,918.00		15,653.00	1,733.62	13,919.38	11.08%	
<i>Total Advocacy/ Outreach</i>	13,918.00	-	96,626.00	82,706.62	13,919.38	85.59%	
<i>Pub Communication w Sp Pop</i>							



**Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Twelve Month Period Ended September 30, 2021**

	September	September	Annualized	YTD Actual	Remaining	% of	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Comments
ADA remediation	77,423.00		80,000.00	2,577.00	77,423.00	3.22%	
Special Needs Interpreter	9,565.00	340.00	19,000.00	9,775.00	9,225.00	51.45%	
Unallocated-Public Comm w/Spec	14,700.00		14,700.00		14,700.00	0.00%	
<i>Total Pub Communication w Sp Pop</i>	101,688.00	340.00	113,700.00	12,352.00	101,348.00	10.86%	
Total Public Awareness & Advocacy	335,788.00	68,597.98	1,073,626.00	834,597.64	239,028.36	77.74%	
<i>Maximize Leveraged Funds</i>							
Consultant	30,000.00		30,000.00		30,000.00	0.00%	To be used as needed.
<i>Total Maximize Leveraged Funds</i>	30,000.00	-	30,000.00	-	30,000.00	0.00%	
Total Leveraging Resources	30,000.00	-	30,000.00	-	30,000.00	0.00%	
Grand Total System Goals	616,157.00	133,016.47	1,937,435.00	1,441,321.75	496,113.25	74.39%	
Unallocated General	871,477.00		871,477.00		871,477.00		
Program Goals Grand Total	\$ 17,275,858.00	\$ 6,341,144.07	\$ 95,450,932.00	\$ 67,846,659.71	\$ 27,604,272.29	71.08%	



Children's Services Council of Broward County
Notes to the Financial Statements
September 30, 2021

- (1) The Children's Services Council of Broward County ("CSC") budgets, as revenue, 95% of the property taxes levied, as allowed by state statute.
- (2) The modified accrual basis of accounting is utilized by CSC. Under the modified accrual basis, revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the liability is incurred, if measurable.
- (3) Funds invested in the SBA, and the Florida Palm (formerly the 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) Proposed Carryforward budget for Fiscal Year 2021-2022 commitment, and budget extending into Fiscal Year 2021-2022.
- (5) Fund Balance committed at TRIM to Fiscal Year 2021-2022 programs.
- (6) Fund Balance committed for Building Fund to prepare for future growth.
- (7) Unassigned fund balance represents the residual fund balance that has not been assigned to other funds, and is not restricted, committed or assigned for specific purposes within the General Fund. Unassigned fund balance changes as revenue is received and actual expenditures are incurred.
- (8) Title IVE is a reimbursement grant from the State. Title IVE revenue reflects billing for allowable Legal Supports and Adoption expenses for the period October 1, 2020 through September 30, 2021. As of September 30, 2021 all title IVE revenue billed was received, except for the months of July, August and September totaling \$110,158.27.
- (9) The AEAP revenue reflects billing for allowable/reimbursable services provided for the period October 1, 2020 through September 30, 2021. As of September 30, 2021 amount to be received for the months of June, July, August and September 2021 is \$ 293,149.21.
- (10) During the fiscal year it was determined that \$407,919.15 of the \$2,377,359.43 previously billed under the AEAP grant as revenue for FY 2020, was uncollectible for FY2021. To account for this loss in revenue we recorded a reduction in the Receivable (Due from Other Governments) and an increase in Direct Program Services expenses of this amount.
- (11) City of Ft Lauderdale Beach CRA ended, resulting in a reduction of the CRA fees.

TAB Y

For Council Meeting November 18, 2021

Issue: CSC Monthly Purchases for Administrative Operations.

Action: Approve CSC Monthly/Annual Purchases for November 2021.

Budget Impact: See attached Reports.

Background: The State Statute creating and governing the CSC, Chapter 2000-461, as amended, states:

Section 6: No funds of the council shall be expended except by check as aforesaid, except the expenditure of petty cash or the issuance of checks made payable for sums no greater than \$5,000, shall be expended without prior approval of the council, in addition to the budgeting thereof.

The Council's procurement policies and procedures stipulate that expenditures are approved by the Council prior to being expended. As such, the financial system requires a Council Approval (CA) date at multiple points throughout the system including all processed payments. Internal controls for tracking expenditures in accordance with the statute are validated by auditors every year and there have been no significant deviations since the inception of the Council.

Since 2004 at the Council's direction, staff was instructed to only provide back-up material for purchases when the item is over \$10,000. As always, back-up for purchases below \$10,000 are available upon request.

Current Status: In accordance with policy, please find attached the Invoices, Travel, Purchase Orders, Sponsorships, etc. for the month of November 2021. To facilitate reviewing the various purchases, staff has segregated the items into various categories. All purchases listed are within the budget approved by the Council at TRIM as amended from time to time.

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

Recommended Action: Approve CSC Monthly/Annual Purchases.



List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
November 18, 2021

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Purchase Orders (greater than \$10,000): Back-up documentation is attached:			
A. United Health Care and Guardian	Employee Health Insurance, Dental, Vision, Life & LTD Insurance for FY 21/22	\$ 849,767	See Issue Paper for Details
B. Robert Half International	Website Project Manager	\$ 19,000	See Issue Paper for Details; Not to Exceed Amount
C. Innuvo	Audio Visual System	\$ 189,632	See Issue Paper for Details
D. The Diamond Butterfly	Youth Summit Event Planner	\$ 30,000	See Issue Paper for Details; Not to Exceed Amount
E. M Network	20th Anniversary Media Campaign Costs	\$ 20,000	See Issue Paper for Details
Community Redevelopment Tax: To be paid once tax revenue is received but prior to Dec. 31, 2021			
Coral Springs	CRA Tax Increment 21/22	\$ 31,970	
Davie	Est. CRA Tax Increment 21/22	\$ 263,935	
Fort Lauderdale	CRA Tax Increment 21/22	\$ 739,003	
Hallandale Beach	Est. CRA Tax Increment 21/22	\$ 630,888	
Hollywood Beach	CRA Tax Increment 21/22	\$ 955,152	
Hollywood, Downtown	CRA Tax Increment 21/22	\$ 365,236	
Lauderdale Lakes	CRA Tax Increment 21/22	\$ 117,785	
Plantation	CRA Tax Increment 21/22	\$ 90,051	
Pompano NW	CRA Tax Increment 21/22	\$ 350,000	
Purchase Orders (less than \$10,000):			
ADP	ADP General Ledger Rewrite	\$ 1,750	
Budget Notary Services	Notary License Renewal	\$ 105	
Compensation Resources	Salary Matrix Update	\$ 2,500	
Gravic	Remark Software License Maintenance and Technical Support	\$ 725	Annual Renewal
Lenovo	Docking Stations for Laptops (10 @ \$163.87)	\$ 1,639	
Lenovo	T15 Laptops (6 @ \$1,536.96))	\$ 9,222	
Youth Summit Purchases			
M Network	Logo Creation for Youth Summit (4 @ \$900 ea)	\$ 3,600.00	System Goal 1.2.1
Publix	Lunch for 65 for January 8th Youth Summit Event	\$ 600.00	System Goal 1.2.1; Not to Exceed Amount
Employee Travel and Training			
Megan Turetsky	Florida Legislature; 10/18/21 - 10/21/21, 11/02/21 - 11/03/21; Tallahassee	\$ 1,964.00	
Betty Dominguez	November / December 2021 Accessible Documents; 10/22/21 - 12/22/21; Virtual	\$ 125.00	
Michelle Hamilton	HRABC Annual Conference; 10/29/21; Virtual	\$ 199.00	
Adamma DuCille; Keisha Grey	EMERGE 2021; 11/04/21; Fort Lauderdale	\$ 120.00	
Trainers / Material (Service Goal 1.1) Provider names and courses may be subject to change: Instructor Led Unless Otherwise Indicated			
AHAM Education	Culturally Responsive Mindfulness for Equity, Inclusion and Belonging	\$ 550.00	
AHAM Education	Trauma - Sensitive Mindfulness in Community Settings	\$ 550.00	
Aisha McDonald	Implicit Bias	\$ 550.00	Racial Equity Supports and Initiatives
Aisha McDonald	Microaggressions	\$ 550.00	Racial Equity Supports and Initiatives
Aisha McDonald	Racial Trauma	\$ 550.00	Racial Equity Supports and Initiatives
Aisha McDonald	Suicide Prevention and Cultural Considerations	\$ 550.00	Racial Equity Supports and Initiatives
Antoinette Grant	Youth Mental Health First Aid	\$ 3,900.00	
Antoinette Grant	Youth Mental Health First Aid (30 Books)	\$ 569.00	



List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
Submitted to the Children's Services Council
November 18, 2021

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Barbara L. Byrne L.C.S.W., Inc.	Stress Management Through Mindfulness for Social Service Providers	\$ 1,100.00	
Catherine Nieves	Youth Mental Health First Aid	\$ 1,300.00	
Catherine Nieves	Youth Mental Health First Aid (30 Books)	\$ 569.00	
Converge and Associates	Cultural Competence	\$ 1,100.00	Racial Equity Supports and Initiatives
Converge and Associates	Implicit Bias	\$ 550.00	Racial Equity Supports and Initiatives
Dilys Schoorman	Implicit Bias	\$ 1,100.00	Racial Equity Supports and Initiatives
Group Victory	Implicit Bias	\$ 1,650.00	Racial Equity Supports and Initiatives
Inner Inmate, Inc.	Stress Reduction through Attention Training	\$ 1,100.00	
Kimberly Kelleher	Youth Mental Health First Aid	\$ 1,300.00	
Kimberly Kelleher	Youth Mental Health First Aid (30 Books)	\$ 569.00	
Open Mind Adventures	Mindful Communication	\$ 550.00	
Open Mind Adventures	Resolving Conflict Harmoniously Part 1 & Part 2	\$ 1,650.00	
Open Mind Adventures	The Smart Way Through Transitions	\$ 550.00	
Pro Squared Consulting	LGBTQ Topics	\$ 2,200.00	
The Executive Learning Lab	Diversity, Equity, Inclusion and Belonging	\$ 1,650.00	Racial Equity Supports and Initiatives
The Pontis Group	Effective Time Management	\$ 1,100.00	
Sponsorship			
Broward Days	Broward Days; Tallahassee; 1/18/22-1/19/22	\$ 1,000.00	A Silver Sponsor includes two employees to attend the annual Broward Days event in Tallahassee and for one person to attend all local events throughout 2022.
Broward Education Foundation	Books and BOBS; Charles Drew, Watkins and Oriole Elementary; December 2021	\$ 1,000.00	Books and BOBS is a program supporting the needs of underserved and underrepresented Title I populations in Broward County. The events will feature Skechers and Shoe Carnival staff as volunteers, distributing and helping kids decorate their shoes in art-integrated activities. Families will leave the event with shoes, books and opportunities to win family-friendly game packs and board games.
City of West Park	Holiday Festivities Events; 12/2/21 and 12/16/21	\$ 1,000.00	This initiative at the City's holiday events will include a Kids' Focus initiative with an attempt to engage as many children and families as possible. The two events will focus on unity and cultural diversity while promoting family fun on the front lawn of City Hall.
Friends of the Brow Cty African-American Research Library and Cultural Center	Soulful Christmas: A Family Holiday Celebration; Fort Lauderdale; 12/18/21	\$ 1,000.00	This outdoor event will encourage imagination and creativity. Children will receive a gift bag with a craft kit, sweet treats, drink and a book. Each child will have an opportunity to take a picture with Santa and watch holiday movies on the Show Mobile.



List of Invoices, Travel, Purchase Orders, Sponsorships, etc.
 Submitted to the Children's Services Council
 November 18, 2021

Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Hollywood Spanish SDA Church	Remote Area Medical On-Site Visit; Hollywood; 12/4/21-12/5/21	\$ 1,000.00	RAM (Remote Area Medical) will be on-site to provide free dental (fillings, cleaning, extractions), free vision (eye exams, galucoma testings, eye glasses made on site) and free medical (general medical, women's health and more). All of these services will be open to children and their families.
National Aid Foundation for Unprovided Children, Inc.	13th Annual Thanksgiving Service Fair; Fort Lauderdale; 11/20/21	\$ 1,000.00	A Health Education Conference teaching the community about the preventions of Coronavirus in Creole. This event can also be followed on YouTube and Facebook.
Revelation Christian Church	Haitian Families Support Services Resource Fair; Lauderdale Lakes; 11/20/21	\$ 1,000.00	This event will highlight and provide community resources to children and families in the overall area of, but not limited to, social services.
The La Rosa Foundation	Thanksgiving Basket Brigade; Fort Lauderdale; 11/24/21	\$ 1,000.00	An annual event that collects and delivers baskets of non perishable food plus a \$10 publix gift card to families in need so they may enjoy a full Thanksgiving dinner.
YMCA of South Florida	Holiday in Sistrunk - A Community Celebration; Fort Lauderdale; 12/14/21	\$ 1,000.00	This event offers activities for youth development, information on health living, social responsibility and a toy give away for children. This event also builds community and provides some joy and stress relief to needy families during the holiday season.
Memberships			
Florida Association of Professional Lobbyists	2022 Annual Membership	\$ 200.00	

For Council Meeting November 18, 2021

- Issue:** Health Insurance and Related Benefits for All Employees.
- Action:**
1. Approve Health Insurance with United Healthcare (UHC) and Neighborhood Health Partnerships (NHP), a subsidiary of UHP.
 2. Approve Dental, Life, Vision and Long-Term Disability Insurance with Guardian, and Long-term Care with Unum.
- Budget Impact:** \$849,767 of \$907,405 Available within Fringe Benefits for the remaining 9 months of FY 21/22.
- \$283,256 Commitment for 3 months through 12/31/22 to be included in the Budget for FY 22/23. CSC is on a calendar year for benefits.
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Background: Employee benefits include a base plan health insurance for the employee and children (if applicable) paid for by CSC as well as an \$80.00 per month Cafeteria allowance for employees to use towards Dental, Life and Long-term Disability insurance. Staff contributes 3% towards their health insurance premiums. Furthermore, CSC pays for a basic Long-term Care insurance policy for employees only. Any premiums in excess of the Cafeteria Plan allowance are borne by the employee. The insurance renewal period is on a calendar period effective January 1, 2022-December 31, 2022.

Current Status: Staff worked closely with our brokers Brown and Brown, to review the health insurance options for the upcoming year. CSC's current health carrier, United Health Care (UHC) initially came in with a 12% renewal rate increase, but after several negotiating sessions they offered a 3% rate increase.

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

- Continue with United Health Care and Neighborhood Health Partnerships. Continuing these plans allows staff to have a choice of three health plans, maintains a relatively high level of benefits, as well as reasonable co-payments for all medical services, which are to be borne by the employee.
 - CSC provides a base plan HMO plan through NHP with employees contributing 3% of the premium.

- For those employees who wish to have access to a national provider network, they would pay 3% of the HMO premium plus the additional premium to “buy-up” to a United Health Care POS plan.
- For those employees who wish to participate in the High Deductible Plan, because the premium is less than the HMO, CSC would contribute the difference in the premium of the HMO plan through NHP (with employees contributing 3% of the premium) to a Health Saving Account (HSA). Employees may make additional contributions to their HSAs up to the maximum allowed per the IRS.
- Vision insurance plan had a slight \$159 annual increase and the Life insurance had a minimal \$766 annual increase and both plans are through Guardian.
- Other ancillary Guardian insurance products include Dental and Long-term Disability. There has not been an increase in the dental rates under Guardian over the last four years, and for this next year, they came in flat with no increase for the Long-term Disability. These ancillary insurance products are deducted from the Cafeteria allowance and any additional premium is borne by the employee.
- The Long-term Care policy is through Unum and those premiums remain flat for this next year.

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

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

For Council Meeting November 18, 2021

- Issue:** Website & WebApp Project Manager/Consultant.
- Action:** Approve Web Design Consultant/Project Manager through Robert Half Inc.
- Budget Impact:** \$20,000 of \$300,000 Available in MIS Budget for FY 21/22.
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Background: In 2017, Taoti launched a new CSC main website (www.cscbroward.org) using Drupal as a backbone for the site content. Over time, staff and providers reported that the site was not as user-friendly or intuitive to user navigation as was hoped for, and it was very difficult for staff to update and maintain content. In April 2021, Taoti informed CSC that the site needed to be upgraded to the latest version of Drupal due to security concerns or migrate to another content-driven platform such as Word Press. This was a good opportunity to review options, so an internal committee was formed to evaluate the functionality and useability of the website and make recommendations as to the best course of action.

The committee met and assessed the site and the options presented by Taoti and concluded that it was time to build out a new website using newer, more flexible technologies. Thus, an RFP needed to be written and new website designed and built. However, staff wished to have the help of an experienced Web Design Consultant/Project Manager with a high level of experience to guide in the development of a new website and app design/development. The consultant should be an SME with a minimum of five or more years of relevant proven experience operating, building, designing, and implementing a wide variety of websites and web applications. A procurement for such a consultant was released and there were no applications. When questioned why, it was conveyed that most of the web design firms were looking forward to applying for the actual design/build of the site and not the role a of a consultant.

Current Status: Robert Half is the staffing firm that CSC uses when temporary staff needs arise. They will aid staff in finding a temporary Web Design Project Manager to guide in the development of the website and Web App. The Web Design Project Manager will help staff on the project through the various stages such as conducting needs analysis surveys with stakeholders (staff, council members, service providers), help write the RFP requirements, design and implement a fully functional and adaptive website & application using newer more flexible technologies based on best practices. Once the site is up and running, staff should be able to maintain the site and easily stay current with its content. The Web Design Project Manager will be procured through Robert Half, and it is anticipated that it will take about six to nine months at a cost not to exceed \$20,000.

Recommended Action: Approve Web Design Consultant/Project Manager through Robert Half Inc.

For Council Meeting November 18, 2021

- Issue:** Select Vendor for Council Room Audio/Visual Upgrade.
- Action:** Approve INNUVO Inc to install the new AV system.
- Budget Impact:** \$ 189,632 Of \$ 200,000 Available in MIS budget for FY 21/22.
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Background: The last AV system upgrade was completed in 2016. While that upgrade included providing additional functionality to facilitate the recording, broadcast, and streaming of meetings and trainings via YouTube, Zoom, and other internet options, the recent shift to all virtual or in-person/virtual hybrid meetings has made it clear that our technology was not robust enough to meet this demand.

Current Status: In October 2021, an RFP for Audio/Visual Equipment Upgrade was released seeking to upgrade equipment in the control room and Council chambers. This modification will improve the sound, broadcast, and presentation quality of meetings and trainings. Two proposals were submitted, and the Rating Committee interviewed representatives from both vendors – INNUVO & Teer Engineering.

The Rating Committee was comprised of the following:
Marlando Christie, Roxanne Smith, Johnsingh Jeyasingh, Akil Edwards, Amy Jacques, Travis Johnson.

The rating committee ranked INNUVO as the top proposal. This proposal will upgrade the audio-visual equipment in the Council & Control Rooms and allow CSC to accomplish its goals of improving the video and audio quality of its monthly Council meetings, trainings, and presentations. The proposal covers the purchase and installation of equipment, system testing, end user training, engineered drawings, manuals, programming files, and 1-year installation warranty. INNUVO will also provide 2-sessions of on-site support during council meeting. The “not to exceed” total cost \$189,632.05 does not include cost for the carpentry, high and low voltage work needed to support the system. Those vendors are yet to be determined and once these actual needs are determined, it will be brought back to the Council for approval.

Recommended Action: Approve INNUVO Inc to install new AV system.

For Council Meeting November 18, 2021

System Goal	SYS 1.2 Research and Evaluate Systems of Care.
Objective:	SYS 1.2.1 Provide leadership and resources for community strategic planning to promote a coordinated system of care.
Issue:	Youth Summit Series (YSS) Event Manager.
Action:	Approve The Diamond Butterfly as YSS Event Manager.
Budget Impact:	\$30,000 Of \$56,600 Available in SYS Goal 1.2.1 for FY 21/22.

Background: The 2021-2022 Youth Summit Series will consist of five community events co-designed by the Broward Children's Strategic Plan co-chairs and committee members and one final event to celebrate CSC's 20th Anniversary and the last five years of the Children's Strategic Plan accomplishments. Due to the ongoing pandemic, the events will be either hybrid (in-person and virtual) or virtual only. The event manager will provide logistical support, data, and troubleshooting for the Youth Summit Series events.

Current Status: Staff received two bids to provide Event Management services. Staff reviewed and rated the bids. Below are the vendors, proposed costs and rating score averages:

Vendor	Hybrid Cost/Event	Virtual Cost/Event	Rating Average	Comments
The Diamond Butterfly	\$4,770+ planning hours	\$2,500+ planning hours	44	Evidence of experience with Broward Partners
StarMar	\$17,500	\$7,500	34	No evidence of Broward Work

Based on the qualifications, experience, and cost, staff recommend The Diamond Butterfly to provide Event Management consultation services.

Recommended Action: Approve the Diamond Butterfly as Youth Summit Series Event Manager.

For Council Meeting November 18, 2021

System Goal:	SYS 2.1 Educate the public about the availability of community resources and advocacy efforts on behalf of children and families.
Objective:	SYS 2.1.2 Educate Broward's taxpayers about issues, resources and services available for Broward's children and families using the full spectrum of media and community outreach tools to improve community's awareness of available resources.
Issue:	Allocate funds for 20 th Anniversary Marketing Costs
Action:	Approve allocating \$20,000 to M Network for 20 th Anniversary marketing related costs.
Budget Impact:	\$20,000 of \$44,000 Available in Unallocated in Goal 2.1.2 for FY 2021/22.

Background: Over the years, CSC staff has endeavored to educate the community about resources available through CSC funding, the work and worth of the organization using the full spectrum of media, as well as organizing and/or participating in hundreds of community events. The work is done understanding that we live in a diverse community that accesses and utilizes information in numerous ways. This FY, the CSC will be celebrating 20 years of providing the leadership, advocacy, and resources necessary to enhance children's lives. Part of the celebration will be in conjunction with a series of Youth Summit events related to the Broward Children's Strategic Plan.

Current Status: At the October meeting, the Council approved the carry-forward of \$20,000 for educating the taxpayers on the CSC's positive impact in the community over its 20 years history. M Network's team is developing a marketing campaign that includes identifying target audiences and creating assets to promote events and activities related to the celebration. Their proposal is attached and related costs are outlined below.

M-Network Campaign Elements for CSC 20th Anniversary		
20th Anniversary Video	Includes Pre-production, 1 shoot day, 1 edit day, production management, 1 track of music, graphics, voice-over, & project management	\$10,000.00
	:30-second PSA proof of performance style video	
	This video may be used at final signature event, on social media, and broadcast platforms	
20th Anniversary Celebratory Events Brand Strategy & support	Print Collateral- Design up to five 8.5x11 flyers to be used electronically and/or print.	\$4,875.00
	Includes design and project management	\$5,125.00
	Website support to promote 20th Anniversary signature events	
	Brand strategy and consulting for 20th Anniversary events	
	May include Strategy, Design, and Project Management	
Total for Campaign Deliverables (*Printing not included)		\$20,000.00

Recommended Action: Approve allocating \$20,000 to M Network for 20th Anniversary marketing related costs.

TAB Z

**Special Needs Advisory Coalition (SNAC) of Broward
Meeting Minutes
Thursday, October 7, 2021 @ 9:30am – 11:30am
Meeting Held via Zoom**

Chair(s) in Attendance:

Dr. Justin Kohlhagen (JAFCO Children's Ability Center); **Debra Hixon** (School Board of Broward County)

SNAC Members in Attendance:

2-1-1 Broward (Billie Morgan, Fran Isaza, Gail Moore); **Advocate** (Robert Mayersohn); **Advocacy Network on Disabilities** (Ire Diaz); **Agency for Persons with Disabilities** (Milroy Senat); **Arc Broward** (Jody Ellis); **Autism Speaks Florida** (Stacey Hoaglund); **Center for Hearing & Communication** (Olivia Angeli); **Dan Marino Foundation** (Susan Morantes); **Family Care Council** (Marty Norris); **Henderson Behavioral Health** (Luciangeli Flores); **Memorial Healthcare Systems** (Berta Plantz, Marilyn Camerota, Gabriela Pilarte); **Project 10** (Lisa Friedman-Chavez); **YMCA South Florida** (Alison Bregman-Rodriguez); **Nova-UM CARD** (Shantigra "Shae" Williams); **Parent Education Network** (Ally Walford); **Group Victory** (Aisha McDonald, Stephen Ferrante); **ELC Broward** (Allison Metsch); **University of Miami** (Ana Neveres, Nancy Torres); **Center for Independent Living** (Brian Johnson); **Eppy Group** (Craig Eppy); **Equine-Assisted Therapies of South Florida** (David Plath); **The Journey Institute** (Dr Harleen Hutchinson); **Children's Diagnostic Treatment Center** (Ellen Schrot); **Act 4 Me** (Florencia Tischler); **Broward Schools** (Gwen Lipscomb, Rhonda Said, Stacy Wolfe) ; **Broward College** (Jennette Kilroy, Stephanie Latimer); **Helping Adults with Autism Perform and Excel** (Larry Rothman); **Department of Health** (Mary Joyce, Rachel Baker-Blackwell); **Broward County Parks & Rec** (Miguel Solivan); **Flite Center** (Natarisha Bacon); **Unaffiliated organization** (Jennifer Goldfaden)

CSC Staff in Attendance:

Marissa Aquino-Planning & Evaluation Manager Special Needs; Piper Weber-Programs Manager; Shaquoia Wilson-Programs Manager; Andria Dewson-Programs Manager; Joshua Caraballo-Research & Evaluation Manager

- I. **Welcome & Introductions:** Debbi Hixon welcomed the members at 9:30 am.
- II. **Approval of Meeting Minutes:** Larry Rothman made a motion to approve meeting minutes, seconded by Ire Diaz, and passed unanimously.
- III. **Advancing Equity:** Ire Diaz, Advocacy Network CEO/President, shared a video of Black American Sign Language, <https://youtu.be/3HDm3kx3rhY>
- ✓ **Equitable Marketing:** Stephen Ferrante & Aisha McDonald presented on marketing using an equity lens. Diversity & Inclusion in Marketing includes race/ethnicity, age, gender identity & expression, sexual orientation, family

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status, socioeconomic status & class, shape & size, and other characteristics. Presenters encourage SNAC members to prioritize diversity when marketing their programs and know their target audience and demographics.

A PowerPoint presentation will be available after the meeting. For additional training, please contact Stephen Ferrante, sferrante@groupvictory.net

- ✓ **Intro to Motivating Culturally Responsive Services:** Shae Williams, AMC Project Leader from UM-NSU CARD, shared her team is conducting a study on disparities in Autism Spectrum Disorder (ASD) identification and services in the early years for Black children. A link to the survey and focus groups will be disseminated in the chat. The research project is to understand how Black children become identified with ASD. Ms. Williams, discussed how to motivate diversity and inclusion and how to create a welcoming environment for partners, friends, family etc. Some examples for inclusion in the workplace include ensuring staff and service recipients participate in organizational and structural change decisions and creating safe spaces to share feedback about desired programming.

For training in Diversity, Equity, and Inclusion, and Culturally Responsive Services, please contact Shantigra Williams at swillia2@nova.edu.

- IV. Mailman Center for Child Development FASST:** Ana Nevares, Assistive Technology & Education Specialist, shared the University of Miami's assistive technology program. FASST stands for Florida Alliance for Assistive Services and Technology (FAAST). They offer free assistive technology services to children and adults with disabilities and their families throughout the state. These short-term equipment loans help individuals decide the most appropriate device to purchase and can also be used as short-term accommodations.

For more information on the program, please contact Ana Nevarez at telephone 305-243-5706 or email: anevares@med.miami.edu.

- V. The Eppy Group:** Craig Eppy, Financial Advisor, from The Eppy Group, presented on Special Needs Planning. The Eppy Group provides financial planning for children and adults with special needs. The Special Needs Planner work with social workers, health care providers, and accountants to review financial planning and offer options for the family situation.

For more information on Financial Planning, contact Craig Eppy at 954-271-7888 at c.eppy@eppygroup.com.

- VI. Broward College - Seahawk NEST Grant:** Jennette Kilroy, Project Coordinator, presented on the Seahawk NEST Academy, a post-secondary transition program. Seahawk NEST is a three-year program with four main goals for students: 1) gain skills in independence and self-advocacy, 2) develop and

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maintain goals in the areas of academic and occupational skills, 3) complete the Broward College Professional Certification, and 4) gain meaningful employment.

Student eligibility includes be 18 years of age, graduated with a high school diploma, and diagnosed with intellectual disability. There is one success coach designated to the Seahawk NEST students on each campus. The NEST Success Coach assists with registration of classes, provide academic support as needed, develops career plans with students, and assist with on-the-job training.

For more information on the program, contact Jennette Kilroy Project Coordinator, Seahawk NEST Grant at jkilroy@broward.edu.

- VII. Broward County Public School:** Rhonda Said, District Coordinator for Psychological Services, reported the timeline for appointments of referrals received in September. The screenings are being conducted virtually. For Part B, appointments are being made in order of the referral date. Appointments have been scheduled for late October and November. For Part C, appointment are schedule in order of the child's birth date, which is schedule 6-8 weeks prior to the 3rd birthday.

In school year 2020-21, 1601 Part B children were scheduled for screening. Of these, 1310 were screened and 18% did not show to their appointment. The year prior, 1798 children were scheduled, 1519 were screened and 16% did not show to their appointment.

In school year 2020-21, 1367 Part C children were scheduled for screening, 1217 were screened and 11% did not show to their appointment. The year prior, 1140 children were scheduled, 968 children were screened and 16% did not show to their appointment. Timeliness data will be shared with the Early Identification Committee meeting.

- VIII. Break-Out Connections:** Postponed until December due to meeting time constraints.
- IX. 211 Broward Special Needs Website:** Frank Isaza, 211 Broward Chief Operations Officer, provided an overview of the 211 Special Needs website with the incorporated feedback from the Education and Awareness SNAC subcommittee. The website is live and is shared with the community. <https://www.211-broward.org/special-needs-connections>.
- X. Legislative Priorities:** Megan Turetsky, CSC Government Affairs Manager – Absent

XI. SNAC subcommittees Updates:

- ✓ **Education & Awareness:** Michelle Kenney & Brian Johnson - Absent
- ✓ **Program & Parent Support:** Alison Bregman-Rodriguez reported the special needs follow up assessment was distributed to the SNAC members. Once enough responses are collected, the subcommittees will review the results and create objectives.
- ✓ **Policy & Systems:** Piper Weber announced since the Policy & Systems Committee was created in 2019, it has successfully achieved its desired outcomes and has no current objectives. The committee is going to stop meeting officially. As issues arise that are policy and systems related, a workgroup may be formed based on a consensus from the SNAC.

XII. Community Meetings Updates:

- ✓ **Autism Multicultural Collective Initiative:** Shantigra Williams, AMC Project Leader from UM-NSU CARD reported on the Autism Multicultural collective's upcoming events such as "Bringing culture to the table" and the Holiday event. Mx. Williams also presented an "Intro to Motivating Culturally Responsive Services: For Service Provider Leadership." The presentation covered actionable steps to stimulate transformational processes which promote and encourage diversity, equity, and inclusion within organizational structure and service provisions.
- ✓ **Early Identification Stakeholder Meeting:** Ellie Schrot, Director of Early Steps, reported the committee has reengaged and recommitted to providing Broward County's children and youth with disabilities with the best services. Topics for discussion will include: improving screening and early access to services, ensuring children are assessed timely for school readiness, policy initiatives and/or legislative discussion to include a review the Florida Office of Early Learning Final Report. The committee developed a tracking matrix that includes providers, screening and referral data. For more information on the committee, contact Ellie Schrot at eschrot@browardhealth.org
- ✓ **Employment Taskforce:** Stacy Wolfe, BCPS Transition Supervisor, reported on the Employment Taskforce which consists of STEP providers, BCPS Job Coaches from every high school, and ESLs Transition team members. The Taskforce continues to meet to review the share the employment database. The next virtual meeting is scheduled for November 2, 2021.
- ✓ **Transition Happens: Broward Transition Interagency Team–** Ally Walford, PEN/FND

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Broward County Public School Transition Department representative, Stacy Wolfe, will provide an update on deferment options for the 2021-22 school year. An overview and update from Vocational Rehabilitation for young adults transitioning out of high school is scheduled for the next meeting. The next meeting is scheduled for November 3, 2021 at 9:30am via MS Teams.

XIII. Community Roundtable

XIV. Next Meeting December 2, 2021 at 9:30 am via Zoom.

XV. Adjourn

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

**Agency Capacity Building Committee Meeting Minutes
November 3, 2021**

2:00PM – 4:00PM

Participants in Attendance: Dr. David H. Kenton, A.J. Donaldson, Carine Eugene, Elisa Gonzalez, Hudelaine Deus, Joshauwa Brown, Katharine Ospina, Krystal Jordan, Latoya Kelly, Lerue Sarvis Jr., Linda Houston Jones, Michelle Shirley, Shalon Noel, Shartonya Williams, Sylvia Johnson and Tyrus McCloud, Djenane Gourgue, Doreen Malcolm, MVG Consulting LLC., and Tina Weiss.

Community Resource: Roderick Harvey and Brinaire Jean (BJ), Alexander Rebb

Guest Speakers and Panel: Rafael Cruz – Small Business Development Center, Fort Lauderdale; George Gremes – SCORE Broward; and Attiqa Syeda - Sanad Trust Foundation

CSC Staff in Attendance: Adamma DuCille, Roxanne Smith, Piper Weber, and Yolanda Meadows.

Agenda:

I. Welcome:

II. Ms. Adamma DuCille, Director of Equity and Organizational Development, called the meeting to order and thanked everyone for attending the year's final ACB meeting. Ms. DuCille spoke briefly about the meeting's topic and the agenda. She advised the group that the council members who lead this group would be joining shortly.

III. Approval of the Minutes:

Ms. Katharine Ospina motioned to approve the August 25, 2021 meeting minutes. The motion was seconded by Mr. Rafael Cruz and passed unanimously.

IV. Introduction of Community Spotlight Guest Speaker and Panelists:

Ms. DuCille introduced the local experts for the spotlight and panel discussion. She introduced the format to new ACB meeting attendees. She shared that the experts would be sharing their knowledge, expertise, and skills related to professional and organizational development.

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

V. Community Resource:

Mr. Jean discussed his role at Alexander Rebb and gave a brief overview of the types of consulting services the company provides. Mr. Harvey explained that the company was created to help fill the gap for businesses that needed affordable business expertise, such as financial auditors and accountants. He stated that the company has since gone on to expand to offer many additional services.

He stressed the importance of providing high-level service to their clients. Mr. Harvey shared the three ways the company connects with the community, including serving as a fiscal sponsor, consulting, and business or for-profit engagement. He gave some history about the company and how they have helped clients gain the ability to be entirely self-sufficient.

VI. Introduction of the Panel:

Ms. DuCille spoke about the significance of capacity building and emphasized how resource-rich the County is. She advised that CSC and partners have placed a significant focus on racial equity over the last several years. She introduced CSC council member Dr. David Kenton and thanked him for attending the meeting. Ms. DuCille introduced the panelists and thanked them for supporting nonprofit organizations and the local community.

VII. Business Consulting and Coaching (Panel Discussion):

The panelists gave an overview of their organizations, their connections to the community, and an overview of their staffing structure. They spoke about the various services they provide and how they have continued serving during the pandemic. Mr. Gremes and Mr. Cruz both discussed the multiple tools they use and provided more detail on the diverse group of experts within their perspective organizations and how they work with local nonprofits to help strengthen their operations. They discussed their connection to CSC and capacity building and how CSC has been instrumental in bringing experts together to enable organizations to reach the next level of their development.

Attiqua Syeda with Sanad Trust Foundation, a former CSC capacity-building grant recipient, spoke about her role in the organization and how the Sanad Trust Foundation serves children and families in Broward County. She also discussed how instrumental the SBDC has been in supporting them throughout the capacity grant process.

DRAFT

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

Ms. DuCille opened the floor for questions. Panelists answered each question in-depth and gave valuable solutions where applicable. Each panelist provided contact information for their organization for those who had additional questions or would like to reach out for assistance.

Closing:

Ms. DuCille thanked the panelists and participants for being present and announced that the next quarterly meeting would be held in February 2022.

The meeting was adjourned at 4:06 pm.

Funders Forum Meeting Summary November 5, 2021

Members Virtually Present:

Adamma DuCille, Children's Services Council (CSC); **Angelica Rosas**, Community Foundation of Broward County; **Angelika Schlanger**, The Frederick A. DeLuca Foundation; **Cassandra Evans**, Department of Juvenile Justice (DJJ); **Dawn Liberta**, Department of Children and Families (DCF); **Denesee Rankie-Palmer** for Larry Rein, ChildNet; **Dion Smith**, Children's Services Council (CSC); **Keyonia Lawson**, CSC; **Lisa Bayne**, CSC; **Lori Canning**, Broward County Public Schools; **Margaret de Cambre-Borges**, DCF; **Maria Juarez Stouffer**, CSC; **Marisa Kinney**, BCPS; **Melanie Burgess**, The Jim Moran Foundation; **Monica King**, Broward Healthy Start Coalition; **Monica Menahem**, The A.D. Henderson Foundation; **Renee Jaffe**, Early Learning Coalition (ELC); **Sheri Brown Grosvenor**, Community Foundation of Broward County; **Silvia Beebe** for Darrell Cunningham, Broward County Community Partnership Division; **Silvia Quintana**, Broward Behavioral Health Coalition (BBHC); **Stephanie Scott** for Maria Hernandez, United Way; **Sue Gallagher** (CSC);

Guests Virtually Present:

Germain Smith-Baugh, Urban League of Broward County

Welcome & Introductions:

Dion Smith welcomed members and self-introductions were completed.

Approval of the October 1, 2021 Meeting Minutes:

Lori C. made a motion to approve the minutes as presented. The motion was seconded by Dawn L. and passed with no opposing votes.

Advancing Systemic Change through Policy and Advocacy:

Dion S. introduced Germain Smith-Baugh, President and CEO for the Urban League of Broward County who spoke to members about the multi-year funding they received from the Community Foundation of Broward and The Jim Moran Foundation to establish a Policy, Advocacy and Racial Equity Division. This division will convene with stakeholders and residents to make systemic changes to their programs, policies and practices.

This initiative was sparked from data obtained from drafts of The State of the Black and Brown Report and The State of the Hispanic Report that showed how racial disparities continue to exist. This report is due to be released early next year.

Germain S.B. thanked members that participated and provided input toward this work. She

anticipates bringing this initiative to other boards in the future to continue the work.

Resiliency Training for Non-Profits

Sheri Brown Grosvenor, Community Foundation and Stephanie Scott, United Way presented on the Resiliency and Recovery (R&R) Program that helps nonprofits recover, increase resiliency and maintain stability when they are managing a crisis such as, the pandemic or a hurricane. The program consists of seven virtual training and coaching sessions, which includes information about risk and organizational management, provided by experts from Risk Alternatives and the Executive Service Corps of South Florida.

Each selected nonprofit organization can receive a grant up to \$25,000. The Executive Director/CEO must commit to participating in at least four of the seven sessions (three that are mandatory). Up to three staff members may also participate. The program timeline will run from September 14, 2022, to February 15, 2023.

Currently there are two cohorts that include 12 organizations. These organizations were recipients of the HEROS awards that honored their staff for their work during the pandemic.

Sheri B.G. mentioned that the program costs approximately \$270,000. She asked members to let her know of any organization that would benefit from this training as they are planning to have a third and fourth cohort, but slots are limited. The flyer is attached for more information.

Help the Helpers Initiative

Angelika Schlanger, The Frederick A. DeLuca Foundation, presented the Help the Helpers Initiative that supports nonprofit front-line workers. The United Way of Palm Beach and the Palm Beach Nonprofit Chamber along with other community funders created a pool of funding called the Help the Helpers Fund to help nonprofit CEO's recognize their front-line workers by rewarding staff with items such as, gift cards, a catered event, trainings, self-care, or a retreat. In Palm Beach, \$433,000 was raised and split among the eligible nonprofit organizations. This work was publicly recognized in the media. Angelika S. provided the news link: <https://cbs12.com/news/morning-show/hometown-heroes-one-of-a-kind-initiative-supports-nonprofit-workers-in-palm-beach-county>.

The Frederick A. DeLuca Foundation and the United Way of Broward would like to bring this initiative to Broward County. This collaboration will include the Community Foundation of Broward, the Health Foundation and The Jim Moran Foundation. Stephanie S. added that all dollar amounts are welcomed and asked members to join the committee and help with pushing out the survey to identify nonprofits in Broward. They plan to finalize contributions in the next couple of weeks and want to announce the awardees before the end of the year.

Angelika S. asked members to please contact her at aschlanger@freddelucafoundation.com, Stephanie Scott sscott@unitedwaybroward.org or Maria Hernandez mhernandez@unitedwaybroward.org for more information.

Hope Initiative

Dawn Liberta presented the Department of Children and Families' (DCF) HOPE Florida initiative that is geared towards helping to stabilize individuals and families in partnership with a team of Care Navigator. To receive assistance, call the HOPELINE at 850-300-HOPE and a referral will be submitted to the HOPE Florida Initiative. A Care Navigator will contact the client within two business days. The Care Navigator will complete an assessment and will work with the client to identify goals, provide a personalized care plan and connect them to community resources. The Care Navigator will contact the family on a weekly basis to discuss progress and will continue to work with them until barriers are eliminated. The flyer is attached for distribution.

Sue G. offered to connect Dawn L. with Broward College who received a grant, Broward UP Promise Neighborhoods Program. This program will provide family navigation services too.

Dawn L. will also connect with Silvia B. regarding the Care Navigators receiving trainings about services available for homeless clients.

Behavioral and Mental Health Needs of Students

Marisa Kinney, Broward County Public Schools, Director, Student Support Initiatives & Recovery, reported that student mental health needs are on the rise across the county.

Maria J. S. shared that Deborah Gavilan, Director of Before and After School Child Care, asked whether CSC could offer afterschool staff additional trainings on de-escalation and suicide prevention. CSC is working to offer these additional trainings.

Marisa K. shared that BCPS is working to provide a mental health professional at afterschool sites that are experiencing challenging student behaviors.

Maria J.S. also shared that CSC funded after school programs are having challenges recruiting and retaining staff as a result of the increased wages available in other entry-level jobs. These programs have children on a wait list due to staff recruitment issues. CSC approved salary increases to \$15 per hour for the Maximizing-Out-Of-School (afterschool and summer) provider staff effective November 1st. CSC will present recommendations regarding the other CSC-funded program staff wages at the November Council meeting.

Stephanie S. suggested that United Way could also provide some trainings that may benefit BCPS staff and afterschool providers. She will connect with Marisa K.

DRAFT

Marisa K. provided an update that the Broward County School Board and Broward Behavioral Health Coalition (BBHC) are finalizing an agreement which would have BBHC provide care coordination to students with severe behavioral and mental health issues. The agreement is going through the final approval process.

Marisa K. also confirmed with Angelika S. that the Family Counselor Program hours are during the school day, but several counselors offer evening sessions. The program is a short-term counseling program so if there are ongoing needs the family will be referred to a BCPS partner.

Report out by Funders Forum Members:

Children Services Council

Results of the CEO Racial Equity in Action Learning Series

Adamma D. provided an update of the five-part Nonprofit CEO Racial Equity in Action Learning Series that has now ended. Adamma reported that 35 local nonprofit organizations participated. 80% responded that it helped to form their vision. 88% responded that it helped them to identify the barriers to help move their work forward and 95% responded that the tool kit provided was a high point as participation during discussions were improved.

Adamma D. is now planning for the second learning series to be launched in February 2022. She thanked United Way and Community Foundation of Broward for their support.

COVID-19 Funder Spreadsheet Update

The COVID-19 Funder Spreadsheet continues to be updated and sent out to members. Maria J.S. reminded members to send their updates to Cynthia Reynoso, CSC's Sr. Programs Manager at creynoso@cscbroward.org and for a copy to please email Keyonia L. at klawson@cscbroward.org

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

Children's Services Council

Maria J. S. announced that CSC has released the Maximizing Out of School Time (MOST) RFP and plans to release the HEAL Trauma RFP to serve the Central East region in November.

Community Foundation of Broward

LGBTQ+ Social Justice & Equity Funders Collaborative RFP

Sheri B. G. announced that the Community Foundation of Broward partnered with Our Fund Foundation Funders Collaborative to release their LGBTQ+ Social Justice & Equity Funders Collaborative RFP. The focus of the procurement is to help change the narrative regarding LGBTQ+ BIPOC (Black & Indigenous People of Color). The collective goal is to invest in creating a more equitable community through an active commitment against racism and by taking actionable steps to effect meaningful and long-lasting structural change for LGBTQ+ BIPOC. The focus of the RFP is to build paths to equity for LGBTQ+ BIPOC Community. 15 nonprofit organizations were included in the focus group. Sheri B.G. will provide an update on the awardees. This procurement is located at <https://www.cfbroward.org/grant-opportunities/broward-pride>

Community Foundation of Broward Art of Community - Arts & Social Justice RFP

Sheri B.G. announced that the Art of Community RFP was also released. This RFP will use the arts as a tool or catalyst to heighten awareness, deepen knowledge, and mobilize action on social justice issues to uplift their communities. This procurement is located at <https://www.cfbroward.org/grant-opportunities/art-of-community>

Broward Behavioral Health Coalition

Silvia Q. announced that BBHC received funding from the State of Florida to fund an Episode Psychosis Team that is a preventive type program for youth ages 16–35 that have their first psychosis experience. Henderson Behavioral Health was the first team to receive the award and now they have released another procurement to fund a second team. The awardee will be announced in the next two weeks.

Additional Updates:

Early Learning Coalition

Renee J. announced that ELC received notice of an award of \$20 million in additional COVID relief funding from the Division of Early Learning for small childcare business. They will be releasing an application for childcare centers to apply for funding. 500 childcare business applied for the grant during the last round of funding.

Renee J. also announced that ELC will have the opportunity to apply for a workforce incentive grant that would provide them with approximately \$2.3 million dollars to help recruit and retain staff in ELC centers.

ELC has also contracted with Nova Southeastern University to provide required trainings for childcare providers. These are trainings that childcare providers would normally pay for themselves.

ELC has also received funding to enroll more children currently on their school readiness waitlist. Last year they enrolled 3000 children and they are in hopes to duplicate those efforts. Renee J. plans to start rolling out their outreach campaign in the next couple of weeks and asked members for their assistance in getting the word out.

Next Meeting

The next virtual meeting will be on December 3, 2021 from 2:00 p.m. to 4:00 p.m. If members have any items to include on that agenda please email Keyonia L. at klawson@cscbroward.org.

The meeting adjourned at 4:10 p.m.

Next Steps, Tasks & Follow-up

➤ **On-going topics & updates:**

- Sandra V.E. to present about the COVID-19 Impact on Non-Profit Report in December.

➤ **Next Steps:**

- Sue G. will connect Dawn L. with Broward College about the Broward UP Promise Neighborhoods Program.
- Dawn L. will connect with Silvia B. regarding trainings when connecting clients to areas such as housing.

➤ **Ongoing Tasks:**

- A document is being created by CSC which will include the range of salaries for case management staff with bachelor's degrees and master's degree mental health therapy staff. This document will be shared with members to input salary ranges for their funded case management and mental health staff.
- Members to gather feedback about experiences regarding the quality of RFP applications being submitted by some nonprofit partners. This feedback will be present to the CEO's at a future Non-Profit Executive Alliance meeting with Sandra V.E.



Resilience and Recovery (R&R) Program

Increase the resilience of your nonprofit in a series of seven virtual training sessions and coaching with risk and organizational management experts

Resiliency Plan Implementation: receive up to a \$25,000 grant

Program Timeline: September 14 – February 15 All sessions are virtual.

Program/grant requirements are simple:

- Executive Director/CEO commitment to participate in at least 4 of the 7** (75 min.) sessions described herein, although we encourage participation in ALL of them. Three are noted as mandatory: Session 1 - Resilience 101, Session 3 - Resilience in Action, and Session 5 - Crisis Communication.
- Also, **up to three additional** staff may participate with you, if desired.
- Submit your plan** with a budget for a grant award of up to \$25,000 **by March 7**.

Schedule

<u>Session</u>	<u>Topic</u>
1	Resilience 101
2	Board and Staff Role (because who should be doing the stuff from 101, and how does the board fit in)?
3	Resilience in Action
4	Business Continuity
5	Crisis Communication (because no plan is perfect)
6	Lean Scenario Planning
7	How to Improve Your Nonprofit, One Step at a Time

CO-HORT 1 (12)

Broward Education Foundation

Canine Assisted Therapy

Broward Center for the Performing Arts

Art and Culture Center/Hollywood

Museum of Discovery & Science

Gilda's Club of South Florida

LifeNet4Families

Lighthouse of Broward

Healthy Mothers Healthy Babies Coalition of Broward

Sawgrass Nature Center and Wildlife Hospital

Habitat for Humanity

Broward Health

CURRENT COHORT 2 (14)

Women in Distress

Jack & Jill Children's Center

Mental Health Association

Seafarers House

Stranahan House

YMCA

Junior Achievement

Hispanic Unity

Feeding South Florida

HANDY

PACE- Sara Nunez

Broward Housing Solutions

Community Based Connections

Jessica June Children's Cancer Foundation



I lost my job due to COVID and fell behind on my rent and utilities. My Care Navigator assisted me with my application on OurFlorida.com website. I received notice two weeks later that I was approved for 3 months of rental assistance which was helpful while I was waiting to start my new job. OurFlorida paid my landlord directly and sent me the money for my past utility bills. I was extremely grateful for the assistance I received through Care Navigation.

Amanda, Tamarac FL



SERVING
BROWARD
PALM BEACH
ST. LUCIE
MARTIN
OKEECHOBEE
INDIAN RIVER

HOPELINE
850-300-HOPE

HOPEFLORIDA
A PATHWAY TO PROSPERITY



Uniting communities through 'Care Navigators' to guide Floridan's on an individual path to prosperity, economic self-sufficiency and hope.

WHAT IS CARE NAVIGATION?

As a participant in Care Navigation, we will provide you with support and resources to help you achieve your financial and personal goals. We are here to cheer you on as you overcome the barriers affecting you on your way to a positive lifestyle.

WHO CAN BENEFIT?

- Public benefit customers statewide
- Children aging out of foster care
- Pregnant mothers contending with substance abuse disorders
- Parents and families who need assistance

WHAT'S IN IT FOR YOU?



REFERRAL SERVICES INCLUDE:

- FIRST TIME HOMEBUYER
- SHELTER ASSISTANCE
- JOB SEARCH
- BILL PAY ASSISTANCE
- FOOD
- RENTAL ASSISTANCE
- CHILDCARE
- MENTAL HEALTH
- EDUCATION
- PERSONAL HYGIENE PRODUCTS



HOW TO ENROLL?



INFORM YOUR DCF WORKER



DCF WORKER SUBMITS REFERRAL



CARE NAVIGATOR WILL CONTACT YOU WITHIN 2 BUSINESS DAYS



COMPLETE BRIEF ASSESSMENT WITH CARE NAVIGATOR



CARE NAVIGATOR WILL WORK WITH YOU TO IDENTIFY PERSONAL GOALS & PROVIDE PERSONALIZED CARE PLAN WITH COMMUNITY RESOURCES



CARE NAVIGATOR WILL CHECK IN WEEKLY TO DISCUSS PROGRESS AND LIMITATIONS WORKING WITH YOU UNTIL ALL BARRIERS ARE ELIMINATED

CSC In The NEWS

South Florida 100: With low turnout, your vote matters this Tuesday more than ever

SOUTH FLORIDA SUN SENTINEL | OCT 30, 2021 AT 9:00 AM

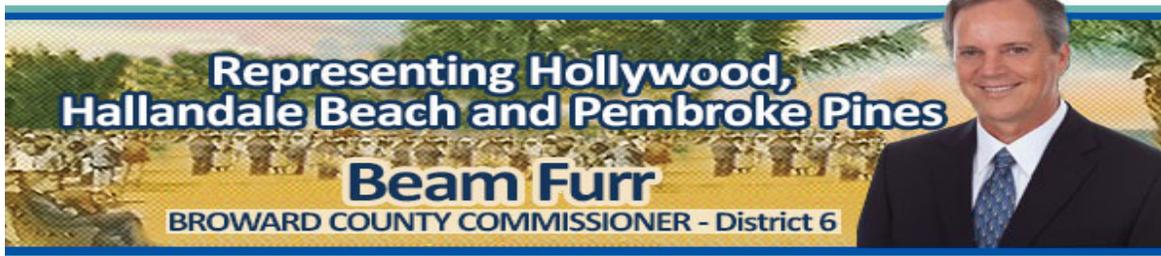


Beam Furr, member, Broward County Commission

Last week: This week, a coalition of partners in Broward County gave out 40,000 books for the most successful Read for the Record event yet! Read for the Record is an event that encourages adults to read with children to stimulate a love of reading. For the past six years, Broward County has worked with the Early Learning Coalition, Children's Services Council and School Board to improve childhood literacy. After years of significant progress in terms of third-grade reading scores, the past year saw a decline due to the pandemic. It is critical we make the investments to get back on track.

Looking ahead: Some 73,000 voters in Broward County have been sent letters asking them to reenroll for a vote-by-mail ballot. Many of these voters have cast ballots in every election for decades and are used to being automatically reenrolled for a ballot. These voters are also disproportionately seniors. This is part of new laws signed by the governor making it more challenging to receive a vote-by-mail ballot for Florida voters. Our supervisor of elections office is working diligently to make sure everyone enrolls. We should be encouraging more people to vote, not making it more difficult to vote for those who want to.

Source: [South Florida 100: With low turnout, your vote matters this Tuesday more than ever - South Florida Sun Sentinel - South Florida Sun-Sentinel](#)



In the Loop - October 2021 Edition

Childcare Crisis

The childcare industry is in crisis. Childcare teachers are not paid near enough – and the shortage of teachers has led to less spaces for children, which means parents cannot go back to work. The American Rescue Plan set aside \$1.2 billion in funds to support this industry, but the State of Florida has failed to distribute these funds. These monies could address the shortage of teachers, increase capacity of childcare centers, and benefit our entire workforce. Investing in childcare will help pay these teachers what they deserve – and help to jumpstart our local economy as we emerge from the pandemic. This is a critical issue for all residents to continue to pay attention to. In the meantime, **I encourage residents to check out the [Children's Services Council of Broward County 2021-2022 Family Resource Guide](#)**. This guide helps parents and families know what resources are available to help their children, especially as we transition from the COVID-19 pandemic.

By [South Florida Caribbean News](#) November 2, 2021

Children's Services Council of Broward County hires Dr. Sharetta Remikie as Chief Equity and Community Engagement Officer



Dr. Sharetta Remikie

[LAUDERHILL] – The Children's Services Council of Broward County (CSC) is proud to announce that Dr. Sharetta Remikie has joined staff as the first Chief Equity and Community Engagement Officer. Dr. Remikie began in her new post on October 18th, 2021.

The newly created position replaces what was previously the Chief Communications Officer one, that was held by Sandra Bernard-Bastien. Ms. Bernard-Bastien retired on September 30th.

Career Profile

Dr. Remikie, most recently the Director of Maternal Child Health at March of Dimes. She holds a Doctorate Degree in Education. With her dissertation exploring pregnancy or infant loss among African American women in Broward County.

For over 30 years, Dr. Remikie has used her various professional roles and community activism to tackle the cause of health equity as a social justice issue. Her pursuit for equity fuels her journey as a national trainer and motivational speaker on race, diversity and women issues.

For much of her professional and volunteer career, she has worked to ensure that marginalized women have happy and healthy pregnancies. As well as healthy birth outcomes.

New Role

In her new role, Dr. Remikie will oversee the CSC's training and capacity building programs, as well as its communications and community engagement efforts, helping to ensure that tenets of Diversity, Equity and Inclusion (DEI) are applied in matters of distribution of resources, information, access, and engagement in support of the children and families of Broward. "I look forward to working for an organization that is known and respected, not only in Broward, but statewide and across the Nation, for its ability to positively impact the lives of hundreds of thousands of children and families. This is a pivotal moment in history, as we recognize the multigenerational impact of structural racism and work to dismantle its toxic effects while building a better Broward and a better world together," said Dr. Remikie.

"Having been among the community leaders bringing awareness on racial equity and equity across all underrepresented populations, we are excited to bring Sharetta on board," said Cindy Arenberg Seltzer, President/CEO of the CSC. "Sandra's legacy at the forefront of this work is being celebrated with the creation of the new position. And, we know will be taken to the next level by Sharetta's passion and dedication to the community we serve," she added.

Achievements

Among her many achievements, Dr. Remikie was inducted into the Broward County Women's Hall of Fame in 2016. She is a member of the Delta Eta Zeta chapter of Zeta Phi Beta Sorority, Incorporated.

Source: [Children's Services Council of Broward County hires Dr. Sharetta Remikie as Chief Equity and Community Engagement Officer : South Florida Caribbean News \(sflcn.com\)](https://www.sflcn.com/news/childrens-services-council-of-broward-county-hires-dr-sharetta-remikie-as-chief-equity-and-community-engagement-officer)

Keep expanding mentoring programs for Broward's young women | Opinion

By SYLVIA GURINSKY

SPECIAL TO THE SUN SENTINEL | OCT 21, 2021 AT 11:00 AM

It's been a difficult time for females.

There have been pronounced struggles for girls and young women in recent years — not only because of COVID-19 but also because of a political, economic and social atmosphere that has not shown them respect.

News stories have focused on everything from restrictive laws to social media issues. The recent Nobel Prizes listed no women in the science, medicine or literature categories. And despite such achievements as Kamala Harris as vice president, a recent study by American Political Science Review indicates that young girls don't view themselves growing up to be elected officials.

Historically, Broward County has been blessed with groundbreaking female elected officials, civic leaders and business owners. Many of those women have shared their experiences and advice with younger generations.

Broward has a number of organizations that help girls and women in dire circumstances, including [Pace Center for Girls](#) and [Girls Coordinating Council](#) (part of the [Children's Services Council of Broward County](#)).

A 2018 study Status of Girls and Young Women report for Broward, whose participants included the above organizations, highlighted the need for help for girls, particularly girls of color. The program also featured achievements by those and other groups, including [Boys & Girls Club of Broward County](#).

More efforts for networking and mentoring would be useful from public entities — particularly the Broward school district and municipal after-school and summer programs.

There are some clubs and organizations specifically for girls in Broward's public high schools. A couple of schools, for instance, have local chapters of [Girls Who Code](#), an organization that encourages entry into high technology. A few schools also have chapters of [Women of Tomorrow](#), a mentoring organization founded by former WTVJ news anchor Jennifer Valoppi in 1997.

For year-round school breaks, the city of Lauderdale promotes the Girls Too Women mentoring program, known as F.O.C.U.S. (Females Overcoming Challenges while Understanding how to Succeed). The organization's programs are conducted in-person and virtually.

There are plenty of opportunities for more types of school and municipal organizations, particularly in Broward's growing industries — the visual and performing arts, the environment, health care and even politics, if elected officials show a better example than the bitter feuds witnessed in recent years.

Journalist and Women in Distress founder Edee Greene, a 20th century icon in Broward, often told other women, "Don't be afraid to stick your neck out."

That's the attitude to extend to coming generations of young women in Broward.

Source: [Keep expanding mentoring programs for Broward's young women | Opinion - South Florida Sun Sentinel - South Florida Sun-Sentinel](#)

CSC Correspondence



October 15, 2021

**CHILDREN'S
SERVICES COUNCIL MEMBERS:**

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

*Hon. Kenneth L. Gillespie, Vice Chair
Judicial Member*

*Dr. David H. Kenton, Secretary
Governor Appointee*

*Cathy Donnelly, Immediate Past Chair
Governor Appointee*

*Dr. Vickie L. Cartwright
Interim Superintendent
Broward County Public Schools*

*Beam Furr
Broward County Commission*

*Donna P. Korn
Board Member
Broward County Public Schools*

*Tom Powers
Governor Appointee*

*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*

Dear Dr. Cartwright:

We have been a proud partner, along with Broward County Public Schools, in the development of Talent Forge with a focus on establishing a culture of commitment to develop a locally resilient and sustainable talent pipeline for Broward County. As you may know, Talent Forge is a consortium that was formed in January of 2020 to establish a talent development strategy in collaboration with local employers. This community initiative comprised of Broward County business, education and public service leaders, strives to lift young lives, nurture promising talent, and fills gaps in business pipelines that strengthen the local economy. Talent Forge partner organizations include: Boys and Girls Club of Broward County, Broward County Public Schools, Broward Education Foundation, Broward Workshop, Children's Services Council of Broward County, Community Foundation of Broward County, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Chamber of Commerce, Junior Achievement of South Florida, and United Way of Broward County.

The goal of this initiative is to unify and streamline a countywide interagency communication and implementation strategy to sustain and scale work-based learning experiences for Broward youth. We collectively seek to strengthen communication, education, engagement and sustained collaboration of Broward County employers in countywide internship programs so that experiences authentically prepare a workforce that meets their current and future needs. The efforts are committed to ensuring a focus on increased opportunities for Broward youth to equitable access and exposure to productive career pathways inclusive of tailored strategies for vulnerable neighborhoods and/or populations.

As a Talent Forge partner, the Children's Services Council of Broward County commits to supporting this initiative by participation in applicable work groups through December 2022, such as:

- Program Design Working Group
- Online Portal Working Group
- Communications Working Group
- Employer Engagement Working Group
- Fund Development Working Group
- Sustainability Working Group

Sincerely,

Cindy Arenberg Seltzer

Cindy Arenberg Seltzer, M.P.A., J.D.
President/CEO



October 26, 2021

**CHILDREN'S
SERVICES COUNCIL MEMBERS:**

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

*Hon. Kenneth L. Gillespie, Vice Chair
Judicial Member*

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Board Member
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*Tom Powers
Governor Appointee*

*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*

Ms. Sylvia Quintana
Chief Executive Officer
Broward Behavioral Health Coalition
3521 West Broward Blvd, Suite 206
Lauderhill, FL 33312

Dear Ms. Quintana:

On behalf of the Children's Services Council of Broward County (CSC), I am pleased to provide this letter of support for Henderson Behavioral Health's application in response to the Broward Behavioral Health Coalition Request for Letters of Interest to provide an additional First Episode Psychosis Program in Broward County serving adults age 14-35 years old. The identification and early treatment of those experiencing their first episode psychosis makes all the difference in successful management and ultimate recovery. This is particularly crucial for youth/young adults age 14-22 who are or have been involved in the foster care system and have experienced trauma.

CSC and Henderson Behavioral Health have collaborated on various projects for many years to meet the needs of youth with mental health and/or substance use issues and their families.

Our collaborations include:

- Preventing Unnecessary Placements (PUP) which utilizes the HOMEBUILDERS Best Practice model to prevent out-of-home placement of children ages 1-17 who have been determined by BSO's Child Protective Investigations Section (BSO/CPIS) to be at imminent risk of removal from their home due to abuse, neglect or other reasons such as emotional or behavioral problems.

- Multi-Systemic Treatment (MST) is an intensive family and community-based treatment program that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders and their homes and families, schools and teachers, neighborhoods and friends recognizing that each system plays a critical role in a youth's world.
- New Day Diversion Wraparound offers both diversions and a civil citation option for juvenile offenders with behavioral health conditions.
- Healthy Youth Transitions (HYT) and Wilson Gardens Transitional Housing Project for young adult males age 18-22 who have aged out of the foster care system.
- Parent Partnership Initiative is a family engaging and strengthening pilot with BSO for high-risk youth with behavioral health issues and possibly co-occurring substance use.
- Behavioral Health Case Management: Through a subcontract with 211, case management services are delivered in Broward County using a wraparound philosophy.

The experience with these collaborative initiatives has given me the opportunity to get to know both the leadership as well as the program teams. I am confident that Henderson would successfully implement a second First Episode Psychosis Program Team which serves youth age 14-17 as well as young adults age 18-22, some of whom are or have been involved in the foster care system. Their teams have helped countless adults, children and families over the years.

Should you have any questions, please do not hesitate to contact me at 954-377-1675.

Sincerely,

Cindy Arenberg Seltzer

Cindy Arenberg Seltzer, M.P.A., J.D.

President/CEO



November 11, 2021

Mr. Joel Zarrow, Ph.D.
 Chief Executive Officer
 Children's Literacy Initiative
 440 Spring Garden, Suite 400
 Philadelphia, PA 19123

CHILDREN'S SERVICES COUNCIL MEMBERS:

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

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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

Dear Mr. Zarrow:

The Children's Services Council (CSC) of Broward County, Fla., was delighted to learn that the Children's Literacy Initiative (CLI) has been selected as an Education Innovation and Research (EIR) grant recipient by the U.S. Department of Education.

This letter serves affirms that CSC engaged with CLI in the following consulting contracts for EIR services, the payments for which are to be earmarked as matching funds CLI must raise to support its EIR project, *Integrating Curriculum Development and Professional Development for Kindergarten Readiness*:

Contribution	Commitment Date	EIR Project Year	Status
\$50,000	4/19/2021	Year 3	CLI and CSC signed a consulting agreement for CLI services as performed in the EIR project. CLI submitted its invoice to CSC on 10/15/2021. Payment was received.
\$35,000	8/5/2021	Year 4	CLI and CSC signed a consulting agreement for CLI services as performed in the EIR project. CLI is slated to invoice CSC for this contract October 2022.

We expect that CLI's program will have a dramatic impact on kindergarten readiness in Broward County and look forward to learning about the progress of this important project.

Sincerely,

Cindy Arenberg Seltzer
 Cindy Arenberg Seltzer, M.P.A., J.D.
 President/CEO



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Governor Appointee*

STAFF

*Cindy J. Arenberg Seltzer
President/CEO*

LEGAL COUNSEL

*John Milledge
Garry Johnson*

October 21, 2021

Grant Program Officer
401 West Peachtree Street, NW
Stop 420-D
Atlanta, GA 30308

RE: Letter of Support-VITA/EITC Grant Program

To Whom It May Concern:

The Children's Services Council of Broward County (CSC) is proud to support Hispanic Unity of Florida (HUF) for the Volunteer Income Tax Assistance Program. The mission of the Council is to provide the leadership, advocacy, and resources necessary to enhance children's lives and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of care. The CSC believes that providing the entire continuum of care of children and families produces greater outcomes consistent with our mission. The CSC believes that a large part of accomplishing self-sufficiency is to increase the economic security for a family. Due to this, the Council supports the following cash commitment to the VITA program in Broward County for FY21/22:

CASH:

- \$340,727 cash match towards the VITA program to be utilized during the period between October 1, 2021, and September 30, 2022.

Sincerely,

Cindy Arenberg Seltzer
Cindy Arenberg Seltzer, M.P.A., J.D.
President/CEO

