



**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: January 14, 2022

TO: Council Members

FROM: Cindy Arenberg Seltzer, President/CEO

SUBJECT: Information for January 20th Council Meeting

Enclosed is the information packet for the CSC monthly meeting on Thursday, January 20, at 9:30am. As a cost saving measure, packet tabs are C-Y and 31.

This meeting will again be held both 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 so we are able to conduct our critical business. We are currently at an exact quorum so if your previous response changes, please let us know as soon as possible to help Amy and I manage this dynamic situation.

As is customary, the January meeting serves as the annual organization meeting during which you will elect officers. The Chair will also confirm/appoint Members to the CSC committees. In anticipation of this, please review the information behind Tab D.

As you will see, we have a substantial agenda with many significant items for your consideration. The Council Members' Roundtable this month will highlight the results of the Broward Re-entry Project - a topic previously requested by a Council Member – presented by its Project Director.

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., Lauderdale, FL 33319 & Zoom Webinar

January 20, 2022
9:30 a.m.

MEETING AGENDA

- I. Call to Order** Dawn Liberta, Chair
- II. Roll Call** Amy Jacques
- III. Chair's Report** Dawn Liberta, Chair
 - a. Moment to Arrive
 - b. State of the CSC
 - c. Approve November 2021 Council Minutes **(Tab C)**
- IV. Election of Officers** Garry Johnson, Esq.
 - a. Nominations from the Floor
 - i. Chair
 - ii. Vice Chair
 - iii. Secretary
 - b. Committee Assignments **(Tab D)**
- V. President's Report** Cindy Arenberg Seltzer, President/CEO
Good of the Order
- VI. Program Planning Committee Report** **(Tab E)** Cathy Donnelly, Committee Chair
 - a. Approve HOPE Court Leverage Funding Request **(Tab F)**
 - b. Approve Miami Lighthouse for the Blind and Visually Impaired Leverage Funding Request **(Tab G)**
- VII. Chief Program Officer Report** Maria Juarez, CPO
 - a. Approve Correction of Scrivener's Error for Salary Increases for Eligible CSC-Funded Program Staff **(Tab H)**
 - b. FYI – MOST Workforce Recruitment & Retention Update **(Tab I)**
- VIII. Chief Innovation Officer Report** Sue Gallagher, CIO
 - a. Approve Participation in Broward Data Collaborative Proof of Concept Project **(Tab J)**
 - b. FYI – FY 20/21 Annual Performance Rpt. **(Tab K & Book)**

- | | |
|--|--|
| <p>IX. Chief Equity & Community Engagement Officer Report</p> <p>a. Approve Social Justice & Racial Equity Cadre Consultants (Tab L)</p> <p>b. Approve Program Performance Consultants (Tab M)</p> <p>c. Approve Emancipatory Research Consultants (Tab N)</p> <p>d. Approve Raters for the Community Responsive Capacity Grant RFA (Tab O)</p> <p>e. Approve Valbrun Consulting Group to Facilitate the CEO Equity Learning Series II (Tab P)</p> <p>f. Approve Funding Production of <i>KidVision Mission</i> Pilot Episode (Tab Q)</p> <p>g. Approve Additional Funding for Mobile School Pantry (Tab R)</p> <p>h. FYI – Quarterly Community Engagement Report (Tab S)</p> | <p>Sharetta Remikie, CECEO</p> |
| <p>X. Chief Operating Officer Report</p> <p>a. Approve US Bank as the Custodial Bank for the PFM Managed Funds (Tab T)</p> <p>b. Approve Budget Amendments & Interim Financial Statements for First Quarter Ending December 31, 2021 (Tab U)</p> <p>c. Approve Monthly/Annual Purchases (Tab V)</p> | <p>Monti Larsen, COO</p> |
| <p>XI. Broward Reads Coalition Report</p> | <p>(Tab W) Beam Furr, Coalition Co-Chair</p> |
| <p>XII. Special Needs Advisory Coalition Report</p> | <p>(Tab X) Maria Schneider, Coalition Member</p> |
| <p>XIII. Funders Forum Report</p> | <p>(Tab Y) Maria Juarez, CPO</p> |
| <p>XIV. Public Comment</p> | <p>Dawn Liberta, Chair</p> |
| <p>XV. Council Members' Roundtable
Broward Re-entry Project</p> | <p>Eleanor Weekes, Project Director
Broward Youth Re-entry Project</p> |
| <p>XVI. For Your Information</p> <p>a. CSC in the News</p> <p>b. Correspondence</p> <p>c. Attendance Report</p> | <p>(Tab 31)</p> |

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 C

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

November 18, 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; Health Department Director Paula Thaqi; Governor Appointee Jeffrey S. Wood

Members in Virtual Attendance:

DCF Community Development Administrator Dawn Liberta (Chair)

Council Members Absent:

School Interim Superintendent Vickie L. Cartwright; Governor Appointee Maria Schneider; Governor Appointee Tom Powers

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; Adamma DuCille; 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; Fern Phillip; Jessica Rincon; Liza Khan; Camila Romero; Jennifer Fletcher; Jill Denis-Lay; Trisha Dowell; Brooke Sherman; Marissa Greif-Hackett; Shaquoia Wilson; Kimberlee Reid; Megan Turetsky; Lynn Kalmes; Travis Johnson; Diego Alvarez; Alicia Williams; Tabitha Bush; Johannie Stanley; Ileana Blanco; Jeffery Glover; Tracy Graham; Alexia Bridges; Andria Dewson; Karen Franceschini; Pooja Yajnik; Carl Dasse; Mina Razavi; Yolanda Meadows; Maxine Goldson; Cynthia Reynoso; Nicolette Picardi; Shawanda Spencer

Guests in Attendance:

See Attachment 1

Agenda:

I. Call to Order

Ms. Liberta called the meeting to order at 9:33 A.M.

II. Roll Call

Mrs. Jacques called the roll, and a quorum was established with the presence of Ms. Donnelly, Commissioner Furr, Judge Gillespie, Dr. Kenton, Dr. Thaqi, and Mr. Wood.

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.

b) Council Meeting Minutes

ACTION: Dr. Thaqi made a motion to approve the Council meeting minutes from October 21, 2021, as presented. The motion was seconded by Judge Gillespie and passed with no opposing votes.

c) Reminder of December Meeting Cancellation

Ms. Liberta reminded Members that the December meeting of the Children's Services Council of Broward County had been cancelled and that the next monthly meeting will be held on January 20, 2022.

d) Recognize Service of Jodi Samson Upon Her Retirement

Ms. Arenberg Seltzer, Mr. Andrew Leone (Director of Communications and Community Engagement), and Council members praised Ms. Samson, School Social Work Team Leader for Broward County Public Schools (BCPS), for her work with the Back-to-School Extravaganza over the years and wished her well upon her retirement. Members viewed a video highlighting Ms. Samson's service to students and the community. Ms. Arenberg Seltzer presented her with a small token of the Council's appreciation. Ms. Katy Meagher, Neighbors 4 Neighbors, also thanked Ms. Samson for her service to the community and presented her with a plaque in honor of her dedication and work.

Ms. Korn arrived.

IV. Executive Committee Meeting Report

Ms. Liberta summarized the recent meeting of the CSC Executive Committee. Meeting minutes were included in the information packet.

- a) President/CEO FY 21/22 Salary Adjustment & New Contract Term

ACTION: Dr. Thaqi made a motion to approve the President/CEO salary adjustment for FY 2021/22 and the new contract term, as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

- b) FY 21/22 Staff Salary Adjustment

ACTION: Ms. Donnelly made a motion to approve the staff salary adjustment for FY 2021/22, as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes.

V. Finance Committee Report

Dr. Thaqi summarized the recent meeting of the CSC Finance Committee and referred Members to the meeting minutes in the information packet.

- a) Revised Investment Policy

ACTION: Commissioner Furr made a motion to approve the revised Investment Policy as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

- b) PFM-Managed Fund

Ms. Arenberg Seltzer pointed out that the presentation was in the meeting information packet and that Mr. Richard Pengelly from PFM was available if there were any questions or concerns.

ACTION: Commissioner Furr made a motion to approve moving a portion of investments to a PFM-managed fund, as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

- c) Budget Carry Forward

ACTION: Commissioner Furr made a motion to approve the Budget Carry Forward from FY 20/21 into FY 21/22, as presented. The

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

VI. President's Report

a) Good of the Order

Ms. Arenberg Seltzer thanked the Council Members for their confidence in her and the kind words shared during her performance evaluation. On behalf of the staff, she thanked the Council for recognizing their work and allowing their salaries to keep up with inflation.

Ms. Arenberg Seltzer announced that Dr. Sharetta Remikie, CSC's Chief Equity and Community Engagement Officer, had been honored with the Maternal & Child Health Champion Award by Healthy Start upon their 30th birthday celebration. Ms. Arenberg Seltzer noted that Healthy Start's statewide 30th birthday celebration tour kicked off in Broward County.

Ms. Arenberg Seltzer highlighted Smith Community Mental Health's successful Lights on Afterschool celebration. Members viewed a video clip of the "Peaceful Champions" Martial Arts Program's performance dedicated to "Lights On After School!" She pointed out that the students are learning discipline and self-control.

Ms. Arenberg Seltzer highlighted the national Emerge Conference, which was hosted by the South Florida Chapter of the National Forum for Black Public Administrators (NFBPA) and held in Broward County. The NFBPA is focused on strengthening the capacity of Black public service professionals through training professional development programs. CSC is an organizational member in the South Florida Chapter, which is the first Chapter and where the national organization started. For this year's national conference, Ms. Adamma DuCille, CSC's Director of Equity and Organizational Development, served on the Racial Equity Panel, and Dr. Keisha Grey, CSC's Sr. Strategy Manager, served on the conference planning committee and was the Conference MC. She also serves as the Professional Development Chair for the Chapter. Ms. Michelle Hagues, CSC's Sr. Programs Manager, is also an active Chapter member and was a participant in the national conference. Ms. Arenberg expressed pride in CSC staff's involvement and pointed out that the next generation is strong and thriving.

Ms. Arenberg Seltzer shared that she and Commissioner Furr participated in the Broward Reads Coalition's Chairs' video reading for this year's Broward: Read for the Record.

Ms. Arenberg Seltzer commended State Attorney Harold Pryor for making civil citation a priority. She noted that he was successful in obtaining local police chiefs' commitment to use civil citation in Broward, with all of them signing onto a Memorandum of Understanding that will be life-changing for Broward's youth.

Ms. Arenberg Seltzer highlighted the recent launch of the 2-1-1 Broward App and encouraged everyone to download it to access a myriad of resources. She pointed out that CSC supported the creation of this app and the texting features.

Ms. Arenberg Seltzer shared that she was surprised by HANDY with a wooden plaque handmade by the HANDY youth. She added that it speaks to the role CSC plays in developing future leaders.

b) December Office Schedule

Ms. Arenberg Seltzer explained that, as in the past, the CSC office will be closed the week between Christmas and New Year's, December 24-January 2nd. The office will re-open on Monday, January 3rd. She pointed out that staff will use leave for those days.

VII. Chief Program Officer Report

Ms. Juarez highlighted the items under her Report.

a) Source Experts for HEAL Trauma RFP Central East Rating Committee

b) MOST RFP Raters

ACTION: Commissioner Furr made a motion to approve the source experts for both the HEAL Trauma 2021 RFP Central East Rating Committee and the MOST 2022 RFP Rating Committee, as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

- c) Community Collaborative Contract to Fund the Center for Working Families Programs

ACTION: Ms. Korn made a motion to approve extending the community collaborative contract with the United Way of Broward County to fund the Center for Working Families programs through June 30, 2022, as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes and an abstention from Ms. Donnelly, who submitted the attached voting conflict form.

- d) ELC Vulnerable Population Contract Extension

ACTION: Ms. Korn made a motion to approve the ELC vulnerable population contract extension through June 30, 2022, as presented. The motion was seconded by Ms. Donnelly and passed with no opposing votes and an abstention from Ms. Liberta, who submitted the attached voting conflict form.

- e) Salary Increases for Eligible CSC-Funded Program Staff

ACTION: Ms. Korn made a motion to approve the salary increases for eligible CSC-funded program staff as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes and an abstention from Dr. Thaqi, who submitted the attached voting conflict form.

- f) Broward Help the Helpers Initiative

Ms. Juarez pointed out that if the Council approves this initiative, the fiscal agent will be the United Way of Broward County.

ACTION: Dr. Thaqi made a motion to approve collaboratively funding the Help the Helpers Initiative as presented and with the United Way of Broward County as the Fiscal Agent. The motion was seconded by Ms. Korn and passed with no opposing votes and an abstention from Ms. Donnelly, who submitted the attached voting conflict form.

- g) One-Time COVID-Related Provider Administrative Payment

Mr. Mark Russell, YMCA of South Florida, thanked the Council for its consideration of this issue during a tough and challenging time.

Ms. Julie Price, Arc Broward, thanked the Council for its support of children, families, and service providers. She also thanked the Council for being a leader in the community for collaborative partnerships during these challenging times and for always putting the needs of the community's children and families first.

ACTION: Ms. Korn made a motion to approve the one-time COVID related provider admin payment as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes.

VIII. Chief Equity & Community Engagement Officer (CECEO) Report

Dr. Remikie highlighted the items under her Report.

a) Program Performance Consultant RFQ Raters

ACTION: Ms. Korn made a motion to approve the raters for the Program Performance Consultant RFQ, as presented. The motion was seconded by Ms. Donnelly and passed with no opposing votes.

b) Capacity Building Grant Awards

ACTION: Ms. Korn made a motion to approve the Capacity Building Grant awards for FY 21/22, as presented. The motion was seconded by Commissioner Furr and passed with no opposing votes.

c) Read for the Record Update

Dr. Remikie gave an update on the successful 2021 Broward: Read for the Record. She shared that there were 900 volunteers reading "Amy Wu and the Patchwork Dragon," by Kat Zhang, at 458 public schools, charter schools, and childcare centers, with approximately 39,000 English language books and 2,500 Spanish language books distributed to young readers. She also shared that there were 125 Read for the Record tweets on social media. She thanked Mr. Andrew Leone, CSC's Director of Communications and Community Engagement, and his team for their excellent work with this initiative.

IX. Chief Operating Officer Report

Ms. Larsen highlighted the items under her report.

- a) Budget Amendments and Financial Statements
- b) Purchases

ACTION: Commissioner Furr made a motion to approve the Budget Amendments and Preliminary Financial Statements for Fiscal Year ending September 30, 2021, as well as the monthly/annual purchases for November 2021, both as presented. The motion was seconded by Ms. Korn and passed with no opposing votes.

X. Special Needs Advisory Coalition Report

Dr. Gallagher highlighted the recent activities of the Special Needs Advisory Coalition, noting that there were nearly 50 participants at the October meeting, where there were several informative presentations. She referred Members to the minutes in the meeting information packet. She touched upon the recently released community survey, noting that they have received almost 700 responses so far.

XI. Agency Capacity Building Report

Dr. Kenton highlighted the recent meeting of the Agency Capacity Building Committee and noted that the next Committee meeting will be held on February 23, 2022. Mr. Wood added that there will be a topics planning meeting on December 8, 2021. He encouraged Council members to let them know of any desired future Committee meeting topics.

XII. Funders Forum Report

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

XIII. Public Comment

There were no comments.

XIV. Council Members' Roundtable

CSC staff led Roundtables on the upcoming New DAY (Diversion Alternatives for Youth) RFP and the Community Responsive Capacity Building RFA.

New DAY RFP

Ms. Erin Byrne, Assistant Director of Program Services, gave a general overview of the New DAY program area, noting that it is under Council Goal 3.2, which aims to reduce the recidivism rate of low-risk juvenile offenders and prevent the escalation of crime, and has the desired outcome that youth will successfully transition to adulthood. She also outlined the four overarching goals of New DAY: to reduce deep-end involvement in the Juvenile Justice system and decrease recidivism; to provide highly-structured Diversion and Civil Citation alternatives; to ensure greater access to county-wide services; and to reduce disproportionate minority representation of youth.

Mr. Jeffery Glover, Programs Manager, discussed who is served in the New DAY program area, pointing out that it is juvenile offenders up to and including the age of 17 who have committed criminal offenses in Broward County and have been referred by the State Attorney's Office, Office of Justice Services/Law Enforcement, or the School Board, and who meet specific eligibility criteria for diversion/civil citation. He further discussed minimum requirements for youth in New DAY, program service components, and staff training requirements.

Dr. Laura Ganci, Director of Research & Evaluation, provided a brief overview of the research that informed this procurement. She outlined the risk factors that research shows indicate a higher likelihood of a youth entering the juvenile justice system, as well as the protective factors. She pointed out that youth with histories of trauma, toxic stress, maltreatment, and Adverse Childhood Experiences (ACEs) make up a substantial portion of those in the juvenile justice system, noting that a recent study indicated that up to 50% of youth in the system meet criteria for PTSD. She added that experiencing the stress of poverty and exposure to violence and racial/ethnic discrimination can also increase the chances of contact with the system.

She explained that there are also factors that can help mitigate the likelihood of youth entering the juvenile justice system despite having experienced the aforementioned risk factors. These include protective factors such as resilience, family communication, school connectedness and peer role models. She outlined what research shows works with these youth, which is individualized assessment and service delivery, trauma responsive programming, and family engagement in the community.

Dr. Ganci summarized the New DAY performance measures results for FY 20/21, pointing out that 88% of youth successfully completed the program, 87% of youth increased their level of resiliency, 73% maintained or improved their school attendance, 95% had no new law violations during program participation, and 91%

had no re-offenses 12 months after successful program completion (based on youth who closed in FY 19/20).

Mr. Glover highlighted components of the upcoming New DAY RFP, which include the Psychoeducational Group Services and Therapeutic Services, as well as youth and parent feedback on the services.

Community Responsive Capacity Building RFA.

Ms. Adamma DuCille, Director of Equity & Organizational Development, gave an overview of the upcoming Community Responsive Capacity Building RFA, noting that it serves to support small and niche marginalized nonprofits who seek to provide services under CSC's trauma initiative under Goal 2.1, which aims to reduce the incidence of child abuse, neglect and trauma. She shared the groundwork and foundation upon which the RFA was crafted, highlighted community assets and community aspirations, and outlined Non-Profit Organizations' (NPO) strengths and existing barriers.

Dr. Ganci shared demographic statistics on NPOs and highlighted barriers for minority-led NPOs. She then briefly outlined the steps CSC has taken to combat those barriers locally, such as funding Learning Together and HEAL Trauma initiatives, reaching out to the community through focus groups, building relationships and rapports to center the lived experience of the community members we are trying to support and serve, incorporating learning outcomes and the provider as co-researcher in the evaluation process, and spearheading organizational capacity building efforts.

Ms. DuCille noted that there will be three upcoming procurements, scheduled to be released between November 2021 and January 2022, which include the Program Performance Consulting RFQ, the Emancipatory Research RFQ, and the Community Responsive Capacity Grant. She then delved deeper into the structure of the Community Responsive Capacity Building Grant, which will include coalition building, business coaching and consulting, program performance consulting, project and staff funding, and emancipatory research training.

XV. Adjournment

ACTION: The meeting adjourned at 11:36 AM.

Dr. David H. Kenton, Secretary

MEETING ATTENDEES (*denotes speaker)

Name	Organization
Richard Pengelly	PFM
Rick Apseloff	Broward Resident
Tonya Ricker	Arc Broward
Tony Tucker	Kids In Distress, Inc. and Family Central, Inc.
Mathes Guice	Community Reconstruction Inc.
Lisa Clements	YMCA of South Florida
Idelma Quintana	Broward County Commission staff
Halle Solomon	Eagles' Haven
Stefanie Pidal	Smith Community New DAY
Carol Aubrun	City of West Park
Mark Russell	YMCA of South Florida
Mikelange Olbel	Community Based Connections, Inc.
Jody Ellis	Arc Broward
Tracy Kennedy	Community Reconstruction Inc.
Gary Chin	Sunshine After School Child Care, Inc.
Elisha Hendricks	Pembroke Pines Police Department
Donna Lavallo	Smith Community Mental Health
John Crocus	obbb
Justin Kohlhagen	JAFCO
Gail Moore	2-1-1 Broward
Theresa Reynolds	Broward Schools
Nicole Nelson	Community Reconstruction Inc.

Name	Organization
Nancy Tillman	Soref JCC
Ari Samson	Seacoast
Alison Bregman-Rodriguez	YMCA of South Florida
Alice-Lydia Bird	YMCA of South Florida
David Williams	Center for Hearing and Communication
Mark Reyes	Urban League of Broward County
Wendy Jenkins	JAFCO
Julie Price*	Arc Broward
Grace Ramos	The M Network
Katy Meagher*	Neighbors 4 Neighbors
Jodi Samson*	Broward Schools
Tom Mozloom	The M Network

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Donnelly - Cathy	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Children's Services Council of Broward County
MAILING ADDRESS 12270 SW 3rd St., Suite 200	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Plantation	COUNTY Broward
DATE ON WHICH VOTE OCCURRED 11/18/21	NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Cathy Donnelly, hereby disclose that on November 18, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, United Way of Broward County ;
- inured to the special gain or loss of my relative, _____ ;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I abstained from voting on two items related to the United Way of Broward County:

Agenda Item VII.c. "Approve Extending the Community Collaborative Contract with United Way of Broward County to Fund the Center for Working Families Program."

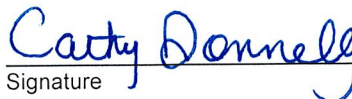
Agenda Item VII.f. "Approve Collaboratively Funding the Broward Help the Helpers Initiative." United Way of Broward County is the Fiscal Agent who will be receiving the CSC funds.

I serve on the Board of the United Way of Broward County.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

11/18/21

Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Liberta - Dawn	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Children's Services Council of Broward County
MAILING ADDRESS 1400 W. Commercial Blvd.	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Fort Lauderdale	COUNTY Broward
DATE ON WHICH VOTE OCCURRED November 18 2021	NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Dawn Liberta, hereby disclose that on November 18, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, Early Learning Coalition of Broward County (ELC) ;
- inured to the special gain or loss of my relative, _____ ;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I abstained from voting on Agenda Item VII.d., "Approve Extension of ELC Vulnerable Population Contract through 6/30/22," as I serve on the Board of the ELC.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

11/18/21

Date Filed

Dawn Liberta
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Thaqi - Paula	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Children's Services Council of Broward County
MAILING ADDRESS 780 SW 24th St.	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Fort Lauderdale	COUNTY Broward
DATE ON WHICH VOTE OCCURRED November 18 2021	NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Paula Thaqi, hereby disclose that on May 20,, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

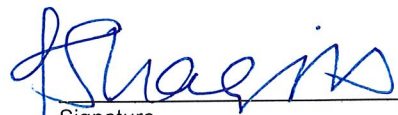
- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, Florida Department of Health in Broward County ;
- inured to the special gain or loss of my relative, _____ ;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I abstained from voting on the increase for KidCare staff within Agenda Item VII.e. "Approve Salary Increases for Eligible CSC-Funded Program Staff." I am Director of the Florida Department of Health in Broward County.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

11/18/21
Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

TAB D

For Council Meeting January 20, 2022

Issue: Appointment of Committee Members for 2022

Action: Chair to Confirm/Appoint Committee Members for 2022

Budget Impact: N/A

Background: Every year, the Council holds its organizational meeting in January to elect officers and update committee appointments for the new year. All current officers are eligible for another term and are willing to serve.

Current Status: Upon approval of the 2022 officers, the Chair will confirm/appoint Members to the 2022 committees and designate committee chairs.

COMMITTEES	2021	2022
Executive	Liberta, Gillespie, Kenton, Donnelly as Immediate Past Chair	2022 Officers
Finance	Thaqi (Chair), Liberta, Powers, Schneider	Any changes?
Program Planning	Donnelly (Chair), Kenton, Liberta, Schneider, Wood	Any changes?
Nominating	Donnelly (Chair), Liberta, Schneider	Any changes?
Office Space	Furr (Chair), Donnelly, Powers, Schneider, Wood	Any changes?
By-Laws	Liberta (Chair), Donnelly, Wood	Any changes?
Special Needs	Schneider	Any changes?
Agency Capacity	Kenton (Co-Chair), Wood (Co-Chair)	Any changes?
Broward Reads	Furr (Co-Chair), Seltzer (Co-Chair), ELC Co-Chair, BCPS Co-Chair	Any changes?

Recommended Action: Chair to Confirm/Appoint Committee Members for 2022

TAB E

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY
Program Planning Committee Meeting

Virtual Zoom Webinar
January 10, 2022 @ 3:30 p.m.

Minutes

CSC Members in Attendance

Governor Appointee Cathy Donnelly (PPC Committee Chair); Governor Appointee David H. Kenton; DCF Community Development Administrator Dawn Liberta; Governor Appointee Jeffrey Wood

Staff in Attendance

Cindy Arenberg Seltzer, President/CEO; Monti Larsen; Maria Juarez; Sharetta Remikie; Amy Jacques; Sue Gallagher; Lisa Bayne; Dion Smith; Erin Byrne; Jeffery Glover; Jennifer Wennberg

Guests in Attendance

Danielle Dixson (Miami Lighthouse for the Blind and Visually Impaired, Inc.), Walter Honaman (Legal Aid Service of Broward County), Melissa Green (Legal Aid Service of Broward County), Maria Vo (FLITE Center), Cameron Sisser (Miami Lighthouse for the Blind and Visually Impaired, Inc.), Virginia Jacko (Miami Lighthouse for the Blind and Visually Impaired, Inc.)

Agenda:

I. Call to Order

Ms. Donnelly called the meeting to order at 3:30 p.m.

II. Committee Minutes

ACTION: Ms. Liberta made a motion to approve the June 8, 2020, Joint Finance & Program Planning Committee meeting minutes as presented. The motion was seconded by Dr. Kenton and passed with no opposing votes.

III. FLITE Center Leverage Request for HOPE Court

Ms. Juarez briefly outlined the leverage request as presented in the meeting information packet. Ms. Arenberg Seltzer and Ms. Liberta joined the discussion to further explain the purpose and vision of Helping Older Teens Powerfully Engage (HOPE) Court, which employs a restorative practices approach for youth who will be aging out of the foster care system.

Mr. Walter Honaman, Legal Aid Service of Broward County, spoke to the request, noting that this innovative court model strengthens relationships and connections for youth aging out of the child welfare system.

Ms. Melissa Green, Legal Aid Service of Broward County, characterized the program as life-changing for both the youth and the child welfare professionals, noting that everyone is humanized in a very different way. She briefly outlined the initiative's different approach and described how it infuses restorative practices into the process. She pointed out that while it impacts the youth, it also makes a difference in how the child welfare professionals approach and experience their work. She specifically noted that the professionals are trained in non-violent communication and the use of restorative justice principles.

Ms. Maria Vo, FLITE Center, conveyed the importance of this initiative in changing the lives of youth in the child welfare system. She shared that there is great synergy between the FLITE Center and Legal Aid Service of Broward County and that they are looking forward to continuing this impactful initiative.

ACTION: Ms. Liberta made a motion to recommend to the full Council approval of the leverage funding for FLITE Center and KID as Fiscal Support to continue HOPE Court for 12 months – crossing fiscal years, as presented. The motion was seconded by Mr. Wood and passed with no opposing votes.

IV. Leverage Request from the Miami Lighthouse for the Blind and Visually Impaired to fund Comprehensive Eye Exams & Prescription Glasses

Ms. Juarez briefly outlined the leverage request as presented in the meeting information packet.

Ms. Danielle Dixson, Miami Lighthouse for the Blind and Visually Impaired, spoke to the needs in Broward County for eye examinations and prescription eye glasses for underserved children. She explained how providing children with eye exams during the school day at their school location removes the transportation

DRAFT

issue faced by many parents. She noted that their service is provided in Title I schools.

Ms. Arenberg Seltzer asked that Ms. Dixon work with CSC to explore whether Miami Lighthouse for the Blind and Visually Impaired could participate in future Back to School Extravaganzas when we are able to return to the larger distribution events. Ms. Dixon said she would be happy to work on that and that they have four mobile vans that can be deployed as long as they can find doctors to staff them.

ACTION: Ms. Liberta made a motion to recommend to the full Council approval of the \$23,202 leverage request for the Miami Lighthouse for the Blind and Visually Impaired to provide children's eye exams and prescription eyeglasses, as presented. The motion was seconded by Dr. Kenton and passed with no opposing votes.

V. Public Comment/Council General Comments

There were none.

VI. Adjournment

The meeting adjourned at 4:03pm.

TAB F

For Council Meeting

As Recommended by the
Program Planning Committee
January 10, 2022

January 20, 2022

Service Goal	4.1 Improve life outcomes for dependent, delinquent, crossover and LGBTQ and disconnected youth transitioning to adulthood, with a special focus on youth in foster care and/or other non-traditional living arrangements.
Objective:	4.1.1 Provide life skills training and independent living supports for dependent, delinquent, crossover and LBGTQ and disconnected youth in collaboration with local partners to improve life outcomes and to successfully transition to adulthood.
Issue:	HOPE Court Leverage Funding Request.
Action:	Approve leverage funding for FLITE Center and KID as Fiscal Support to continue HOPE Court for 12 months - crossing fiscal years, as recommended at the Program Planning Committee.
Budget Impact:	<p>\$71,018 Of \$ \$1,560,277 Available Unallocated for FY 21/22.</p> <p>\$4,971 of \$108,698 Available in Goal 1.1.3 for FY 21/22.</p> <p>\$54,277 to be Allocated in Goal 4.1.1 for FY 22/23.</p> <p>\$3,740 to be Allocated from Goal 1.1.3 for FY 22/23.</p> <p>Contingent upon leverage confirmation.</p>

Background: In 2020, the Florida Bar Foundation awarded Legal Aid of Broward County funding for research, development, and implementation of an innovative court process known as HOPE Court (Helping Older Teens Powerfully Engage Court) which employs a restorative practices approach for youth who are approximately 17 who will be aging out of foster care. Although the Florida Bar Foundation was supportive of this model, due to a shift in their funding priorities the funding for HOPE Court was not renewed.

HOPE Court strives to ensure youth have an active voice in their dependency process and transitional plans and co-create their vision for their future. This can help them

understand the benefits of the supportive services available to them after turning 18 and thereby encourage continuing education and prevent homelessness. Special hearings are conducted every six weeks instead of every six months, as required by statute. The pilot project also included pre-court support circles, which are youth led, and conflict reframing during judiciary proceedings. To facilitate success, HOPE Court program staff guides court and child welfare personnel, life coaches and other key staff through a series of trainings to produce improved outcomes for transitioning youth and greater collaboration among child welfare entities.

During the first year, HOPE Court served one cohort of 12 youth. Nova Southeastern University (NSU) is completing their research on the first cohort. Those findings are anticipated to be available for publication in late January of 2022. NSU's preliminary findings indicate that, "HOPE Court represented a substantial change in the dependency court paradigm." Stakeholder participants indicated the following: "The implementation of HOPE Court, which infuses restorative practices into the dependency court process, represented a substantial change in the dependency court paradigm; namely, it represented a needed shift away from the 'adversarial' model that is typically present in dependency court." Stakeholders described HOPE Court "as a youth-centered process and noted that youth have a voice and are engaged with HOPE Court at a level not typically seen in traditional dependency court." "Stakeholders commented on the progression toward increased engagement of youth in HOPE Court, which was particularly noted in youth attendance and attentiveness to upcoming meetings/ hearings, and youth proactively requesting meetings (circles) with their support team." As an evolution of this initiative, Legal Aid has partnered with the FLITE Center to lead this initiative and will transition HOPE Court to the FLITE Center.

Current Status: HOPE Court participants are anxious to continue this innovative pilot for another year to solidify the research findings and inform statewide policy and practice changes for this population. While Florida State University's Florida Institute for Child Welfare Program (FSU FICW) has awarded HOPE Court \$160,160 to support the research, FLITE is seeking \$130,266 leverage funding from CSC over two fiscal years to support the staff to train Healthy Youth Transitions (HYT) life coaches and act as unbiased facilitators of the circles. For FY21/22 \$71,018 is allocated for FLITE and \$4,971 is allocated to KID for the Fiscal Support fees.

During year 2, a second cohort of 12 TIL youth who are aging out of the foster care system will be served using the HOPE Court process. HOPE Court staff will facilitate the court process for these youth and also provide training to approximately 25-30 child welfare professional staff in restorative practices and nonviolent communication.



FSU plans to present the HOPE Court Cohort 2 results to the Florida legislature in the fall of 2022 for funding consideration. The goal of this project is to develop an innovative, evidence-based court model which will be funded and adopted throughout Florida. CSC is also developing some learning outcomes to inform enhancements to our Life Coach training for our HYT contracts.

Recommended Action: Approve leverage funding for FLITE Center and KID as Fiscal Support to continue HOPE Court for 12 months - crossing fiscal years, as recommended at the Program Planning Committee.

TAB G

For Council Meeting

As Recommended by the
Program Planning Committee
January 10, 2022

January 20, 2022

Service Goal	8.1 Safeguard the physical health of children.
Objective:	8.1.1 Increase the availability of school-based health care at schools of highest need in collaboration with the School District to improve the physical well-being of children.
Issue:	Funding request to provide additional children's eye exams and prescription eyeglasses.
Action:	Approve \$23,202 Leverage Request for Miami Lighthouse for the Blind & Visually Impaired, Inc., as recommended by the Program Planning Committee.
Budget Impact:	\$ 23,202 Of \$1,484,288 Available in Unallocated for FY 21/22.

Background: Since 2010, the Florida Heiken Children's Vision Program, a Division of Miami Lighthouse for the Blind and Visually Impaired, Inc., has been the recipient of a statewide competitive bid from the Florida Department of Health (FL DOH) for school eye care services, including comprehensive no cost eye exams and prescription eyeglasses. The Heiken Program enhances the lives of children who receive an eye examination and prescription eyeglasses by delivering eye care to underserved children from pre-K to grade 12 who have been referred by their school. Eligible children have access to a free comprehensive dilated eye examination and, if required, prescription eyeglasses provided by a licensed optometrist. The mobile optometric clinic will travel to the school site if there are 15 or more children who need an eye examination as determined by the mandated state vision screen conducted in grades K, 1, 3, and 6. If the school site does not have a minimum of 15 children who need an eye examination, eligible children will receive a voucher to access a network of optometrists in the local area to receive an eye exam with dilation and prescription glasses at no cost.

Current Status: During the last two school years over 3600 children in Broward County were referred for an eye exam by the School Health Coordinators,



however, Heiken Program funding provided eye exams to only 1,230 children. In July 1, 2021, the Florida Department of Health increased the allocation for eye care services in Broward County by \$12,500. Miami Lighthouse for the Blind & Visually Impaired, Inc., is requesting leverage funding to expand the eye care program in Broward to serve an additional 248 children. The Miami Lighthouse for the Blind & Visually Impaired, Inc. is seeking additional leverage funding from the A.D. Henderson Foundation and may request further leverage dollars from CSC.

Recommended Action: Approve \$23,202 Leverage Request for Miami Lighthouse for the Blind & Visually Impaired, Inc., as recommended by the Program Planning Committee.

TAB H

For Council Meeting January 20, 2022

Issue: Recruitment and Retention of CSC-Funded Program Staff.

Action: Correct Scrivener's Error for Salary Increases for Eligible CSC-Funded Program Staff.

Budget Impact: N/A

Background: In October and November, the Council approved salary increases for the lowest paid workforce for providers - bringing them all to \$15 /hr. These positions are essential to the overall effectiveness of program services and the agencies' operations. The increase is to allow providers to be competitive in the current economy and to successfully recruit and retain a skilled workforce.

Current Status: In the November Council meeting, the detailed list of the Providers Not-To-Exceed Contract Adjustments through September 30, 2022, had a scrivener's error in which Our Children, Our Future, Inc. was listed to receive \$4,600; however, the provider is only eligible to receive \$1,050. Additionally, OIC of South Florida, Inc. was omitted from the list, and the provider is eligible to receive \$3,550. This correction does not have an additional budget impact.

Recommended Action: Correct Scrivener's Error for Salary Increases for Eligible CSC-Funded Program Staff.

TAB I

For Council Meeting January 20, 2022

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:	Update on Recruitment and Retention of Maximizing Out of School Time (MOST) Workforce.
Action:	For Your Information Only.
Budget Impact:	None

Background: In October 2021, the Council approved setting wage minimums of \$15.00 per hour for MOST direct service staff to improve recruitment and retention of a skilled MOST workforce to help address waitlists for services that had developed. This wage increase was intended to be effective as of November 1, 2021, and was included as an expectation in the MOST 2022 RFP.

Current Status: In November 2021, seven of the 17 MOST providers successfully implemented the salary increase. These providers have communicated that staff report feeling more valued and they have seen a decrease in resignations and an increase in successful staff recruitment. Six additional providers are in the process of implementing the wage increase in January 2022, three providers require further discussions with their city councils or board of directors to implement the wage increase. After conversations with city leadership, one provider, who operates the program within the city's recreation department, declined the wage increase.

The wait list for the MOST programs has decreased from 1,032 children on the waitlist to 966 children on the waitlist. It is anticipated that agencies implement the wage increase and successfully recruit and retain staff, the wait list will continue to decrease. Staff will continue to monitor this implementation and report back to the Council.

Recommended Action: For Your Information Only.

TAB J

For Council Meeting January 20, 2022

Service Goal	SYS 1.2 Research and Evaluate Systems of Care.
Objective:	SYS 1.2.3 Collaborate with community partnerships to promote child and family research initiatives.
Issue:	Advance the Broward Data Collaborative (BDC) Electronic Data Sharing Ability Through a Demonstration Project.
Action:	Approve Participation in the Discovery Phase of the BDC Proof of Concept (Demonstration) Project.
Budget Impact:	None at this time.

Background: CSC has provided backbone and day-to-day management support for the Broward Data Collaborative (BDC) since its launch in December 2017. The purpose of the BDC is to facilitate electronic data exchange across agencies by providing governance, technology, legal agreements, research/evaluation, and care coordination structures to improve outcomes for Broward's children and families. Current BDC members include Broward Behavioral Health Coalition, Broward College, Broward County Human Services Department, Broward County Public Schools, ChildNet, CSC, Early Learning Coalition of Broward, and the Florida Departments of Children and Families and Juvenile Justice. WebAuthor has built the foundational technology platform for the electronic data integration. Despite multiple bi-lateral data sharing agreements, the current data sharing agreements do not allow the automated data integration among BDC partners that was envisioned; therefore, we are still limited to manual data sharing between designated individual entities.

Current Status: As a consequence of work Amazon Web Service (AWS) was doing with Broward Schools, in January 2021, CSC staff began conversations with AWS regional representatives to leverage their expertise and network to bring the vision of the data collaborative to fruition. That would include support in "getting to yes" with the various legal counsels and the build out of the technical specifications. After months of conversations, AWS agreed to host an Empathy Mapping workshop with BDC Members in August 2021 which generated greater clarity on how the integrated system could be imagined and used. With this greater clarity, AWS connected Velatura, a public benefit corporation that builds state Health Information Exchange systems, to the BDC with the vision of them collaborating to build out the BDC's legal and technical specifications needed to advance electronic data sharing in Broward County.

Velatura submitted an AWS Health Equity grant application in December of 2021 to partner with the BDC to address the pressing issue of the lack of coordination of supports for youth leaving Baker Act facilities which has resulted in a revolving door of Baker Act commitments for youth. The intention is to begin the discovery phase of the proof of concept process with this grant and then secure additional funding to progress to the prototype phase when they would draft prototype agreements and build an integrated data system with mock data to mimic a live data system. The ultimate goal of this “proof of concept” is to demonstrate that this kind of data sharing can lead to: (1) improved outcomes of Broward County youth leaving Baker Act facilities, (2) reduce costs, and (3) allow system analysis. This project can inform the work of the Florida Commission on Mental Health and Substance Abuse which was championed by Fl. State Rep. Christine Hunschofsky. CSC Chief Innovation Officer, Sue Gallagher, has been appointed to the Commission’s Data Workgroup. In line with CSC’s commitment to racial equity, up to 3 community members including parents, older youth and service recipients will be invited to consult on the project. If Velatura is unsuccessful in their application to AWS for support for this project, they may seek other avenues of support.

Recommended Action: Approve Participation in the Discovery Phase of the BDC Proof of Concept (Demonstration) Project.

For Council Meeting January 20, 2022

Service Goal	All Goals
Objective:	N/A
Issue:	Annual Performance Report for Fiscal Year 2020/21
Action:	For Your Information Only
Budget Impact:	None

Background: The Council's approach to program evaluation is comprehensive, multi-tiered, and includes the following key elements of the Results Based Accountability model:

- How Much Did We Do and How Well Did We Do It?
 - a. Programmatic Monitoring, conducted by Council staff and outsourced professionals with experience unique to their fields of practice, reviews a range of service elements including fidelity to the intervention model, participant/family engagement and satisfaction, program effectiveness, cultural sensitivity, funding utilization, and analysis of overall service delivery and documentation.
 - b. Administrative Monitoring, conducted by experienced Council staff accountants, reviews the fiscal aspects of the contract, including personnel costs, budget-to-actual, background screening compliance, insurance, audit compliance and invoice accuracy, and back-up documentation.
- Is Anybody Better Off?
 - a. Performance Measurement, conducted by experienced Council research and evaluation managers, begins with establishing appropriate targets based on national studies, best practice, and baseline data collected over time. Performance measurement is evaluated using a variety of designs including validated pre/post-test measurement tools, single point data collection at program completion or post successful completion, and survey administration to determine program effectiveness while providing data for comparison with local, state and national indicators. Data integrity is evaluated by timeliness, accuracy, and completeness of data entry and testing.

Current Status: Despite the ongoing COVID-19 pandemic, many CSC funded providers were able to deliver quality virtual, hybrid, or in-person services to nearly all contracted number of participants. For these programs, outcomes, numbers served, and utilization were evaluated consistent with a typical year of service delivery. For school-based programs, the pandemic continues to affect service delivery, enrollment, staff vacancies, utilization, and performance measures. As a result, lower than typical numbers served and utilization was prevalent among these programs and performance measure expectations/targets were adjusted.

The enclosed Annual Performance Report displays year-end performance for individual programs with explanations for modifications made to program evaluation or when data was unavailable. Cover pages for each service area contain “data stories” that include relevant and interesting trends about specific program areas based on analyses of aggregate data obtained during the fiscal year. Many of these stories highlight how the pandemic has affected programming. A summary spreadsheet for each service area with outcome performance by program and outcome is included at the end of the report. Monitoring and ongoing reviews verify that these Council-funded programs continue to provide high quality services to Broward’s children and families, with effective service interventions, sound fiscal management, and appropriate responsiveness to the needs of participants in the midst of a pandemic.

Recommended Action: None.

ANNUAL PERFORMANCE REPORT | FISCAL YEAR 2020-2021



th

Children's
Services
Council
of Broward County



A Year of Caring and Connection.

6600 WEST COMMERCIAL BLVD, LAUDERHILL, FL 33319 | 954-377-1000 | INFO@CSCBROWARD | CSCBROWARD.ORG

MISSION STATEMENT

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



TABLE OF CONTENTS

TAB 1	MATERNAL & CHILD HEALTH	1
TAB 2	FAMILY SUPPORTS	5
TAB 3	CHILD WELFARE SUPPORTS	36
TAB 4	ECONOMIC SELF-SUFFICIENCY.....	41
TAB 5	WATER SAFETY	51
TAB 6	LITERACY & EARLY EDUCATION	54
TAB 7	SCHOOL HEALTH	60
TAB 8	ELEMENTARY SCHOOL INITIATIVES OUT-OF-SCHOOL TIME (GENERAL POPULATION)	62
TAB 9	OUT-OF-SCHOOL TIME (SPECIAL NEEDS) & RESPITE INITIATIVES.....	79
TAB 10	MIDDLE SCHOOL INITIATIVES	91
TAB 11	HIGH SCHOOL INITIATIVES	115
TAB 12	SPECIAL NEEDS (STEP)	122
TAB 13	INDEPENDENT LIVING	128
TAB 14	DELINQUENCY DIVERSION	141
TAB 15	CHILDREN'S HEALTH INSURANCE	151
TAB 16	SIMPLIFIED POINT OF ENTRY	153
TAB 17	CAPACITY BUILDING	157



GOAL

Ensure a continuum of maternal and child health services for at-risk families.

RESULT

Children are mentally and physically healthy.

MATERNAL & CHILD HEALTH PROGRAMS

Mothers Overcoming Maternal Stress (MOMS)

- Designed to decrease pre/post-natal depression and/or anxiety, promote maternal and child bonding, increase parenting skills, and decrease risk of child abuse and neglect.
- Address resistance to engagement due to the stigma around clinical symptoms.
- Provide intensive mental health treatment and support to address high rates of abuse among infants from birth to one year of age.

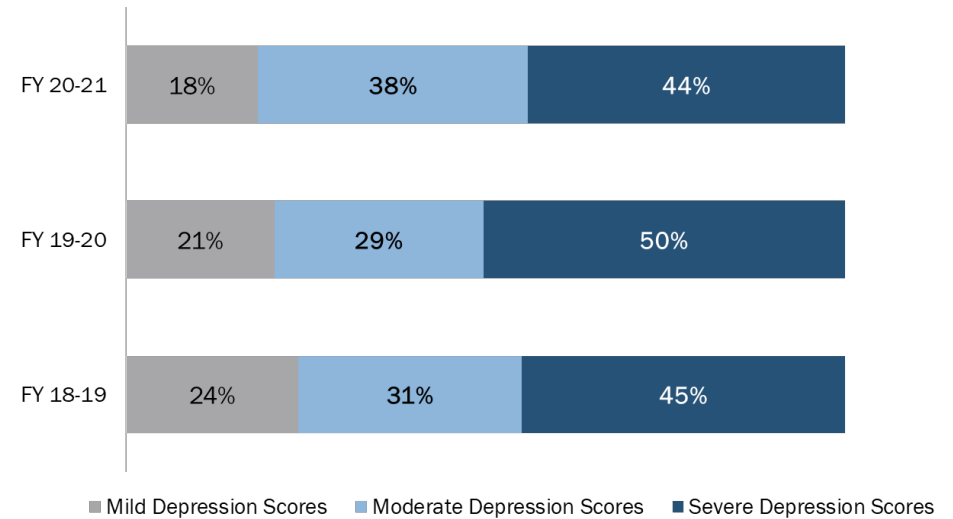
Safe Sleep

- Safe Sleep provides cribs and education on safe sleeping practices to low-income families. The program also provides Model Behavior Training to hospital staff and safe sleep practices/risk reduction trainings to the community at large.

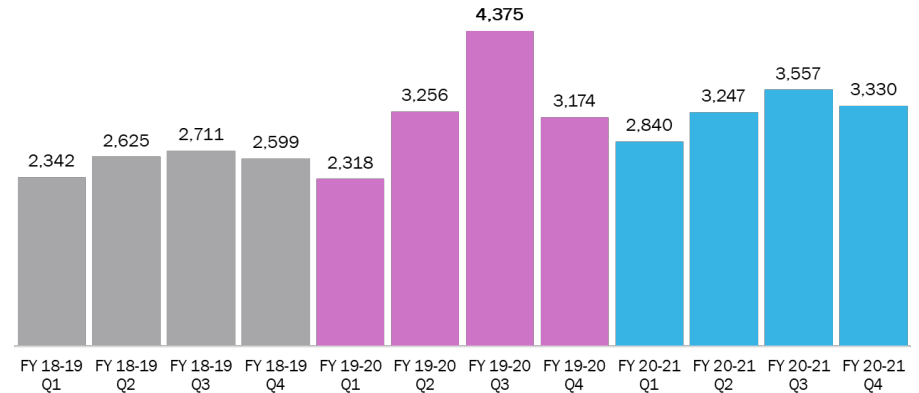
* **Despite the ongoing COVID-19 pandemic, the MOMS providers were able to deliver quality virtual services to nearly all of the contracted number of participants, therefore outcomes were analyzed consistent with a typical year.**

DATA STORIES

Mothers entering the MOMS programs in FY 19-20 and FY 20-21 reported **higher combined levels of moderate and severe depression** when compared to a pre-COVID time period (FY 18-19).



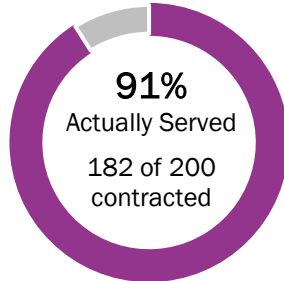
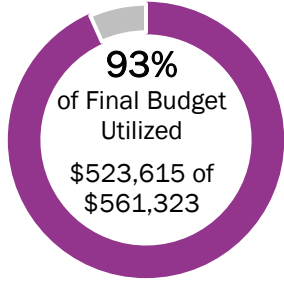
The number of **hours of services** provided to mothers participating in the MOMS programs **dramatically increased** at the onset of the **COVID-19 pandemic** (FY 19-20 Q3) and continues to be higher when compared to a time period prior to the pandemic (FY 18-19).





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Healthy Mothers Healthy Babies (HMHB), Mothers Overcoming Maternal Stress (MOMS) program is in its second year providing services under the 2019 Family Supports RFP. The MOMS program provides individualized services in North and Central Broward County to pregnant women and/or women with children less than one year of age who are experiencing pre and/or postnatal maternal emotional distress. The program utilizes a combination of Cognitive Behavioral Therapy (CBT), the Nurturing Parenting Program (NPP) curriculum and/or the Circle of Security best practice models for this population in need of intensive, weekly services.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families that participated in all program requirements.



Mothers who reported fewer symptoms of depression and/or anxiety.



Infants and children that scored within range for developmental milestones.



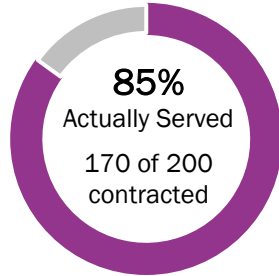
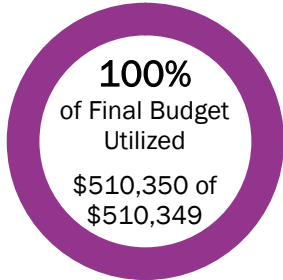
Mothers who demonstrated acceptable level or improvement of attachment/bonding with target infant.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System, Mothers Overcoming Maternal Stress (MOMS) program is in its second year providing services under the 2019 Family Supports RFP. The MOMS program provides individualized services in South Broward County to pregnant women and/or women with children less than one year of age who are experiencing pre and/or post-natal maternal emotional distress. The program utilizes a combination of Cognitive Behavioral Therapy (CBT), the Nurturing Parenting Program (NPP) curriculum, and/or the Circle of Security best practice models for this population in need of intensive, weekly services.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

The number of families served was lower than the contracted amount due to a reduction in referrals; however, the longer program duration for families with more complex needs resulted in full utilization.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families that participated in all program requirements.



Mothers who reported fewer symptoms of depression and/or anxiety.



Infants and children that scored within range for developmental milestones.



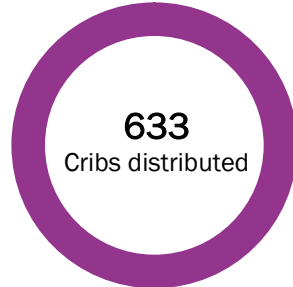
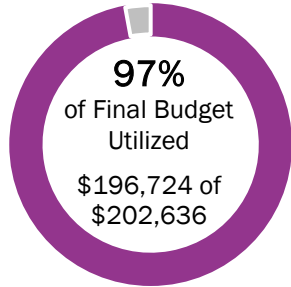
Mothers who demonstrated acceptable level or improvement of attachment/bonding with target infant.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Broward Healthy Start Coalition's Safe Sleep program is in its second year providing services under the 2019 Family Supports RFP. The Safe Sleep Initiative has evolved over the years from primarily distributing pack and play cribs to low-income families into a comprehensive program that includes training and education to parents, practitioners, and community members. The program provides an essential service that helps address unsafe sleep practices, one of the leading causes of child death in Florida for children under the age of one.

The Safe Sleep message continues to be spread widely throughout the community. There were 786 people that participated in community agency trainings on safe sleep practices, 633 parents/caregivers received a crib and training on safe sleep practices, and 316 health professionals participated in model behavior trainings at local hospitals.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all performance measures.

Measures

Parents/caregivers provided with a crib who increased their knowledge of safe infant sleep practices, SIDS risk reduction and the Safe Sleep program.



Agency and healthcare professionals who reported the information presented in the training was useful.



Agency and healthcare professionals who reported satisfaction with trainings.





GOAL

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

RESULT

Children live in stable and nurturing families.

FAMILY SUPPORTS PROGRAMS

Family Strengthening

- Evidence-based and best practice interventions designed to address multiple socio-environmental factors, stabilize families in crisis, and prevent out of home placement/involvement in dependency system.

Kinship

- Maintain stable homes for youth in relative and non-relative care.
- Prevent involvement in child welfare system.
- Since 2015, a partnership with The Jim Moran Foundation has added \$200K annually to support Kinship.

Healthy Families

- The Ounce of Prevention funds pre/post-natal screening and assessment; CSC funds the in-home intervention portion of this evidence-based model to improve infant and toddler outcomes and reduce abuse and neglect.

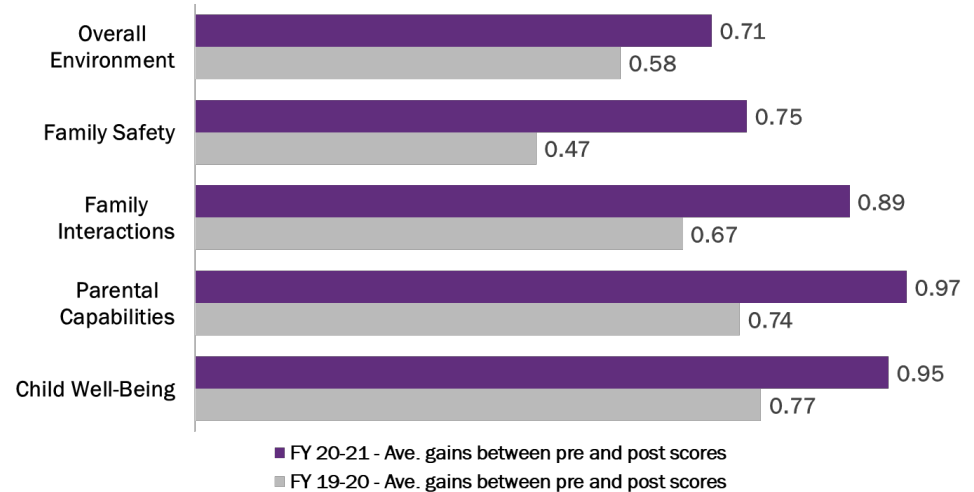
Trauma Services

- Evidence-based trauma therapy and best practice services in collaboration with Broward Behavioral Health Coalition.
- Promote resilience and address the symptoms of trauma and prevent/reduce post-traumatic stress for children and families county-wide.
- Provide various wellness activities and support services.
- Eagles' Haven allows CSC to receive Federal AEAP reimbursement.

* Despite the ongoing COVID-19 pandemic, the Family Support providers were able to deliver quality virtual and hybrid services. For some programs, the numbers served and utilization were impacted as reflected on the individual program pages. The outcomes were analyzed consistent with a typical year.

DATA STORY

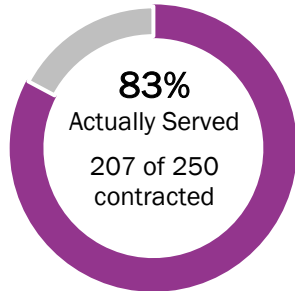
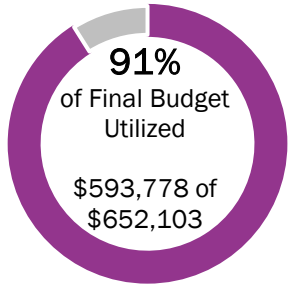
NCFAS* Family Functioning domain scores showed **greater positive change** between pre- and post- assessments in FY 20-21 than in FY 19-20, when COVID-19 first started. (Subscale scores can range from -3 to +2). (*North Carolina Family Assessment Scale)





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Arc Parents as Teachers (PAT) Family Strengthening program completed its second year providing services under the 2019 Family Support RFP. The PAT model is a weekly in-home parent education and training program that utilizes a national best practice model modified specifically for families with infants and children with special needs. The program duration is long term, often spanning several years.

The program review reflected individualized virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

The number of families served was lower than the contracted amount due to more intense service delivery for families with more complex needs.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



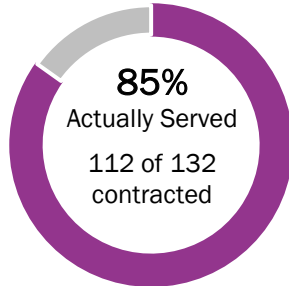
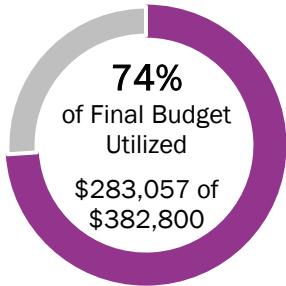
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

The Boys & Girls Clubs of Broward County is in its second year providing services under the 2019 Family Support RFP. The Boys & Girls Club's Strengthening Families Program (SFP) model provides 14 weeks of curriculum guided parent, child, and family groups, as well as two booster sessions. This occurs at eleven clubs. In addition to group sessions, families receive ongoing case management services, as needed.

Program review reflected that virtual group services were engaging and well received by the caregivers. Technical assistance was provided to improve case management services and documentation. Caregiver satisfaction surveys reflected high levels of satisfaction with services received.

Due to the pandemic, the program experienced challenges recruiting caregivers, resulting in lower utilization and numbers served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements per Ahearn Greene Associates independent evaluation, as required by the SFP model.

Goal Measure

Parents demonstrated improvement in their parenting skills.



Families who participated in all program requirements.



Families who improved family functioning.



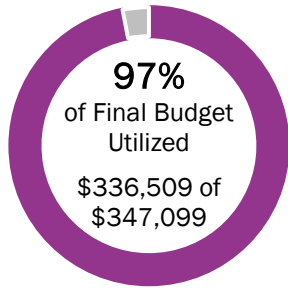
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Boys Town South Florida completed its second year providing services under the 2019 Family Support RFP. The In-Home Family Services (IHFS) model provides intensive, home-based, hands-on parenting interventions to families with children birth-17 years old. IHFS is designed to help teach families healthy coping strategies so they can successfully handle issues as they arise and prevent them from becoming more disruptive.

Program review reflected excellent service delivery with engaging and effective implementation of the IHFS model. The provider offered virtual services during the pandemic. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Through virtual service delivery, the provider was able to serve additional families.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



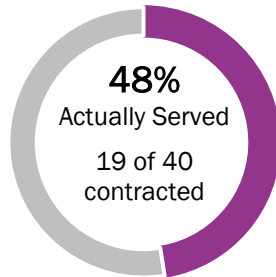
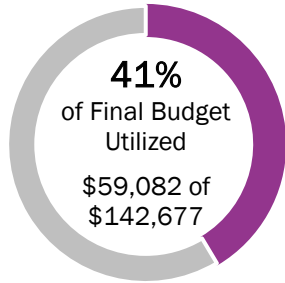
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

Broward Children's Center completed its second year providing services under the 2019 Family Support RFP. The program provides weekly parent training utilizing the Nurturing Parenting Program (NPP) Special Needs model, case management, and parent support groups. The average program duration is six months, with 12-16 weeks of curriculum delivery.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

This small program experienced staff retention challenges which impacted utilization and numbers served. Ongoing technical assistance is being provided.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



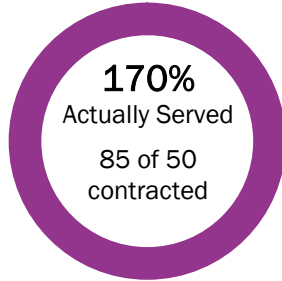
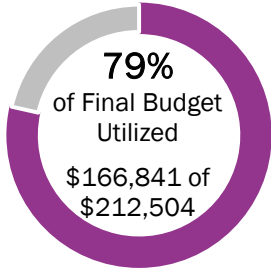
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Advocacy Network for Disabilities Family Strengthening program completed its second year providing services under the 2019 Family Support RFP. The program normally provides in-home services addressing the specialized needs of families who have children with disabilities or who are headed by a parent with a developmental disability. The program offers the Nurturing Parenting Program (NPP), Step-by-Step Parenting for children birth-three, and Cognitive Behavioral Therapy (CBT).

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Utilization was lower than expected due to staff vacancies. The provider was able to serve more families than contracted due to shorter program duration for families with less complex needs. Contracted numbers to be served will be reviewed prior to renewal recommendations in May 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



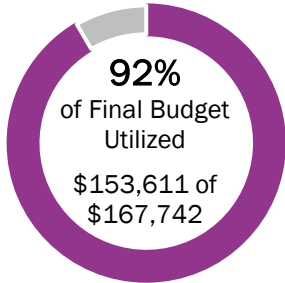
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Center for Hearing & Communication completed its second year providing services under the 2019 Family Support RFP. The program model provides weekly in-home Cognitive Behavioral Therapy (CBT) and the Nurturing Parenting Program (NPP) to families impacted by hearing loss who are at risk of or have a reported case of abuse and/or neglect.

Program review and observation reflected that the program provided essential virtual services for youth and families in a high-need niche community. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

The provider excelled at finding new ways to engage families during the pandemic.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



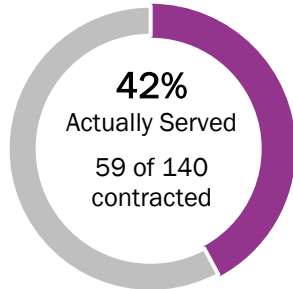
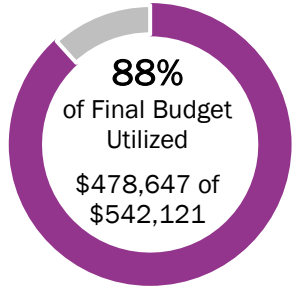
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

The Children's Harbor Family Strengthening Program is in its second year providing services under the 2019 Family Support RFP. The program model provides weekly in-home Cognitive Behavioral therapy, case management, and parenting education services utilizing the Nurturing Parenting (NPP) and/or Circle of Security (COS) best practice curricula.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys reflected high levels of program satisfaction.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a decrease in referrals, and staff directed the provider to hold a counselor position vacant until referrals increased. These factors resulted in lower utilization and number served. Technical assistance is being provided to address low referrals.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



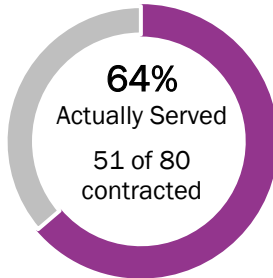
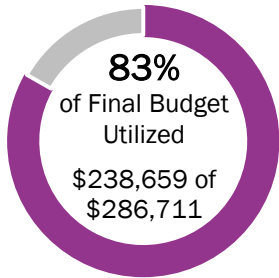
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

Community Based Connections completed its second year providing services under the 2019 Family Support RFP. The program model provides weekly in-home parent education, fatherhood groups, and support services to families living primarily in the City of West Park and adjacent communities using the "Effective Black Parenting", "Confident Parenting", and "24/7 DAD" best practice curricula.

The program review reflected individualized virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction. The provider is receiving technical assistance for documentation, staff retention, and client engagement.

As a result of the pandemic, the provider shifted to cost reimbursement and was able to utilize a significant amount of the budget. However, the program experienced a staff vacancy and challenges recruiting families, resulting in lower utilization and numbers served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Fathers who reported satisfaction with Fatherhood group sessions.



Fathers who attended monthly Fatherhood group sessions.



Families who participated in all program requirements.



Families who improved family functioning.



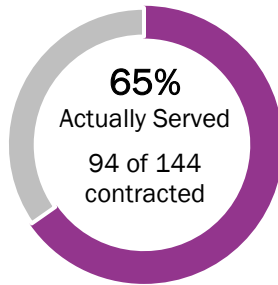
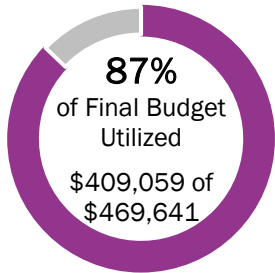
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Family Central, Inc. completed its second year providing services under the 2019 Family Support RFP. The program model provides weekly in-home parent education and support services to families using the "Nurturing Parenting Program" best practice curriculum.

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

As a result of the pandemic, the provider shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a decrease in referrals, and staff directed the provider to hold a counselor position vacant until referrals increased. These factors resulted in lower utilization and number served.

Is Anybody Better Off?

Data Integrity & Fully Measured

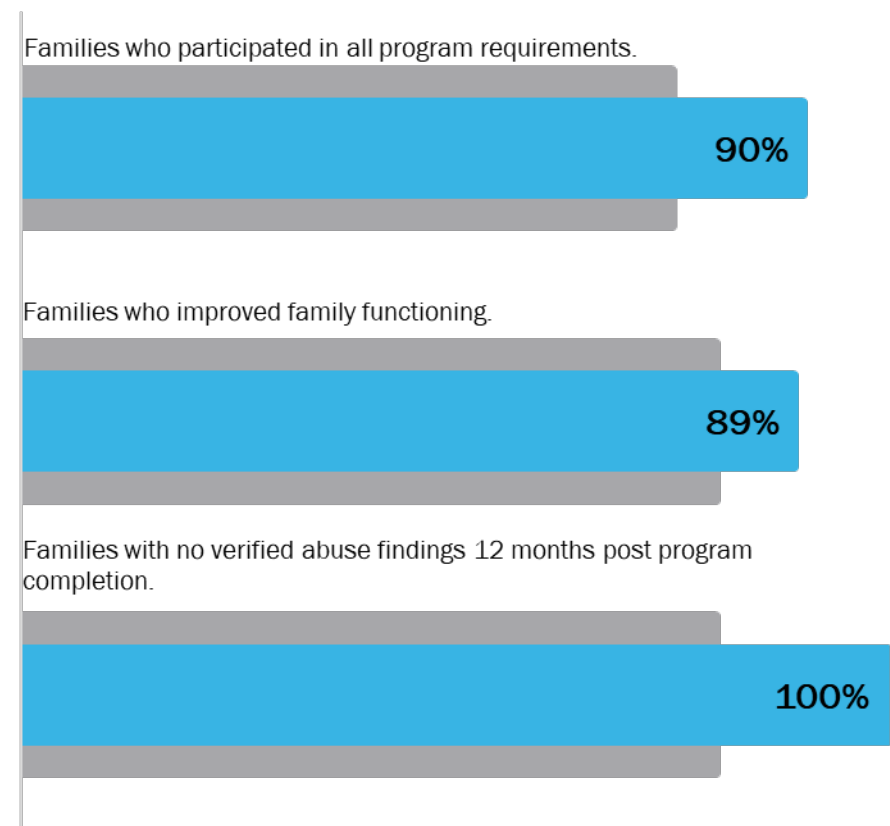
Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

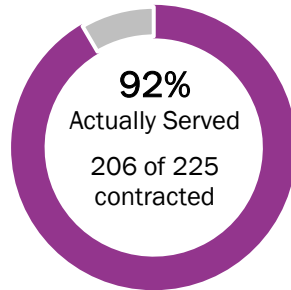
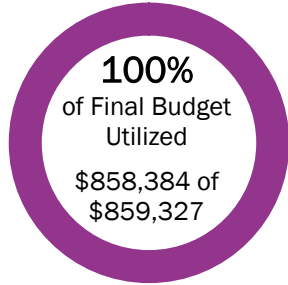
Goal Measure





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Gulf Coast completed its second year providing services under the 2019 Family Support RFP. The Family Skill Builders program model provides intensive in-home therapy, case management, parenting education, crisis stabilization, and support. The provider has established a strong relationship with BSO Child Protective Investigations Section, their primary referral source.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



Families with no verified abuse findings 12 months post program completion.





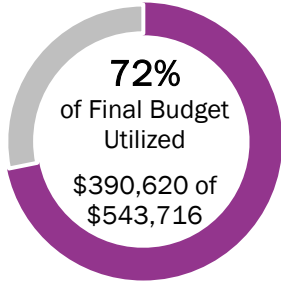
Henderson Behavioral Health - HOMEBUILDERS

Family Support – Abuse & Neglect Prevention – Family Strengthening FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Henderson Behavioral Health is in its second year providing services under the 2019 Family Support RFP. The program utilizes the HOMEBUILDERS best practice model which provides intensive in-home case management using a wide range of counseling techniques to increase life skills and improve individual and family functioning. The HOMEBUILDERS program is designed to keep children safe while helping the family reach a level of functioning at which it is possible for their children to remain safely at home. Program referrals are solely received from BSO Child Protective Investigations Section for families with highly complex needs.

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Utilization was lower than expected due to staff vacancies. However, they did an excellent job of serving families remotely and in person during the pandemic, resulting in an increased number of families served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



Families with no verified abuse findings 12 months post program completion.



Families who successfully avoided out-of-home placement.





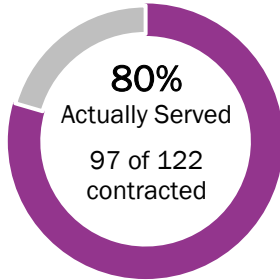
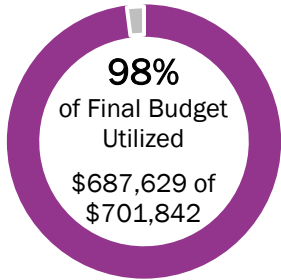
Henderson Behavioral Health – Multisystemic Therapy (MST)

Family Support – Abuse & Neglect Prevention – Family Strengthening FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Henderson Behavioral Health is in its second year providing services under the 2019 Family Support RFP. Henderson's Multisystemic Therapy (MST) Program model provides intensive in-home therapeutic services to families with adolescents at risk of entering or re-entering the delinquency and/or dependency systems.

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

The funding of the MST Program allows two other match opportunities, which include a Low-Income Pool (LIP) leverage agreement between Henderson, Agency for Health Care Administration (AHCA) and CSC, in addition to the Broward Behavioral Health Coalition's (BBHC) Federal Re-Entry Program.

The number of families served was lower than the contracted amount due to a reduction in referrals; however, the long program duration of families with more complex needs resulted in full utilization.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Youth did not obtain law violations 6 months post program completion.



Families with no verified abuse findings 12 months post program completion.



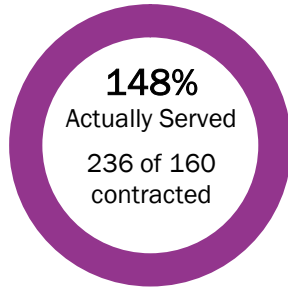
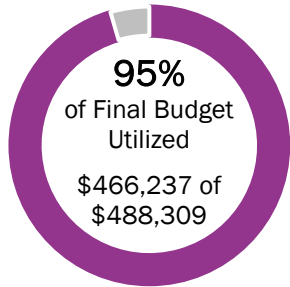
Youth maintained/improved school attendance during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Hispanic Unity of South Florida completed its second year providing services under the 2019 Family Support RFP. The program model provides weekly group and in-home parent education and support services to families at 12 school sites and 2 community sites using the Nurturing Parenting Program (NPP) best practice curriculum.

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Through virtual group service delivery, the provider was able to serve more families through additional group offerings.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Parents who reported parenting attitudes/behaviors consistent with decreased risk of child abuse/neglect.



Parents who reported satisfaction with Family Training Sessions.



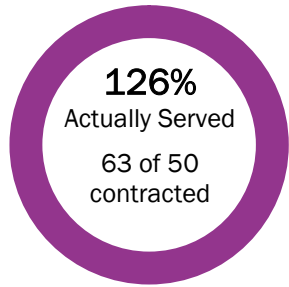
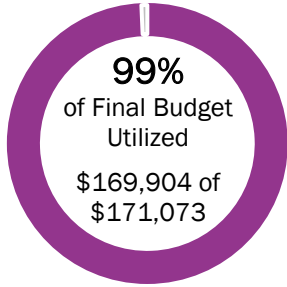
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Jack & Jill Children's Center completed its second year providing services under the 2019 Family Support RFP. The program model provides services addressing the needs of youth and families attending their childcare center. An ABA Therapist provides behavioral support and therapy both in the classroom and in home as needed. The program also provides group-based parenting education delivering the Nurturing Parenting Program (NPP).

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys and virtual service observation reflected high levels of program satisfaction.

Through virtual group service delivery, the provider was able to serve more families through additional group offerings.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



Children who demonstrated increased adaptive behaviors and/or decreased behavior problems.



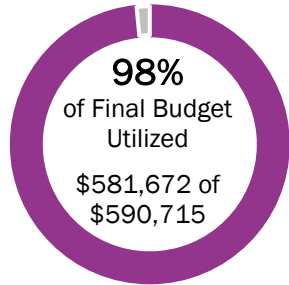
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Administrative monitoring had finding(s) that were addressed in a timely manner.

Programmatic Performance

Program is performing well.

JAFCO is in its second year providing services under the 2019 Family Support RFP. JAFCO's Multisystemic Therapy (MST) Program model provides intensive in-home therapeutic services to families with adolescents at risk of entering or re-entering the delinquency and/or dependency systems.

Program review results reflected stellar hybrid service delivery with engaging and effective therapeutic interventions and excellent fidelity to the model. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Through virtual service delivery, the provider was able to serve additional families.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Families who participated in all program requirements.



Youth did not obtain law violations 6 months post program completion.



Families with no verified abuse findings 12 months post program completion.



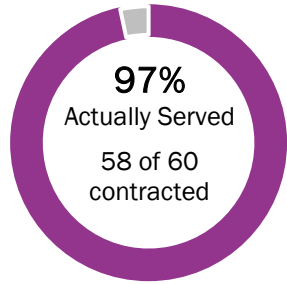
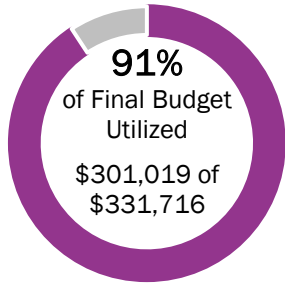
Youth maintained/improved school attendance during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Juliana Gerena & Associates is in its second year providing services under the 2019 Family Support RFP. The SAFE Program model provides weekly in-home therapeutic services to families with children exhibiting sexual behavioral issues. Therapists employ a Cognitive Behavioral Therapy (CBT) approach, with a trauma focus as necessary, when providing weekly individual and family counseling. The average length of treatment is approximately nine to twelve months.

Program review results reflected stellar hybrid service delivery with engaging and effective therapeutic interventions to this unique and complex population. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Families who participated in all program requirements.



Families who improved family functioning.



Families with no verified abuse findings 12 months post program completion.





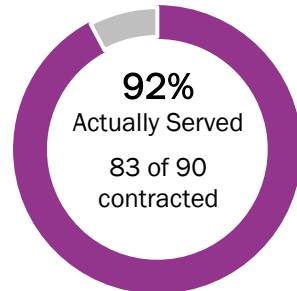
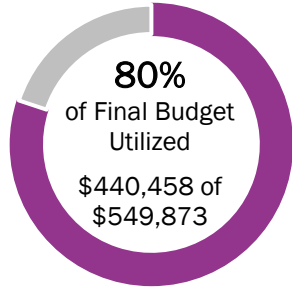
KID, Inc. - HOMEBUILDERS

Family Support – Abuse & Neglect Prevention – Family Strengthening FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

KID, Inc., completed its second year providing services under the 2019 Family Support RFP. The program utilizes the HOMEBUILDERS best practice model, which provides intensive in-home case management using a wide range of counseling techniques to increase life skills and improve individual and family functioning. The HOMEBUILDERS Program is designed to keep children safe while helping the family reach a level of functioning at which it is possible for their children to remain safely at home. Program referrals are solely received from BSO CPIS and services are provided to families with very complex needs.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Utilization was lower than expected due to staff vacancies which also affected numbers served.

Is Anybody Better Off?

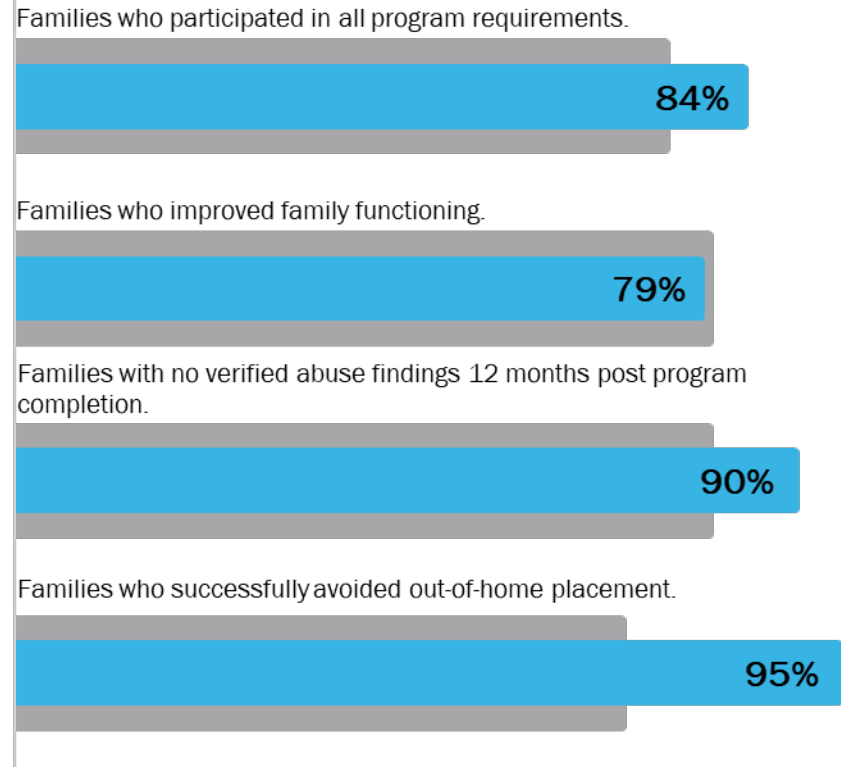
Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

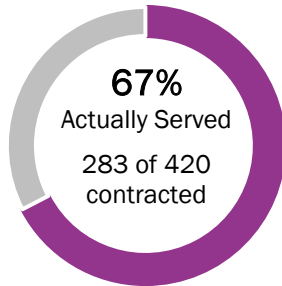
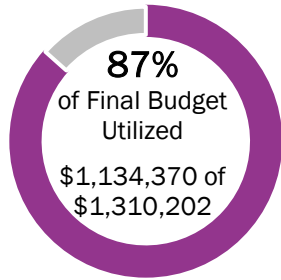
Goal Measure





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

KID, Inc., completed its second year providing services under the 2019 Family Support RFP. The KID FIRST program model provides intensive home-based family preservation services, which are comprised of three components: case management, parent education, and supportive counseling. BSO Child Protective Investigators are the primary source of referrals for this program.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys reflected high levels of program satisfaction.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget; however, the program experienced a decrease in referrals which resulted in lower utilization and number served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



Families with no verified abuse findings 12 months post program completion.





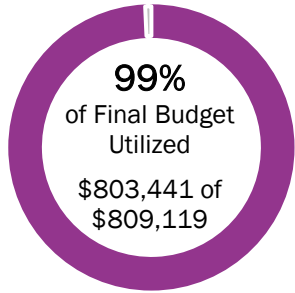
Memorial Healthcare System – Family TIES

Family Support – Abuse & Neglect Prevention – Family Strengthening FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System completed its second year providing services under the 2019 Family Strengthening RFP. The Family TIES Program model provides comprehensive in-home and group intervention services to families with children ages birth-17 using Solution Focused Brief Therapy (SFBT) and the Circle of Security (COS) parenting model. SFBT is designed to build on a family's strengths to significantly increase family protective factors. COS is a relationship-based early intervention program model, which is designed to enhance attachment security between parents and their young children (under the age of 6).

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys reflected high levels of program satisfaction.

Through virtual service delivery, the provider was able to serve additional families.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



Families with no verified abuse findings 12 months post program completion.





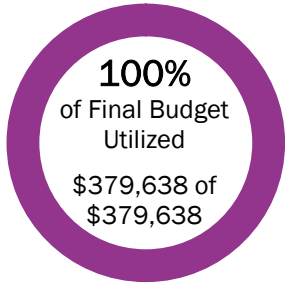
Memorial Healthcare System - Teen

Family Support – Abuse & Neglect Prevention – Family Strengthening FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System - Teen Program is in its second year providing services under the 2019 Family Strengthening RFP. This program model provides services to teens ages 19 or younger (or up to 22 years of age for participants with a disability) who are pregnant and/or have a child age two years or younger, reside in Broward County, and are at risk for child abuse and neglect using a combination of evidence-based models such as Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), EFT Tapping, the Nurturing Parenting Program (NPP), and the Nurturing Fathers Program (NFP).

Program review results reflected quality virtual service delivery with effective therapeutic interventions and fidelity to the model. Caregiver satisfaction surveys reflected high levels of program satisfaction.

Through virtual service delivery, the provider was able to serve additional families.

Is Anybody Better Off?

Data Integrity & Fully Measured

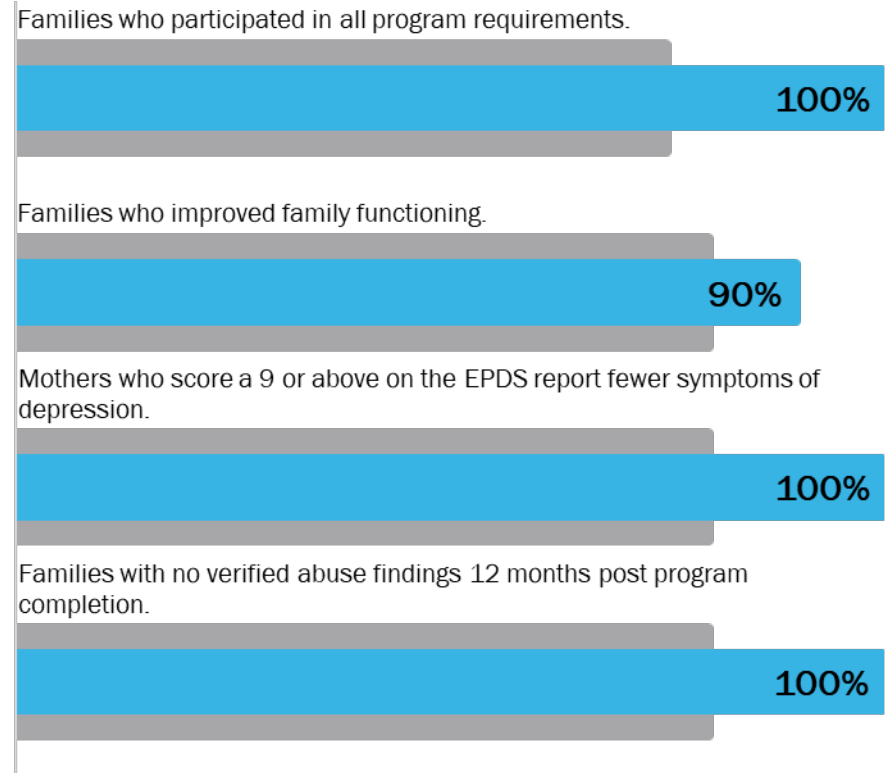


Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

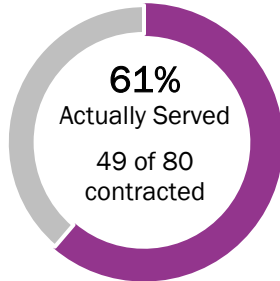
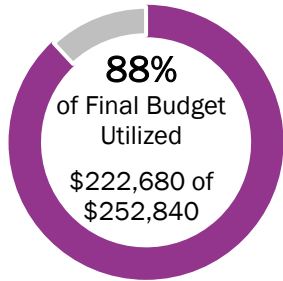
Goal Measure





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

PACE Center for Girls is in its second year providing services under the 2019 Family Support RFP. The PACE program model provides weekly, in-home/on-site counseling services utilizing Cognitive Behavioral Therapy (CBT), case management and group services for families with girls between the ages of 8-17.

The program reviews reflected quality hybrid service delivery. Caregiver satisfaction surveys reflected high levels of program satisfaction.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget; however, the program experienced staff retention challenges and lower referrals which resulted in lower utilization and number served. Technical assistance has been provided.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



Families with no verified abuse findings 12 months post program completion.



Youth did not obtain law violations 6 months post program completion.



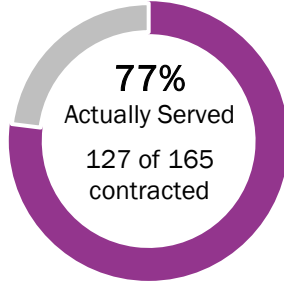
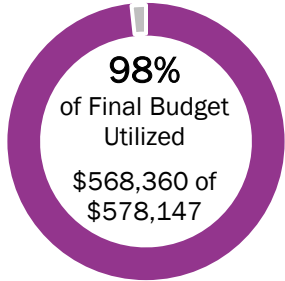
Youth maintained/improved school attendance during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Smith Community Mental Health completed its second year providing services under the 2019 Family Support RFP. Alternatives for Families Cognitive Behavioral Therapy (AF-CBT) is a trauma-informed, evidence-based intervention designed to improve the relationship between children and their caregivers by addressing the individual(s) and family as a whole. The provider normally offers AF-CBT as an intensive, in-home, therapeutic service designed to reduce child abuse and neglect, family conflict, and behavioral problems. The provider has established a strong relationship with BSO Child Protective Investigators, their primary referral source.

The program review reflected high quality virtual service delivery. Caregiver satisfaction surveys reflected high levels of program satisfaction.

The number of families served was lower than the contracted amount due to longer program duration for families with more complex needs.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who participated in all program requirements.



Families who improved family functioning.



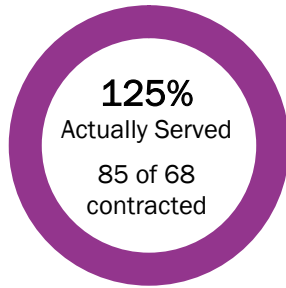
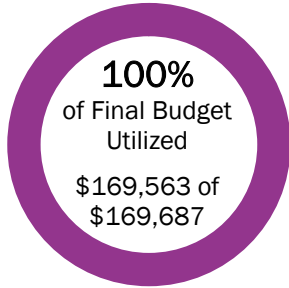
Families with no verified abuse findings 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Harmony Development Center, Inc., completed its first year providing services under the 2020 Kinship RFP. The program model provided in-home services and group services at four community-based sites located in Cooper City, Coral Springs, Lauderhill and Miramar. The program included support services designed to maintain a stable home for children being raised by relative or non-relative caregivers when biological parent(s) are unable to do so, with a focus on services to kinship families that included unaccompanied immigrant minors.

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

The number of families served was higher than the contracted amount due to shorter program duration for families with less complex needs.

Is Anybody Better Off?

Data Integrity & Fully Measured



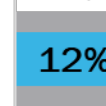
Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Kinship children served from the refugee population.



12%

Youth satisfied with Kinship services.



100%

Caregivers satisfied with Kinship services.



100%

Caregivers demonstrated acceptable level and/or increase in protective factors.



89%

Kinship children did not require foster or institutional care 12 months post program completion.



98%

Kinship children did not require foster or institutional care while receiving services.

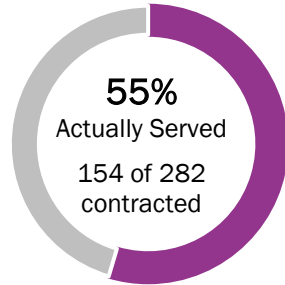
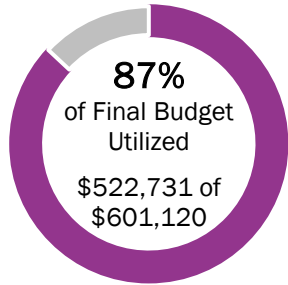


100%



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

KID, Inc. completed its first year providing services under the 2020 Kinship RFP in partnership with Memorial Healthcare. The program model provides county-wide support services designed to maintain a stable home for children being raised by relative or non-relative caregivers when biological parent(s) are unable to do so.

The program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys reflected high levels of program satisfaction.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget; however, the program experienced a decrease in referrals, and CSC staff directed the provider to hold a counselor position vacant until referrals increased. These factors resulted in lower utilization and number served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Caregivers satisfied with Kinship services.



Caregivers demonstrated acceptable level and/or increase in protective factors.



Kinship children did not require foster or institutional care 12 months post program completion.



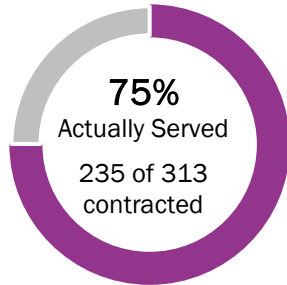
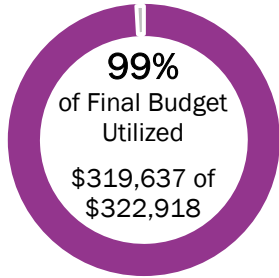
Kinship children did not require foster or institutional care while receiving services.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Legal Aid Services of Broward County, Inc., completed its first year providing services under the 2020 Kinship-Legal RFP. Legal Aid's Kinship program model provided Kinship caregivers with legal advocacy services designed to promote safety, permanency, and child well-being.

Program review results reflected engaging and high-quality legal support services. The provider successfully transitioned to offering virtual services in response to the pandemic. Caregiver satisfaction surveys reflected high levels of satisfaction with services received.

The number of families served was less than the contracted amount due to longer program duration for families with more intense legal needs.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Kinship families satisfied with Legal Aid services.



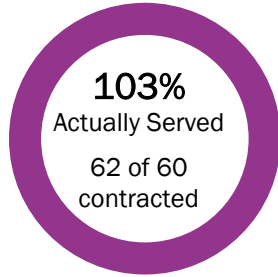
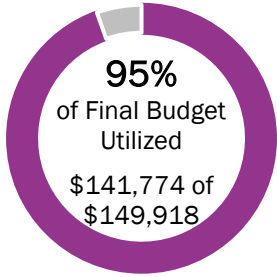
Kinship families whose legal goals were met.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

Mental Health America (MHA) of Southeast Florida, Inc., completed its first year providing services under the 2020 Kinship RFP. The program model provides county-wide support services designed to maintain a stable home for children being raised by relative or non-relative caregivers when biological parent(s) are unable to do so, with a focus on services to kinship families that included children with incarcerated parents.

Program review reflected that the following areas needed improvement: case management and documentation. The provider is receptive to technical assistance and has implemented strategies to address concerns.

The number of families served was higher than the contracted amount due to shorter program duration for youth/families with less complex needs.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Kinship children served with one or more incarcerated biological parent.



Youth satisfied with Kinship services.



Caregivers satisfied with Kinship services.



Caregivers demonstrated acceptable level and/or increase in protective factors.



Kinship children did not require foster or institutional care 12 months post program completion.



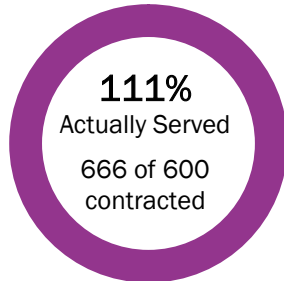
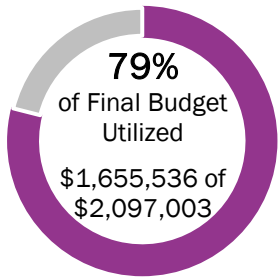
Kinship children did not require foster or institutional care while receiving services.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

Broward Regional Health Planning Council (BRHPC) has been funded by CSC since 2002, piggybacking on an Ounce of Prevention procurement designating BRHPC as the lead agency to provide the Healthy Families (HF) program in Broward County. HF is an evidence-based approach to support pregnant and new mothers, promote maternal/child bonding, and reduce child abuse and neglect. As a collaborative funded by CSC and the Ounce of Prevention, Healthy Families Broward (HFB) model provides pre- and post-natal screening and assessment, in-home parent education, case management, and support services to families in thirteen Broward County high-need zip codes. The provider offered virtual services during the pandemic.

Program review reflected that service delivery was on track across several key program areas, with technical assistance provided to improve family retention and consistency of service delivery, as required by the model. Caregiver satisfaction surveys and service observation reflected high levels of program satisfaction.

Utilization was lower than expected due to staff vacancies. The provider exceeded in number of families served, however, family retention challenges are noted in the performance measure results.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met 4 of 6** Healthy Families Florida goals for performance measurements. Provider did not meet the goals for home visits and family retention due to staff turnover.

Goal Measure

Families who received at least 75% of home visits as prescribed by the leveling system.



Families retained in the program.



Target children enrolled in the project six months or longer were linked to a medical provider.



Participants who improved at least one score on the Healthy Families Parenting Inventory.



Families that completed the program with improved/maintained self-sufficiency.



Target children enrolled in program who were up to date with Well Baby Checks by age 2.





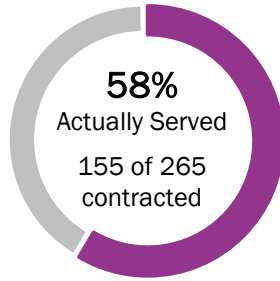
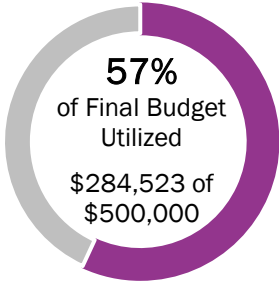
Broward Behavioral Health Coalition – Trauma Counseling

Family Support – Abuse & Neglect Prevention – Trauma FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Broward Behavioral Health Coalition completed its third year under CSC funding overseeing the delivery of services across their behavioral health continuum. The services provided include individual/family trauma focused therapy, group counseling including grief support, non-traditional therapy which includes healing through the arts, outreach, and psychiatric evaluations. These services are offered county-wide with an emphasis on supporting youth, families, school staff, and first responders impacted by the Marjory Stoneman Douglas (MSD) tragedy and youth and families impacted by COVID-19. This contract term, services were expanded to include the Community Mental Health Worker training and 500-hour practicum in support of the HEAL Trauma RFP. Virtual services were successfully offered in response to the pandemic.

Utilization and number served was lower than contracted due to CSC being the payor of last resort and hesitancy to engage in mental health services due to stigma.

CSC submitted invoices for reimbursement (October 2020 to September 2021) for \$901,036 (\$214,634 of which was attributable to this contract) for the Federal Anti-terrorism and Emergency Assistance Program (AEAP). Reimbursement is pending for the months of August and September.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Clients satisfied with services.



Participants who successfully completed treatment.



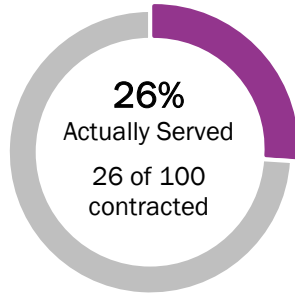
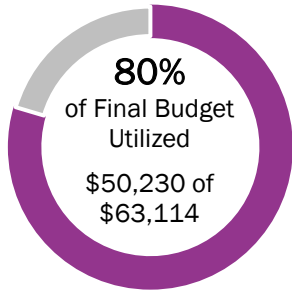
Participants who improved behavioral health functioning.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program has sunsetted.

Children's Bereavement Center completed its second year as a leverage contract. The program provided weekly grief support group services to elementary aged youth through adults who were impacted by the Marjory Stoneman Douglas (MSD) tragedy.

This program offered virtual services due to the pandemic. Satisfaction surveys and virtual service observation indicated a high level of satisfaction with services received.

As a result of the pandemic, the provider shifted to cost reimbursement and was able to utilize a significant amount of the budget. However, due to a reduced demand for services in the desired communities, the number served was lower than contracted, and the provider was not recommended for renewal. The contract sunsetted on September 30, 2021.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Participants who reported satisfaction with services.



Participants who reported an increase in feelings of social support.



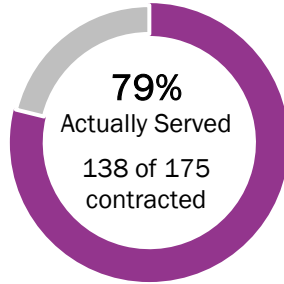
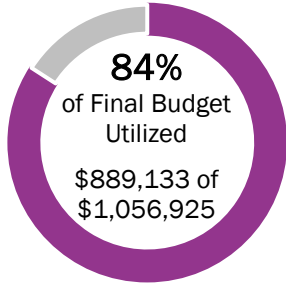
Participants who reported a reduction in feelings of grief.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

JAFCO is in its third year providing services at Eagles' Haven Community Wellness Center. The program provides navigation and wellness services to students, staff, first responders and their families from both Marjory Stoneman Douglas and West Glades Middle School.

The program review results reflected high-quality hybrid service delivery with essential navigation and engaging wellness services to youth and families in the MSD community. Satisfaction surveys reflected a high level of satisfaction with services received.

The program was cost reimbursement and was able to utilize a significant amount of the budget. Staff vacancies and challenges with client recruitment due to the pandemic resulted in lower utilization and numbers served.

CSC submitted invoices for retroactive reimbursement (October 2020 to September 2021) for \$901,036 (\$507,440 amount which was attributable to this contract) for the Federal Antiterrorism and Emergency Assistance Program (AEAP). Reimbursement is pending for the months of August and September.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families satisfied with group services.



Eligible families linked to desired/necessary services as specified on their wellness plan.



Families satisfied with case management/navigator services.



Families that reported the services improved their well-being.



GOAL

Increase the number of children living in safe and nurturing families.

RESULT

Children live in stable and nurturing families.

CHILD WELFARE SUPPORTS PROGRAMS

Adoption

- Supports programs that recruit adoptive families for children coming out of the foster care system.
- Programs allow CSC to receive Federal IV-E reimbursement.

Early Childhood Court (ECC) Community Coordination

- Coordinates services to families with children birth to five who are in the specialized Early Childhood Court to help limit their time in State care and expedite permanency.
- Assists the ECC judge in leading the overall ECC project and connecting ECC to the greater community.

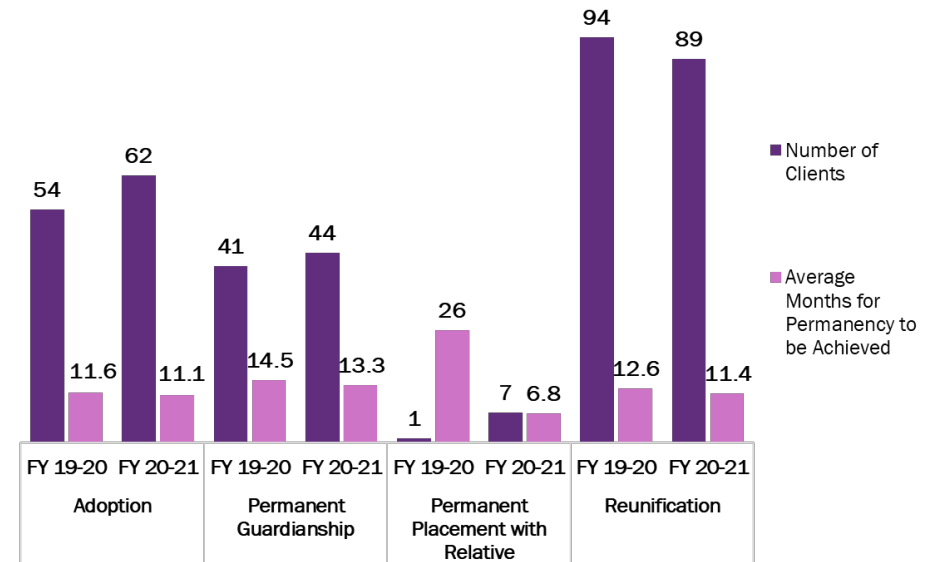
Legal Supports (LS)

- Provide legal advocacy and support for children/youth in the dependency system to reduce length of stay in out-of-home care.
- Legal services to youth with, or at risk for, involvement in both delinquency and dependency systems to help improve life outcomes.
- A helpline to connect the community with delinquency diversion education and Failure to Appear support.
- Legal representation for unaccompanied minors living in Broward County who are in need of immigration legal services to help provide a legal pathway to citizenship and also to help prevent foster or institutional care.
- Program allows CSC to receive Federal IV-E reimbursement.

* Despite the ongoing COVID-19 pandemic, the Child Welfare Supports programs were able to deliver quality virtual services to nearly all of the contracted number of participants, therefore outcomes were analyzed consistent with a typical year.

DATA STORY

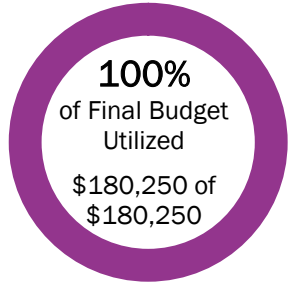
Between FY 19-20 and FY 20-21, the **average number of months** it took **children** utilizing **Legal Aid services** to achieve permanency consistently **decreased** for each type of placement.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

In FY 20/21, Forever Family continued to feature BROWARD COUNTY children available for adoption on television stations in Dade/Broward/Monroe/Fort Myers/Naples (NBC 6 & NBC 2, which are funded by CSC), with bonus runs in Central Florida (WFTV) and Palm Beach/Treasure Coast (CBS 12), and FOX 8 (Greensboro, North Carolina).

During FY 20/21, of 27 featured children, 16 have been matched or homes were identified (in process of adoption). The agency continues to be a main participant of National Adoption Day activities. At the November 2020 virtual event, 80 adoptions through 50 families were made official. Forever Family continues to feature segments aired on NBC 6 twice a week, exceeding contracted target numbers. A half-an-hour special on National Foster Care Month, sponsored by BSO, also featured the CSC. During COVID-19, in lieu of coverage of community events, Forever Family produced and aired 13 stories on food insecurity, foster parent/mentor recruitment, aging out, and other issues relating to resources available during the pandemic.

Is Anybody Better Off?

Outcome

Provider **met** all performance outputs.

16 children were adopted.

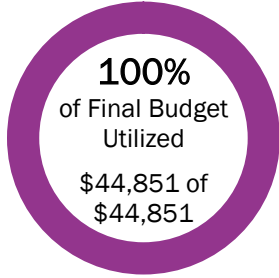
1.6 million generated views on YouTube and Facebook.

\$75,904 in Title IV-E Adoption Assistance reimbursement to CSC.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Heart Gallery continues to be the lead agency responsible for National Adoption Day in Broward County. At the November 2020 virtual event, they assisted with organizing 80 adoptions through 50 families. During COVID-19, Heart Gallery organized a Back to School/Luggage Drive, a virtual HeART Day dance party mixer, and Virtual Karaoke music and dance therapy, including performance art, and photo shoot day hosted by Broward County Library Main Campus in partnership with ChildNet, Chika Moves and Children’s Services Council. Overall, of 318 adoptions in Broward, 90 were of children featured by the Heart Gallery.

Is Anybody Better Off?

Outcome

Provider **met** all performance outputs.

1,257 campaign inquiries for adoption.

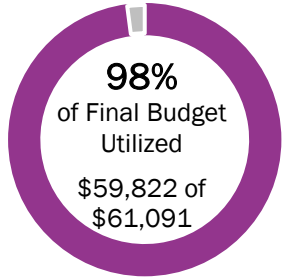
\$175,000 in community donations.

\$18,887 in Title IV-E Adoption Assistance reimbursement to CSC.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring ✓ ✓ ✓

No Findings.

Programmatic Performance ✓ ✓ ✓

Program is performing well.

In January 2018, the Council approved funding an additional staff position for Early Childhood Court (ECC) to help limit the child(ren)'s time in state care and to expedite permanency. Services provided to each family were intensive and have resulted in an increase in the number of Family Team Meetings which were an integral component of the ECC model.

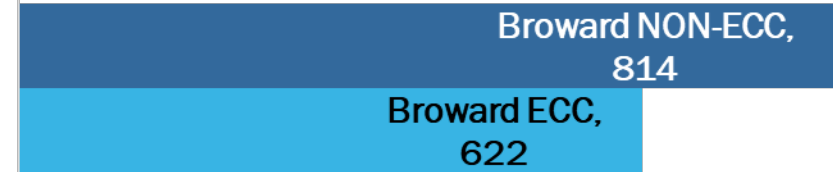
The agency successfully served families remotely, resulting in full utilization. This was the final year of this contract.

Is Anybody Better Off?

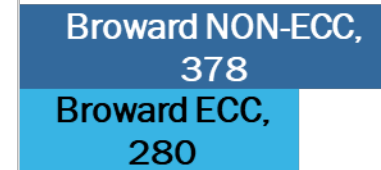
Outcome

Provider **met** all performance outputs.

Median total days to permanency (adoption).



Median total days to permanency (reunification).



■ Measure

Average number of placements for each case.



Average number of Child-Parent Psychotherapy sessions for each case.



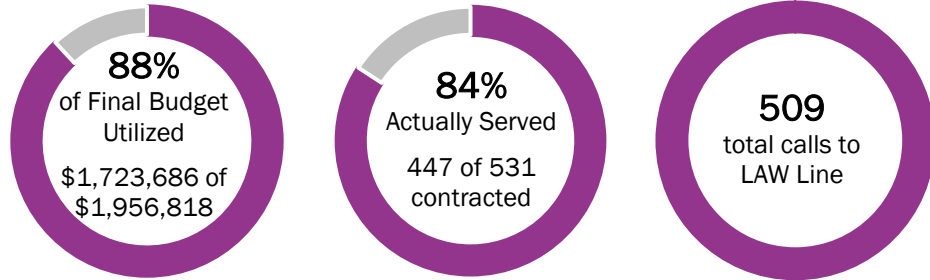
Average number of court hearings for each case.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Legal Aid Service of Broward County completed its second year providing services under the 2019 Legal Supports RFP. The program provides legal advocacy services to youth in the dependency or delinquency systems and crossover youth. Additionally, the program offers a legal helpline to address legal dependency and delinquency issues for youth and families living in Broward County. The program also offers legal representation/advocacy services to undocumented minors living with relatives in Broward County.

Program staff have developed strong working relationships with the courts and other key stakeholders to improve service coordination. The provider offered virtual services during the pandemic. Satisfaction surveys reflected high levels of satisfaction with services. The number of youth served was lower than the contracted amount due to varying service needs, with some requiring more services.

Through the Title IV-E contract with DCF, CSC received \$327,098 in reimbursement for the legal representation of youth in the dependency system of care. The IV-E dollars are reinvested in legal representation services due to ongoing dependency system needs, continued program success, and agency capacity supporting the increase.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Data was unavailable for LAW Line callers due to insufficient online responses from callers.

Goal Measure

Youth with no new law violations during the program.



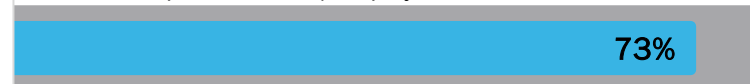
Youth with reduced delinquency risk.



Youth with no law violations 12 months post program completion.



Youth with improved school/employment.



LAW Line callers reported their needs were met.



Children whose legal permanency goal was met.





GOAL

Reduce economic deprivation risk factors by increasing prosperity.

RESULT

Children live in safe and supportive communities.

PROSPERITY PROGRAMS

Year-Round Hunger Initiatives

- The CSC funds an array of year-round hunger relief programs aimed at reducing food insecurity among children and families in Broward. The variety of approaches ensures the food supports reach deep into the communities most in need. These efforts were expanded during COVID-19 to meet increased need.

COVID Response

- The COVID-19 pandemic vastly exacerbated an already difficult situation for tens of thousands of families in Broward. To address the additional needs, the CSC expanded its food support and distributed personal protective equipment to over 55 funded agencies and other community organizations.

VITA/EITC

- This initiative promotes prosperity by reaching out into low-income communities to provide information about the Earned Income Tax Credit (EITC), the most effective Federal anti-poverty tax program. The Volunteer Income Tax Assistance (VITA) program provides no-cost tax preparation and financial literacy coaching from trusted, IRS-trained volunteers. With the onset of COVID-19, the program has offered a hotline, drop-off services, and fully virtual services.

Housing

- In 2020, CSC expanded homelessness prevention and support initiatives to include rent/mortgage support through the United Way's Center for Working Families programs and day respite with case management services to homeless families or those at-risk of homelessness.

DATA STORIES

VITA Hotline calls about tax preparation nearly **doubled** from 3,723 in FY 19-20 to 6,691 in FY 20-21.

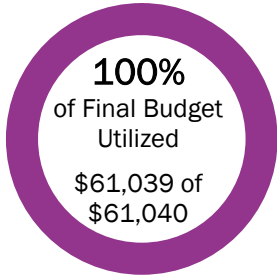


Partnering with DoorDash, United Way, and 211 in FY 20-21, Mobile School Pantry's LastMile Program delivered meals to **112 families per month** stuck at home during the COVID-19 pandemic.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Not Applicable.

Programmatic Performance

Program is performing well.

The Community Enhancement Collaboration, Inc., (CEC) established in 2005 and led by respected community activist Nadine McCrea, focuses its services in the Central/South East part of Broward. CEC is addressing food insecurity by supporting 200 families a month, providing them with 35 pounds each of food and supplies, such as fresh fruits and vegetables, chicken, dry goods, toilet paper, and laundry detergent. CEC partners with local community serving agencies, as well as CSC-funded programs, to distribute these items in a mobile drive-thru setting.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

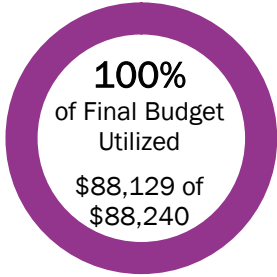
17 events were attended.

59,500 pounds of food distributed.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Not Applicable.

Programmatic Performance

Program is performing well.

To help address ongoing food insecurity in the NE quadrant of Broward County, CSC partnered with DeliverLean Cares to provide meals during the Winter and Spring school breaks, when children are less likely or unable to access school and afterschool meals. This program provides two healthy meals per day to children and their families. Meals are customized for families and are nutritious, prepared, ready to heat and eat. Meals are delivered directly to the homes of families that are likely to have difficulty accessing other types of distribution efforts.

The families were identified through partnerships with organizations already serving the NE Quadrant including the Crockett Foundation, Community Based Connections, and the Community Reconstruction Housing Corp.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

80 families were served during Winter break.

175 children were served during Winter break.

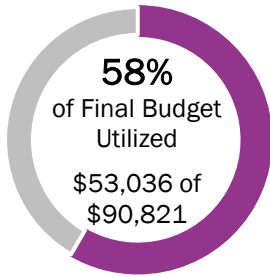
96 families were served during Spring break.

231 children were served during Spring break.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Administrative monitoring had finding(s) that were addressed in a timely manner.

Florida Introduces Physical Activity and Nutrition to Youth (FLIPANY) was awarded an Aetna Foundation Healthiest Cities and Counties Grant to work on Wellness Initiatives for students and parents at Deerfield Beach Middle School. Through the grant, FLIPANY’s Healthy Student-Healthy Community (HSHC) Team works on implementing two priority objectives identified by the HSHC Youth Advisory Board and the Parent Advisory Board: A Food Recovery and Food Pantry Program through onsite youth leadership and community volunteers, and the use of Feeding South Florida’s mobile app, MealConnect, to connect families needing additional food resources with locations where those resources are available for distribution.

FLIPANY worked closely with the school administration to help plan for a traditional food pantry for subsequent use after COVID-19 restrictions have eased to implement the recovery component of the grant. Through this program, FLIPANY ensured that the parent advisory board and the student youth efforts were developed with the vision of a food pantry and food recovery program, and that these two entities contributed to the planning process through the first year of this program.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

17 food distributions.

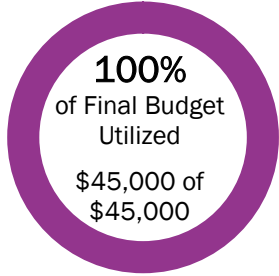
918 household (families) served.

918 boxes of food provided.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Not Applicable.

Programmatic Performance

Program is performing well.

The Harvest Drive was founded to provide a means for children to help children in Broward County through gifts of food and other necessities at Thanksgiving. Students from public and private schools, churches, temples, and neighborhoods held drives and supplied the Harvest Drive with nonperishable food that was distributed to families. In addition to helping others, the purpose of the Drive has been to teach children at an early age that their contributions can make a difference in the lives of others.

With the onset of COVID-19 and its continued impact, Harvest Drive has expanded its work and offered additional distributions through partnerships with over 20 community-based agencies and social workers from Broward County Public Schools. Harvest Drive provides needed food staples, such as peanut butter, soup, cereal, or powdered milk, as well as personal protective equipment including masks, sanitizers and more. Harvest Drive, has distributed essential hygiene products to families in need thanks to generous donations organized and packed by youth in Broward County.

Is Anybody Better Off?

Outcome

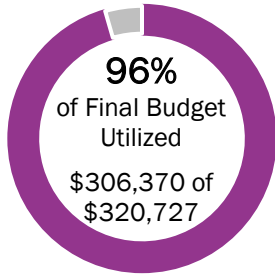
Provider **met** all performance measures.

6,374 20-pound bags of food distributed.

2,624 families assisted with food and supplies during November Thanksgiving Harvest Drive across all funders and volunteers.

How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Earned Income Tax Credit (EITC) is a federal anti-poverty program that provides financial assistance for working families. In 2002, the CSC began promoting EITC through a county-wide public awareness campaign. Hispanic Unity of Florida is in the fifth year of providing services through a Volunteer Income Tax Assistance (VITA) RFP. Volunteers recruited through HandsOn Broward become IRS-certified volunteer tax preparers and help staff the VITA program.

During the 2021 tax season, the VITA Collaborative coordinated and managed logistics, training, and the operations of free tax preparation services in Broward through a hybrid model that included: drive-up tax preparation, a fully virtual option, and in-person tax preparation, providing flexibility for its participants. In its second year of operation, the VITA hotline answered general program questions and received nearly 7,000 calls. In 2021 the program served 3,055 clients, completing, 1,868 tax returns, with refunds totaling \$1.9 million. Additionally, during the 2021 tax season the program helped Broward families save a cumulative total of \$450,000 in tax preparation fees with an overall economic impact in Broward of \$2.35 million.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

Measures

Tax return submissions that were accepted.

94%
Average refund amount was \$1,154.00

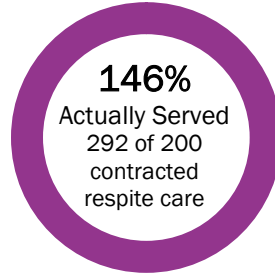
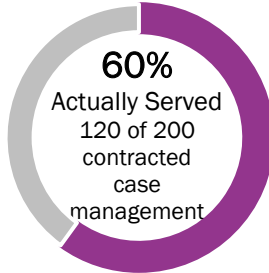
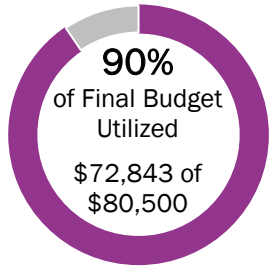
VITA clients satisfied with their overall experience.

97%



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

HOPE South Florida completed its second year providing leverage services through the Day Respite Center. The Day Center offers case management, linkage to housing, enrichment activities for children, nutritious meals, transportation, access to showers, internet access, and other community resources. CSC funds the case management services.

The program review reflected the provision of essential case management services to opportunities within the homeless continuum of care.

As a result of the pandemic, the provider shifted to cost reimbursement and was able to utilize a significant amount of the budget. Due to the homeless families' limited access to technology, virtual case management services were not feasible. This impacted the number of families who received case management services.

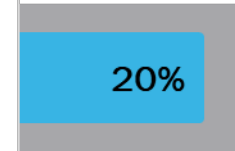
Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measures

Participants placed in approved shelter/housing options.



Participants referred for services based on needs and barriers identified during assessment.



Participants satisfied with services.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Mobile School Pantry Program (MSP), under the umbrella of the South Florida Hunger Coalition, alleviates child hunger in Broward County through the monthly provision of nutritious food to children and their families at Title I Schools.

Pre-COVID-19, MSP distributed over 50,000 lbs. of fresh produce and nutritious food monthly at Title I schools in Broward using a choice pantry model to eliminate food waste. When Broward was recognized as one of five nation-wide Culture of Health Prize winners in 2019, MSP was featured as a best practice hunger relief model.

With the onset of COVID-19, MSP retooled to weekly drive-thru distributions at various school sites and community centers. Additionally, MSP partnered with Door Dash, United Way Broward and 211 on the LastMile Program.

Mobile School Pantry also participated in the Broward AWARE Family Fun and Resource Fair on April 21, 2021, where they provided nutritious food to over 200 families at a drive-through event at Franklin Park.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

Measures

Parents satisfied with the overall experience at Mobile School Pantry.



Parents satisfied with the variety and selection of food distributed.



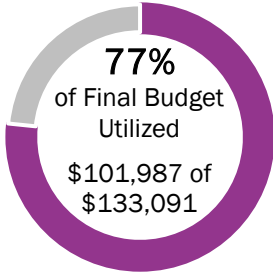
Families indicating that the program fills food availability gap.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

This is the 9th year of a collaborative of Broward nonprofits operating the Summer BreakSpot Mobile Feeding Program as part of USDA's Summer Feeding Program under the auspices of the South Florida Hunger Coalition. Children under the age of 18 receive lunch and snack five days a week through Meals on Wheels of South Florida at multiple Broward locations, including cities, housing authorities, and park and recreation departments. The program reaches and feeds more children in need where they live and play all summer long, when children don't have access to school meals.

Due to the COVID-19 pandemic, BreakSpot retooled in 2020 to offer online activities, and a grab and go model per the USDA guidelines. In 2021, the program continued using the 2020 model due to the ongoing effects of COVID-19. Through partnerships with over 20 agencies, the program offered virtual enrichment activities on varying topics from health and wellness to STEAM at 10 super sites. Additionally, this year the program emphasized literacy efforts, working with partners including Broward County Public Schools and Literacy Connection. This work generated \$488,939 USDA reimbursement into Broward.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

Measures

Adults positively impacted by the Summer BreakSpot Project.



Children positively impacted by the Summer BreakSpot Project.



Adults satisfied with the services provided by Summer BreakSpot.



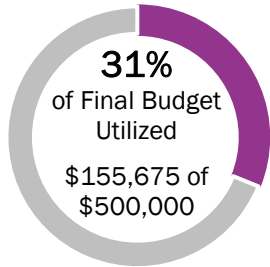
Children satisfied with the services provided by Summer BreakSpot.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring ✓ ✓ ✓

No Findings.

Programmatic Performance ✓ ✓ ✓

Program is receiving technical assistance.

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 providers with a contract start date of March 1, 2021. These programs assist families achieve financial stability through workforce development, financial coaching, and emergency basic needs services.

The provider underutilized emergency financial assistance funds because CSC dollars are used as a last resort after verifying that other dedicated community funds could not meet family needs.

Is Anybody Better Off?

Outcome

Provider **did not have sufficient data** to report for CSC funded families as of this report. Data is collected every 6 months and not enough time passed between pre and mid test measurement to analyze results for served families during the timeframe of this report.

■ Goal ■ Measures

Participants increased their financial wellbeing.

Too soon to measure

Participants increased their level of self-sufficiency.

Too soon to measure

Participants satisfied with the services received.

Too soon to measure



Water Safety

Annual Performance FY 20/21*

GOAL

Safeguard the physical health of children.

RESULT

Children are physically and mentally healthy.

WATER SAFETY PROGRAMS

Swim Central

- A partnership between the County, Broward County Public Schools, and CSC that provides water safety instruction and parent education for pre-school and school-aged children.
- The success of this model has gained national attention and is being replicated in other communities.
- Coupon program provides free or reduced fee in-water safety classes for children aged six months to four years.

Drowning Prevention Initiative

- A partnership between the Health Department and CSC to provide leadership, coordination and large-scale drowning prevention education, social marketing, and service initiatives that focuses on families with young children aged five years and under, the population most at risk for drowning.

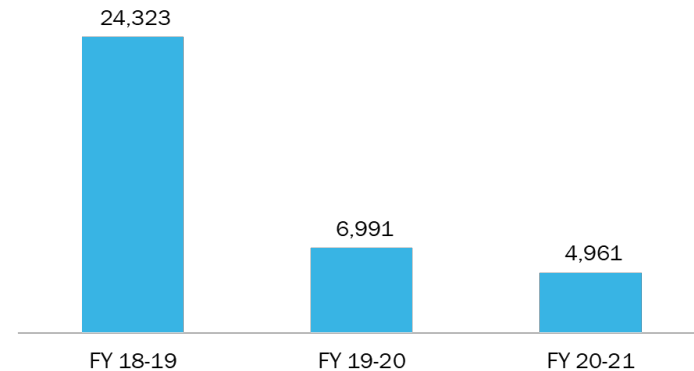
* Due to the ongoing COVID-19 pandemic, SWIM Central and the Drowning Prevention initiative had to dramatically change their service delivery models. As a result, numbers served, and utilization were impacted and do not reflect a typical year of program delivery.

DATA STORIES

From FY 18-19 through FY 20-21, **100% of children enrolled in Swim Central have not been involved in any drowning incidents.**



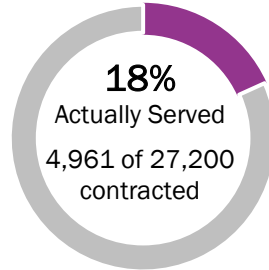
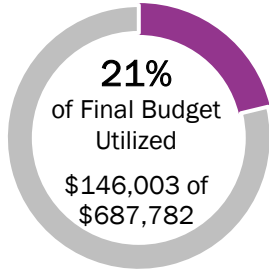
There has been a **significant drop** in children and youth served by Swim Central due to the **impact of the COVID-19 pandemic** and subsequent interruption of typical in-person programming.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

SWIM Central is a collaboration between the Broward County Board of County Commissioners, School Board of Broward County, and CSC to prevent children from drowning. The curriculum-based program is taught by certified water safety instructors and coordinated through SWIM Central. Water safety instruction and in-pool group lessons are delivered to Broward County Schools children during the school year and to CSC-funded MOST, Youth FORCE, and Summer BreakSpot participants and children participating in elementary 21st Century programs during the summer.

The program experienced significant pandemic-related pool closures throughout the contract year. Program continued to provide quality services with high levels of client satisfaction. Program utilization and numbers served were low due to the COVID-19 crisis.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Goal Measure

Participants who completed between 3-6 lessons who improved at least 1 level on the Water Safety Skills Checklist.



Participants who completed between 7-10 lessons who improved at least 1 level on the Water Safety Skills Checklist.



Participants who completed between 7-10 lessons who improved at least 2 levels on the Water Safety Skills Checklist.



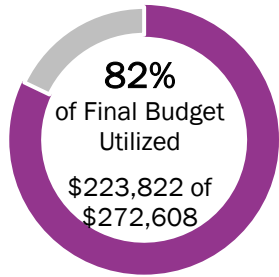
Children who participated in the program that have not drowned 3 years post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Broward County Drowning Prevention Task Force overseen by the Florida Department of Health (DOH) in Broward County completed its annual term providing strategic community-wide Water Smart education to children under five. Through the "Train the Trainer Water Smart" module, staff in Family Strengthening programs and BSO Child Protective Investigators (CPIS) received instruction on how to conduct drowning hazard assessments and discussed appropriate protective interventions during home visitations.

Students Preventing Unintentional Drowning (SPUD) teaches secondary school youth water safety practices and proactive strategies to prevent drowning. The SPUD program was delivered virtually to students from five high schools and five middle schools with high levels of client satisfaction.

Utilization was lower than expected due to staff vacancies.

Is Anybody Better Off?

Outcome

Provider **met** all performance measures.

80 Water Smart Broward/Drowning Prevention Task Force meetings hosted.

164 Train the Trainer attendees representing Family Strengthening agencies and BSO-CPIS.

721 door alarms distributed to agencies.

75 community outreach events attended with Drowning Prevention Information disseminated.

39 community outreach trainings provided to general public.



GOAL

Improve children's educational success.

RESULT

Children are ready to succeed in school.

LITERACY & EARLY EDUCATION PROGRAMS

Subsidized Child Care

- Provides childcare slots for underserved income eligible families.
- Used as match funds for additional State and Federal funding.
- Provides immediate placement in quality childcare for specialized populations, such as children of Transitional Independent Living (T.I.L.) Youth, children of caregivers receiving substance abuse treatment, and Kinship families until subsidized care eligibility is approved or reinstated.

Positive Behavioral Interventions and Supports (PBIS)

- Builds teacher capacity to manage child behaviors and nurture social and emotional growth of preschool children.

Broward Reads: Campaign for Grade Level Reading

- Community collaborative focusing on ensuring that all children can read on grade level by 3rd grade, which includes the funding of supplies, books, and literacy activities.
- Early literacy interventions and supports training for teachers in Pre-K to 2nd grade and individual extra assistance with identified students.
- Volunteer hub for recruitment, training, and deployment of volunteers for literacy-oriented volunteer opportunities, including literacy tutors and coaches.

* The ongoing COVID-19 pandemic has created many challenges for the early learning system of care. Federal and state policy changes are still unfolding. Staff remains actively involved in monitoring and advocating for improvements in the system of care and identifying CSC's role in addressing community needs.

DATA STORIES

On October 28, 2020 the book **"Evelyn Del Rey Is Moving Away"** was read in-person and virtually by **527 community volunteers** at **160 sites** for the "Broward: Read for the Record" event. Approximately **40,000 books** were distributed to children after the reading.



In FY 20-21, **108 reading coaches** recruited by HandsOn Broward dedicated **3,656 volunteer hours** to engage **32 organizations, cities, and childcare centers** in literacy activities.



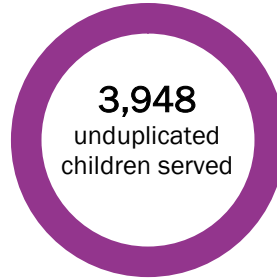
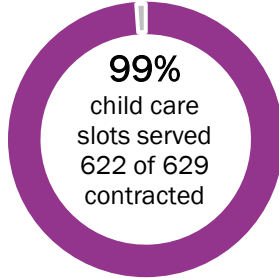
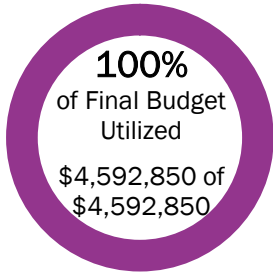
Early Learning Coalition (ELC) – Subsidized Child Care Slots

Literacy & Early Education FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

This was the 18th year of funding the Early Learning Coalition (ELC) financially assisted childcare services for the income-eligible in Broward. The ELC is the state-established local agency responsible for managing federal and state childcare funding. By funding through the ELC, CSC leverages state and federal childcare dollars to increase services.

On January 1, 2021, the state issued a rate increase to improve the quality of care. The rate increase assisted in supporting high-quality services while providing higher wages for front-line staff. The ELC increased the rate again on July 1, 2021.

The state continues to distribute additional federal funding to ELC. Staff will continue to work closely with ELC to monitor ongoing community needs and inform future funding recommendations.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider met all performance measures.

Measure

Clients who reported being treated with respect and in a caring manner by staff.



Clients reported that the information received was helpful/easy to understand.



Clients reported overall satisfaction with the services provided by ELC of Broward County.



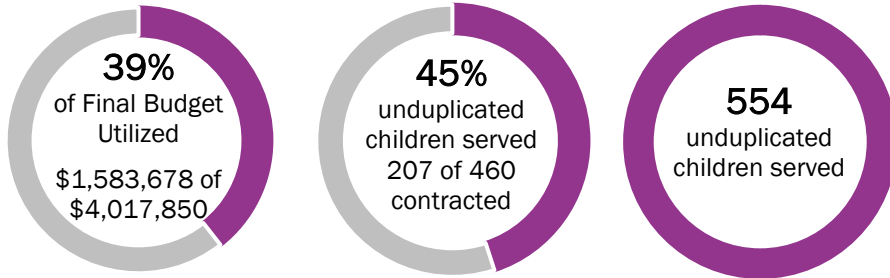
Clients reported having a better understanding of child care options and choosing a quality child care provider.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The ELC Vulnerable Population contract provides immediate placement in quality childcare for exceptionally vulnerable children ages birth to 5. Eligible families receive quality childcare to prevent further breakdown of complex family situations and support their efforts towards self-sufficiency. These populations may include TIL parenting youth, relative and non-relative Kinship caregivers, domestic violence survivors, families participating in Family Supports programs, and parents/caregivers in substance abuse rehabilitation programs.

In FY 20/21, enrollment and expenditures were unusually low due to a decrease in referrals and an increase in available federal funding for subsidized childcare, thereby, reducing the need for CSC funding. Current funding was extended through June 30, 2022.

The state continues to distribute additional federal funding to ELC. Staff will continue to work closely with ELC to monitor ongoing community needs and inform future funding recommendations.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Parents/caregivers who reported benefits by receiving child care services (e.g., pursue/maintain employment, attend school/training program).



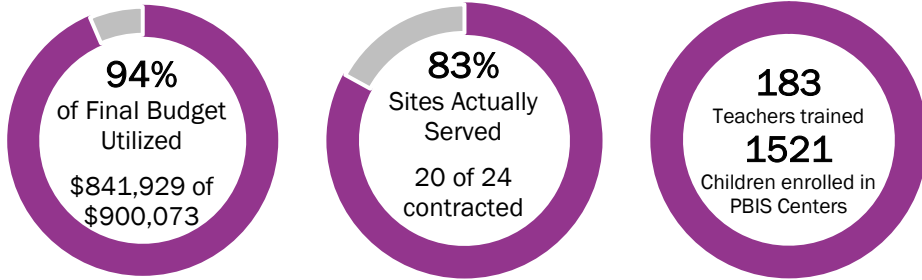
Families with no verified abuse findings during program participation.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Family Central/KID completed its second year providing services under the 2019 Positive Behavioral Interventions and Supports (PBIS) RFP. Family Central/KID collaborates with ELC to identify the centers to be served. The program strengthens the capacity of childcare centers, teachers, and families to meet the social and emotional needs of children in their care.

During the COVID-19 pandemic, PBIS coaches provided in-person or virtual services including training, one-on-one coaching and mentoring to teachers, visuals and printed materials and post-assessments. The program review reflected high quality hybrid service delivery.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Teachers that completed training.



Parents that completed parenting classes.



Parents satisfied with services.



Sites that increased verbal and non-verbal interaction of teachers with children.



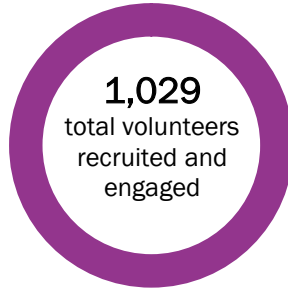
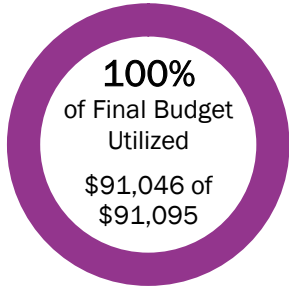
Sites that decreased number of red flags regarding classroom behavior.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

This past year, HandsOn Broward (HOB) coordinated over 66 volunteer-supported literacy-focused initiatives, yielding 3,659 volunteer hours from local community members. Program impact areas included:

Broward Reads - coordinated and managed almost 900 volunteers for Broward Read for the Record.

DIY Volunteering - Produced literacy materials such as flashcards and bookmarks for youth in local communities.

Summer Service Camp – This year's camp featured a Literacy and Early Education Week. Campers learned why the topics are essential and how they could help other kids improve in those areas.

Library Book Bins – Volunteers donated and decorated wooden crates for various communities with the support of local businesses. Library Book Bins allow children to take a book or leave a book to build their home library and encourage them to read.

Financial Literacy – HOB's new Financial Literacy program introduces children to financial literacy in a way they can understand and teaches parents how to discuss finances with their children.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Volunteers and agencies reporting their needs met by HandsOn Broward services and coordination.



Reading coaches and mentors satisfied with HandsOn Broward training and coordination services.



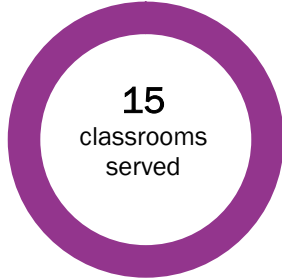
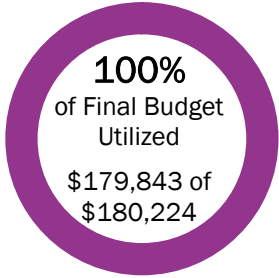
Participating agencies satisfied with HandsOn Broward coordination services.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Reading & Math program completed its final contract term under a "piggyback" from the Children's Trust RFP. The program provides tutors to targeted Pre-K classrooms to support teachers with early literacy and math interventions and provide individualized attention to lower-performing students.

The program review reflected high quality hybrid service delivery and effective and high-quality literacy interventions. Teacher surveys consistently indicated a high level of satisfaction with the program.

In FY 21/22, the program will continue under a "piggyback" from a recent Children's Trust RFP.

Is Anybody Better Off?

Outcome

Provider **did not have data** to report for FY 20/21 due to not administering their outcome assessment tools. The provider chose not to administer the PELI or EMI assessments due to COVID-19 related changes in service delivery and difficulties with administering this complex tool in a hybrid setting.

Goal Measure

Tutors that meet expectations on Intervention Integrity.

Data not available

Students demonstrating an improvement in Counting, Number Identification, Comparing Quantities, Number After Knowledge, Comparing Numerals, and Number After Equals One More (Numeracy).

Data not available

Children achieving "at or above" or "close to" target performance on measures of Rhyming, Alliteration, Letter Name Recognition, Picture Naming, and Phonological Awareness by their Spring assessment.

Data not available



GOAL

Safeguard the physical health of children.

RESULT

Children are mentally and physically healthy.

SCHOOL HEALTH PROGRAM

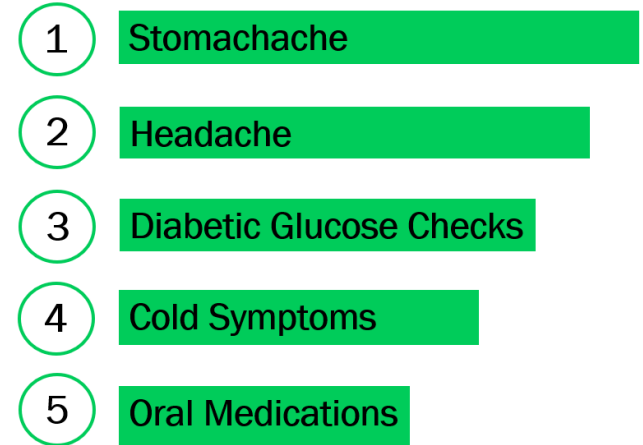
School Health

- This tri-party initiative funds a Differentiated Staffing model for School-based Health Services along with BCPS and DOHBC.
- CSC funds RNs and LPNs supervised by RNs to cover clinics and isolation rooms at 26 schools with students with moderate levels of medical need. Due to the high demand for RNs and LPNs during the pandemic, Health Support Technicians have been utilized for RNs and LPNs at some schools.
- School Health is an extension of support for our students. They can guide and help the students with their medical conditions, teach them to make good choices in accordance with their dietary needs, and aid them in becoming more independent in caring for themselves and their diagnosis.

* Due to the ongoing COVID-19 pandemic, the School Health model was modified to prioritize 2 RNs or 1 RN and 1 LPN per school, however, nursing shortages made that difficult to accomplish.

DATA STORY

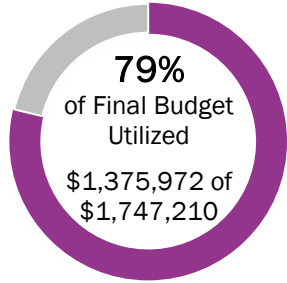
In SY 20-21, the top two reasons Broward County Public School students visited School Health clinics were for **stomachaches** and **headaches**.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Sierra Lifecare completed its first year providing services under the 2020 School Health RFP, upon which the CSC "piggybacks" to support school health services at 26 BCPS sites.

Due to COVID-19, the School Health model was modified to prioritize 2 RNs, or 1 RN and 1 LPN per school. However, the provider experienced significant pandemic related staffing challenges onboarding and retaining LPNs and RNs. These factors led to under-utilization throughout the contract year, but the vacancies have been resolved with the use of Health Support Technicians (HST). Satisfaction surveys reflected that the program provided essential school-based nursing services for youth in high need communities.

The CSC allocation for schools in Coral Springs were included and met the Coral Springs CRA TIF payment.

Is Anybody Better Off?

Outcome

Provider **met** all performance outputs.

1,621 unduplicated students who received health services based on Individualized Health Care Plan.

10,747 students (duplicated) who returned to class after receiving services.

17,107 clinic visits by students (duplicated) who received first aid, emergency, prevention, and health care services.



Elementary School Initiatives Out-of-School Time (General Population)

Annual Performance FY 20/21*

GOAL

Improve the availability and quality of out-of-school time programs for typically developing children who are economically disadvantaged and inclusion programs which integrate children with special needs with their typically developing peers.

RESULT

Children are ready to succeed in school.

ELEMENTARY SCHOOL INITIATIVES GENERAL POPULATION PROGRAMS

Out-of-School Time (MOST)

- Provides a safe, positive environment that enhances academic achievement.
- Supports social and physical development.
- Provides educational field trips and cultural arts opportunities.
- Serves children in economically disadvantaged neighborhoods who attend Title 1 schools with 86% or higher Free/Reduced Lunch (FRL) participation.

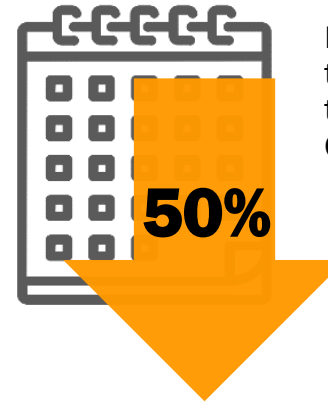
Inclusion Supports

- Provides Americans with Disabilities Act (A.D.A.) training to all MOST providers.
- Assesses inclusion needs of MOST sites and provides technical assistance and coaching as needed.

* Due to the pandemic, MOST providers had to modify their service delivery. These contracts were transitioned to cost reimbursement to preserve the integrity of the system. Under-utilization was typically due to staff vacancies which providers were directed to maintain until enrollment increased. Summer staff recruitment was impacted by the BCPS summer academies. A variety of challenges led to fewer children meeting the normal 50+ unit threshold to count as served. While summer enrollment improved, there was less time to meet the threshold. The fully measured criteria for the academic performance measures was reduced to 40%; however, many programs did not meet the modified criteria because of the challenging BCPS school consent process.

DATA STORIES

96% of Parents/Caregivers reported being able to **maintain their employment** as a result of their child participating in a MOST GP program.



MOST GP attendance **decreased** by more than **50%** in SY 20-21 when compared to the previous two years, likely as a result of COVID-19.



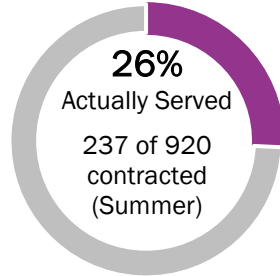
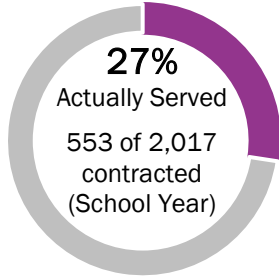
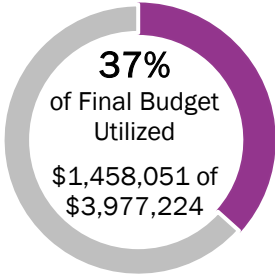
After School Programs Inc. (ASP)

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

After School Programs, Inc. (ASP) completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at ten year-round BCPS sites and ten school year only BCPS sites.

Due to the staggered return to in-person school, challenges in providers accessing school sites, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 30% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



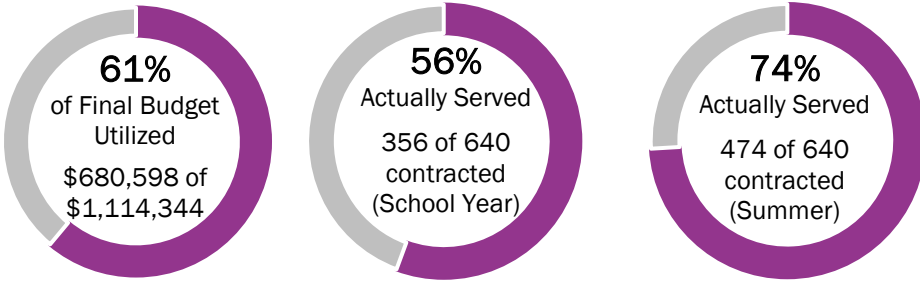
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Boys & Girls Clubs of Broward County, completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at six year-round community sites and two summer only community sites.

Due to social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 145% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



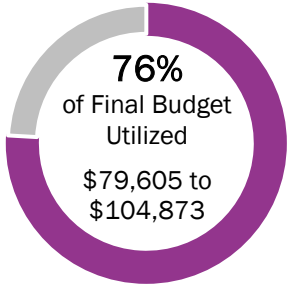
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

CCDH completed its fourth year providing services under the Inclusion Supports RFP. The provider works collaboratively with MOST sites to increase their capacity to create positive, nurturing, and developmentally appropriate programs that welcome all children. They provide training and mentoring to staff to help them identify a pathway to inclusion.

The program review reflected quality virtual service delivery. The trainings provided virtually were well attended by the MOST providers and additional community members.

The provider experienced pandemic-related challenges resulting in one less site served and lower utilization. The provider also experienced staff recruitment and retention challenges.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Participants who attended ADA training demonstrated knowledge about curriculum content.



Providers who received individualized coaching and technical assistance that achieved their goals.



Providers who were satisfied with coaching.





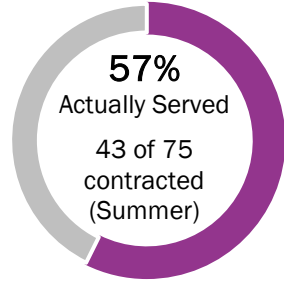
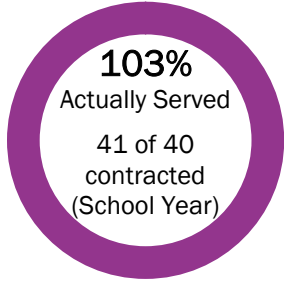
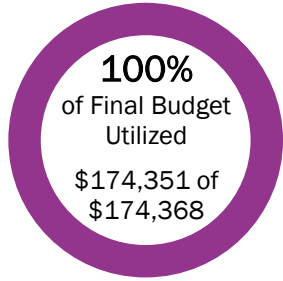
City of Hallandale Beach Human Services

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The City of Hallandale Beach completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round community site.

Recognizing that space in the MOST program would be limited due to social distancing requirements, the provider implemented a strict attendance policy which required parents to provide a written commitment for consistent attendance. This resulted in the provider meeting their school year numbers to be served. The BCPS summer academy created challenges for summer program recruitment.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 93% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



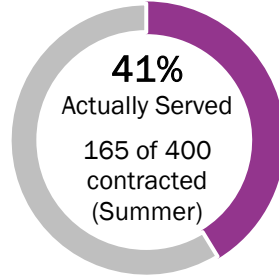
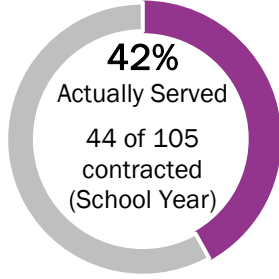
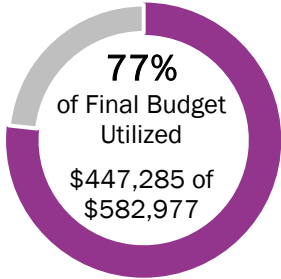
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The City of Hollywood completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at two year-round community sites and two summer only community sites.

Due to social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 62% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





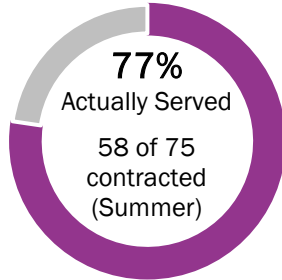
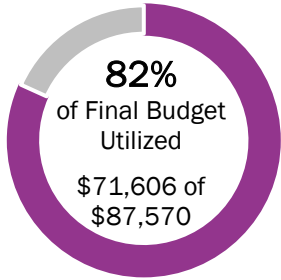
City of Lauderdale Lakes (Summer Only)

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The City of Lauderdale Lakes completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services during the summer at one community site.

Due to social distancing, parent health concerns, and BCPS summer academies, it was difficult to engage children in this summer-only program. This resulted in fewer children participating in the program 20 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the summer. Program review and site visit reflected high quality program services. The provider serves a niche population of families who send their children to the summer only program year after year. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

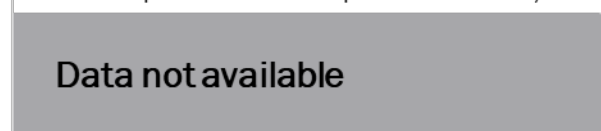
Classrooms met quality standards for Project Based Learning (point in time observation).



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (1 point in time observation)



Children improved academic performance and/or skills.



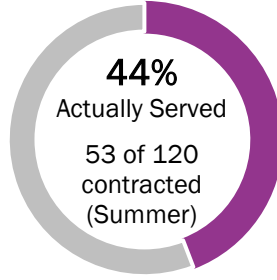
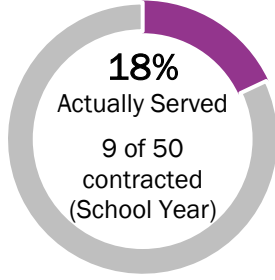
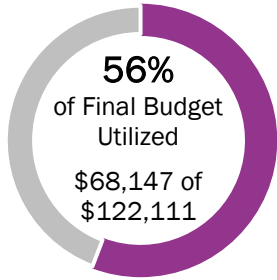
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The City of Miramar completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round community site and one summer only community site.

Due to social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 50% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





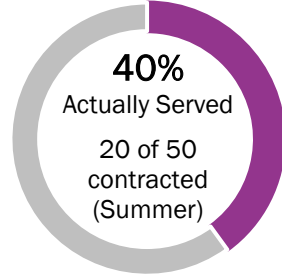
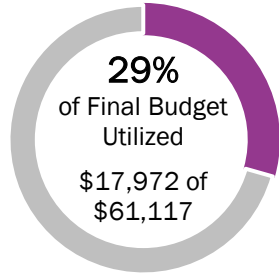
City of West Park (Summer Only)

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Administrative monitoring had finding(s) that were addressed in a timely manner.

Programmatic Performance

Program is receiving technical assistance.

The City of West Park completed its fourth year providing services under the 2017 MOST RFP. The program provides summer services at one community site.

Due to social distancing, parent health concerns, and BCPS summer academies, it was difficult to engage children in this summer-only program. This resulted in fewer children participating in the program 20 days or more, which is the minimum number to be counted as served.

Program review and site visit reflected that the program provided essential services for children in a high-need community. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider **met** Council goal for one performance measurement that was measurable. Due to low numbers served and measured, there was insufficient data for PBL and social interactions to be analyzed. Summer and academic end-of-year data was also not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning (point in time observation).

Data not available

Children demonstrated acceptable levels of social interactions (child-staff, child-child). (1 point in time observation)

Data not available

Children improved academic performance and/or skills.

Data not available

Children remained safe.

100%



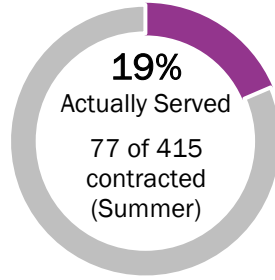
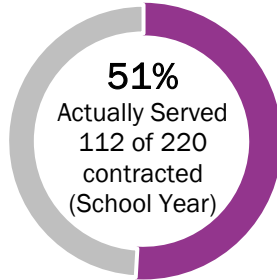
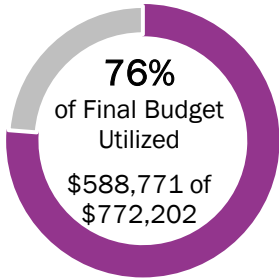
Community After School

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Community After School completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at two year-round BCPS sites.

Due to the staggered return to in-person school, challenges in providers accessing school sites, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 65% of the contracted number to be served.

The CSC allocation for Liberty and Atlantic West Elementary sites were included and met the Margate CRA TIF payment.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements. The threshold for participants measured for summer and academic end-of-year data was lowered to 40%.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



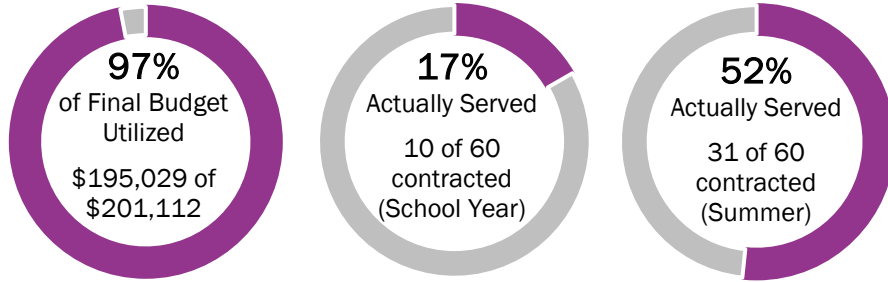
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

KID completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round community site.

Due to social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 48% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

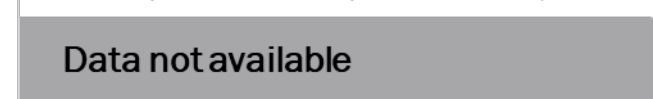
Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





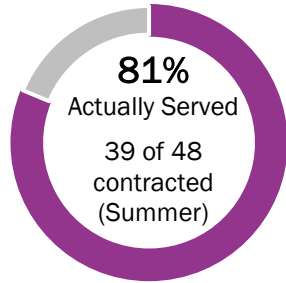
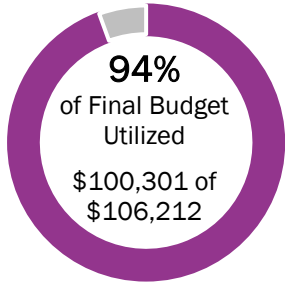
New Hope World Outreach, Inc. (Summer Only)

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

New Hope World Outreach completed its fourth year providing services under the 2017 MOST RFP. The program provides summer services at one community site.

Due to long-standing trusting relationships with families in this program, the children attended consistently, thus reaching the desired utilization for the summer-only program.

Program review reflected exceptional performance. Family participation is outstanding and parent satisfaction surveys reflected consistently high levels of satisfaction with program services.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning (point in time observation).



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (1 point in time observation)



Children improved academic performance and/or skills.



Children remained safe.





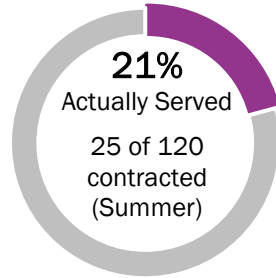
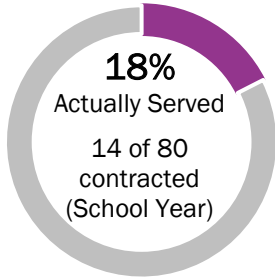
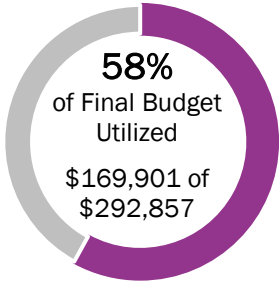
New Mirawood Academy w/KID, Inc. as Fiscal Sponsor

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

New Mirawood Academy completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round community site.

Due to social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 108% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider met all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





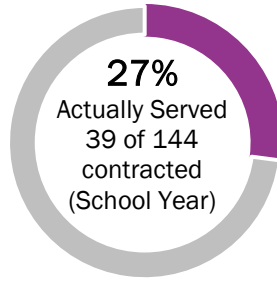
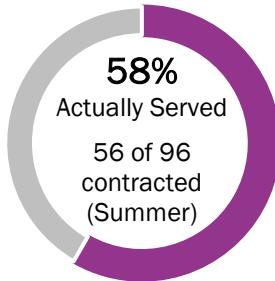
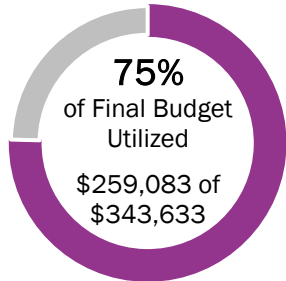
Samuel M. and Helene Soref, Jewish Community Center, Inc. (Soref)

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Samuel M. and Helene Soref Jewish Community Center completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round BCPS site

Due to social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 62% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





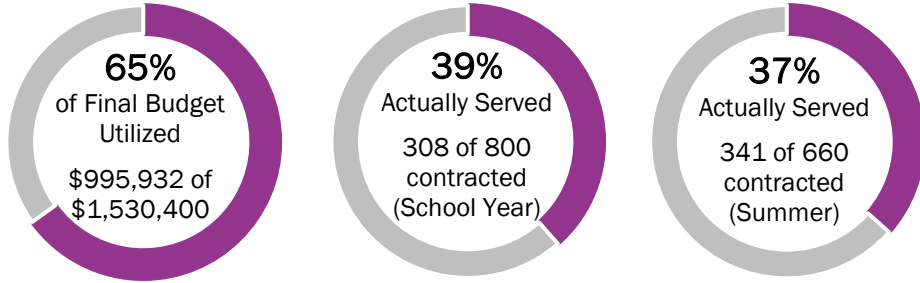
Sunshine After School Child Care, Inc.

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Sunshine After School Child Care completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at four year-round BCPS sites and three school year only BCPS sites.

Due to the staggered return to in-person school, challenges in providers accessing school sites, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 47% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





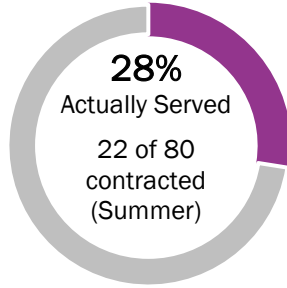
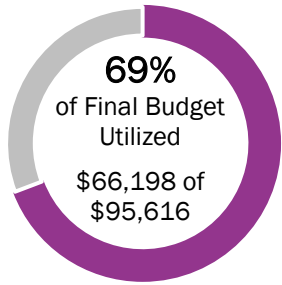
Urban League of Broward County (Summer Only)

Elementary School Initiatives Out-of-School Time (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Urban League of Broward County completed its fourth year providing services under the 2017 MOST RFP. The program provides summer services at one community site.

Due to social distancing, parent health concerns, and BCPS summer academies, it was difficult to engage children in this summer only program. This resulted in fewer children participating in the program 20 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the summer. Program review and site visit reflected high quality program services. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning (point in time observation).



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (1 point in time observation)



Children improved academic performance and/or skills.



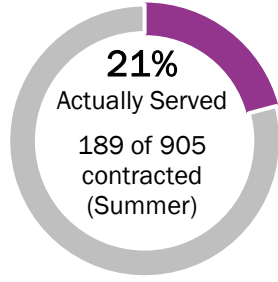
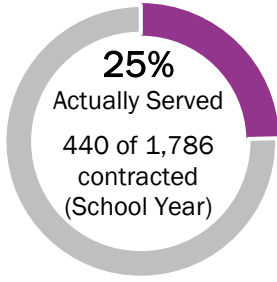
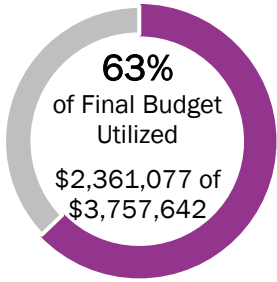
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The YMCA completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at four year-round BCPS sites, 15 school year only BCPS sites, and one summer only BCPS site.

Due to the staggered return to in-person school, challenges in providers accessing school sites, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST programs. This resulted in substantially fewer children participating in the program 50 days or more which is the minimum number to be counted as served.

Hybrid afterschool services were offered throughout the school year and transitioned to only in-person in the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 43% of the contracted number to be served.

The CSC allocation for the Deerfield Park Elementary site was included and met the required Deerfield CRA TIF payment.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Classroom met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



Children improved homework completion. (School Year)



Children remained safe.





Out-of-School Time (Special Needs) & Respite Initiatives

Annual Performance FY 20/21*

GOAL

Strengthen the continuum of out-of-school time care for children and youth with special physical, developmental, and behavioral needs.

RESULT

Children are ready to succeed in school.

OUT-OF-SCHOOL TIME SPECIAL NEEDS PROGRAMS

Out-of-School Time

- Provides a safe, positive environment for children and youth with special physical, developmental, and behavioral conditions.
- Enhances academic achievement, supports social, developmental, and physical activities.
- Provides educational field trips and cultural arts opportunities.
- Provides flexible and individualized staff-to-child ratios to ensure adequate support for children and their unique needs.

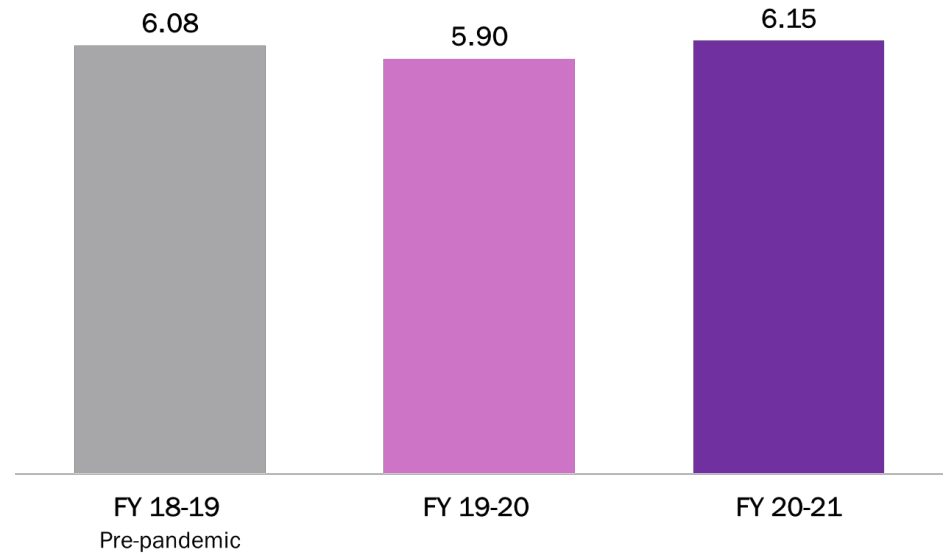
Respite

- Provides facility-based care and supervised activities to support parents and caregivers of children with emotional and behavioral health challenges that disrupt daily functioning.

* Due to the pandemic, MOST Special Needs providers had to modify their service delivery. These contracts were transitioned to cost reimbursement to preserve the integrity of the system. Under-utilization was typically due to staff vacancies which providers were directed to maintain until enrollment increased. Summer staff recruitment was impacted by the BCPS summer academies. A variety of challenges led to fewer children meeting the normal 50+ unit threshold to count as served. While summer enrollment improved, there was less time to meet the threshold. The fully measured criteria for the academic performance measures was reduced to 40%; however, many programs did not meet the modified criteria because of the challenging BCPS school consent process.

DATA STORY

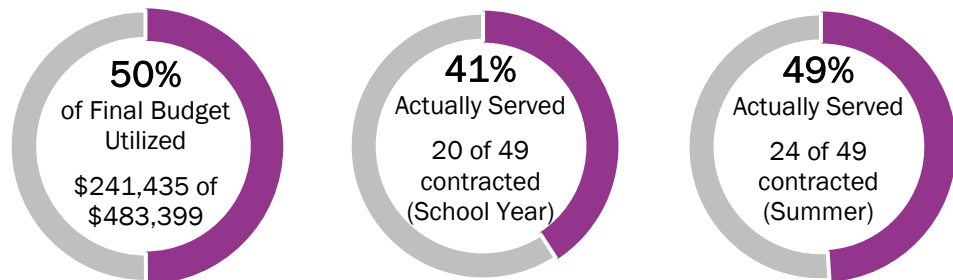
The average **Social Competence** score, based on point in time observations, for children in MOST Special Needs programs **remained stable** from FY 18-19 through FY 20-21 (domain score ranges from 1 - 7), despite the COVID-19 pandemic.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

After School Programs, Inc. completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at three year-round BCPS sites. The provider serves children with special needs ages 3 to 22.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST SN programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 24% of the contracted number to be served due to staffing issues.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

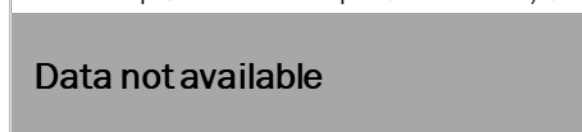
Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



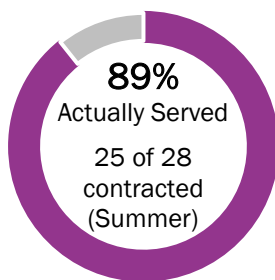
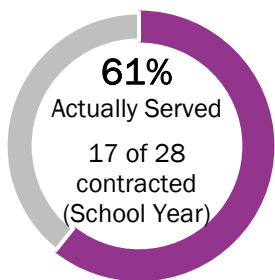
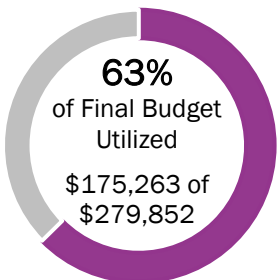
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Ann Storck Center completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round community site. The provider serves children with special needs ages 3 to 10.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST SN programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the school year and the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment improved in the summer, and as of October, the provider had enrolled 93% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.

Data not available

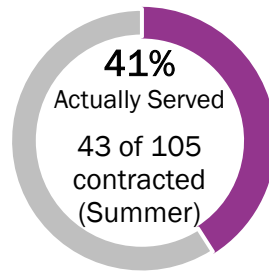
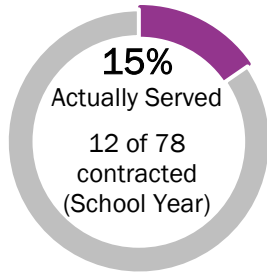
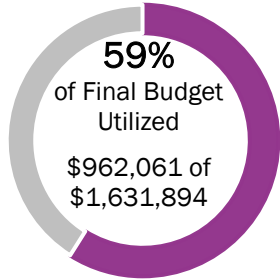
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Arc Broward completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round community site. The provider serves children with special needs ages 3 to 22.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST SN programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

Virtual afterschool services continued throughout SY 20/21. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 58% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider **met** Council goal for two performance measurements that were measurable. Due to low numbers served and measured, there was insufficient data for PBL quality to be analyzed. Summer and academic end-of-year data were also not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)

Data not available

Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)

83%

Children improved academic performance and/or skills.

Data not available

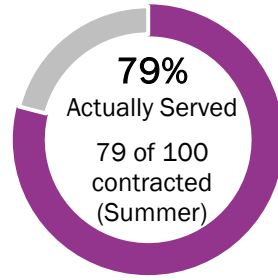
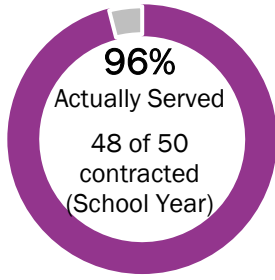
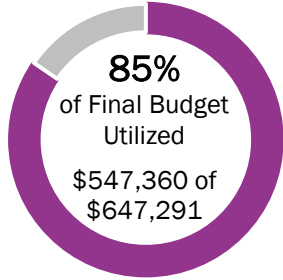
Children remained safe.

100%



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Broward Children's Center completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at two year-round community sites. The Provider serves children and youth with complex medical needs ages 3 to 22.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was difficult to recruit and engage children in MOST SN programs. While enrollment increased during the summer, the provider was not able to meet the contracted numbers to be served due to social distancing.

Hybrid afterschool services were offered throughout the school year and summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 94% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data was not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



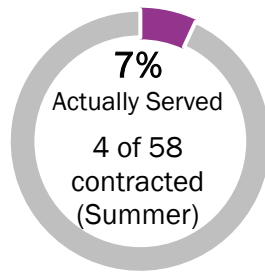
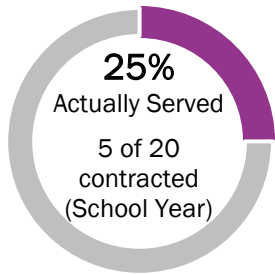
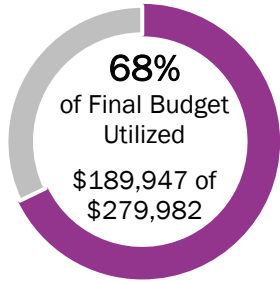
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Center for Hearing and Communication completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one school year only BCPS site and one summer only BCPS site. The Provider serves children ages 5 to 12 who experience deafness or hearing loss.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was extremely difficult to recruit and engage children in MOST SN programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

Virtual afterschool services continued throughout the entire SY 20/21. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Parent satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 45% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



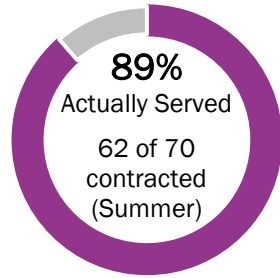
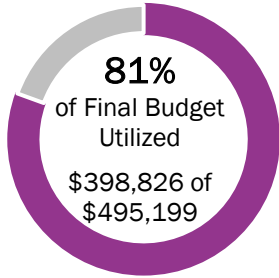
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

JAFCO, Inc. completed its fourth year providing services under the 2017 MOST RFP. The program provides summer services at one community site for children with complex developmental needs ages 3 to 22.

Due to social distancing, parent health concerns, and BCPS summer academies, it was difficult to engage children in this summer only program. This resulted in fewer children participating in the program 20 days or more, which is the minimum number to be counted as served.

In-person services were offered throughout the summer. Program review and site visit reflected high quality program services. The provider serves a niche population who rely heavily on these services.

Parent satisfaction surveys reflected high levels of satisfaction with program services.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (1 point in time observation)



Children improved academic performance and/or skills.

Data not available

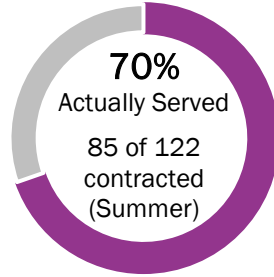
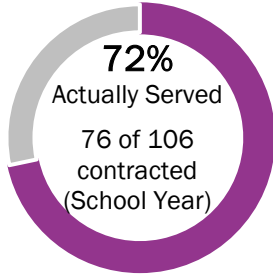
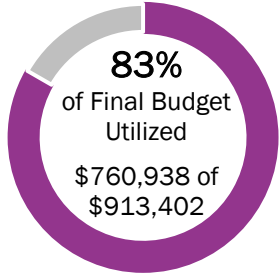
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Smith Mental Health completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round BCPS site, one year-round community site, and one school year only BCPS site. The Provider serves children ages 5 to 12 with moderate to severe behavioral health needs.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was difficult to recruit and engage children in MOST SN programs. This resulted in fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

Hybrid services were offered during the school year and in-person services were offered throughout the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment improved in the summer, and as of October, the provider had enrolled 81% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.

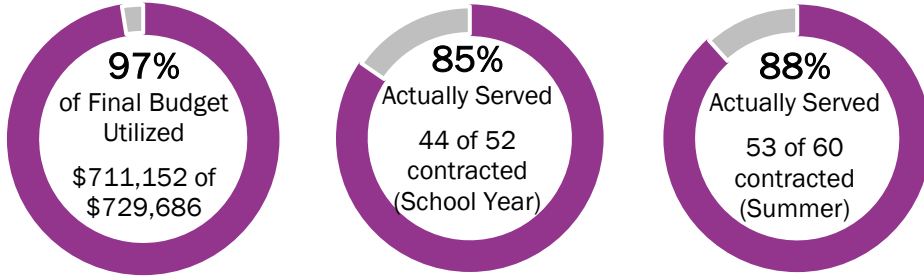


Children remained safe.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

United Community Options completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at one year-round BCPS site and one year-round community site. The Provider offers services to children ages 3 to 22 with various disabilities, including autism, physical and intellectual disabilities, and developmental delays.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was difficult to recruit and engage children in MOST SN programs. This resulted in fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

Hybrid services were offered during the school year and in-person services were offered throughout the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment improved in the summer, and as of October, the provider had enrolled 87% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

Goal Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



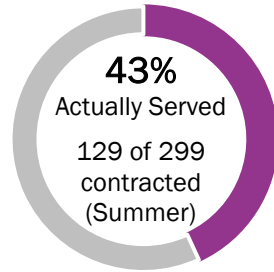
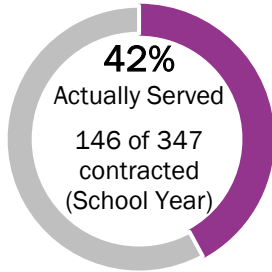
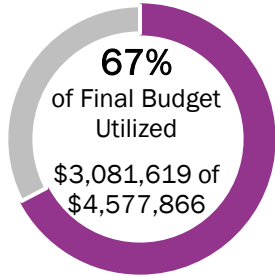
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

The YMCA completed its fourth year providing services under the 2017 MOST RFP. The program provides out-of-school time services at six year-round BCPS sites, 13 school year only BCPS sites, two school year only community sites, and one summer only BCPS site. The provider serves children and youth with special needs ages 4 to 22.

Due to the staggered return to in-person school, social distancing, parent health concerns, and BCPS summer academies, it was very difficult to recruit and engage children in MOST SN programs. This resulted in substantially fewer children participating in the program 50 days or more, which is the minimum number to be counted as served.

Hybrid services were offered during the school year and in-person services were offered throughout the summer. Program review and site visits reflected high quality performance. Parent satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment improved in the summer, and as of October, the provider had enrolled 57% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements that were measurable. Summer and academic end-of-year data were not available for enough students to analyze.

■ Goal ■ Measure

Classrooms met quality standards for Project Based Learning. (Summer Only)



Children demonstrated acceptable levels of social interactions (child-staff, child-child). (2 point in time observations)



Children improved academic performance and/or skills.



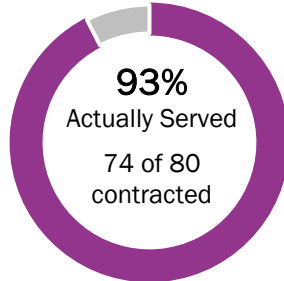
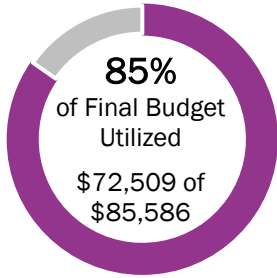
Children remained safe.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System completed its fourth and final year providing services under the 2017 Respite RFP. The program offered respite services on Saturdays for caregivers residing in Broward County.

Program review reflected exemplary performance. Staff members provided a variety of engaging, high-interest activities for participating children and youth. Satisfaction surveys reflected high levels of satisfaction with program services.

Despite multiple pandemic related challenges, the program maintained satisfactory enrollment and utilization throughout the year.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Caregivers who experienced reduced stress.



Caregivers who experienced improved familial relationships.



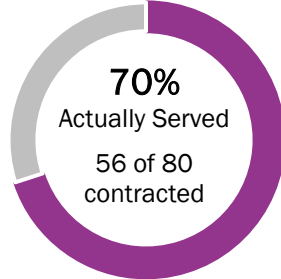
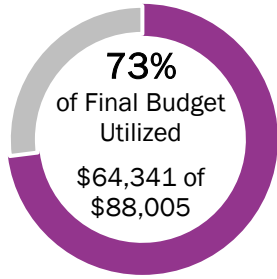
Children who reported satisfaction with Respite services.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Smith Mental Health Associates, LLC completed its fourth and final year providing services under the 2017 Respite RFP. The program offered respite services on Saturdays for caregivers residing in Broward County.

Program review reflected high-quality services. Staff members engaged the children in a variety of enriching activities and maintained relationships that supported the child and family. Satisfaction surveys reflected high levels of satisfaction with program services.

The provider experienced pandemic-related challenges which resulted in lower numbers served. A staff vacancy impacted utilization.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider met 2 of 3 Council goals for performance measurements. Provider did not meet the goal of caregivers reporting reduced stress due to relatively low numbers measured.

■ Goal ■ Measure

Caregivers who experienced reduced stress.



Caregivers who experienced improved familial relationships.



Children who reported satisfaction with Respite services.





GOAL

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

RESULT

Children are ready to succeed in school.

MIDDLE SCHOOL INITIATIVES PROGRAMS

Youth FORCE

- Provides year-round programming that serves students attending 21 high-need middle schools to promote positive youth development and school and community attachment. They include counseling, academic supports, community service learning, career exploration, and the Teen Outreach Program (TOP), a nationally recognized social skills curriculum. Due to the increase in chronic absenteeism and students with 2 or more Fs, this area was expanded for the 21/22 school year to an additional 5 sites.

PEACE

- Provides year-round programming that serves middle school age youth identified as "at-risk" with culturally responsive, holistic services designed to assist youth in developing competencies to assist with academic subjects, address social emotional learning through art and music, and expose youth to potential career and technical occupations.

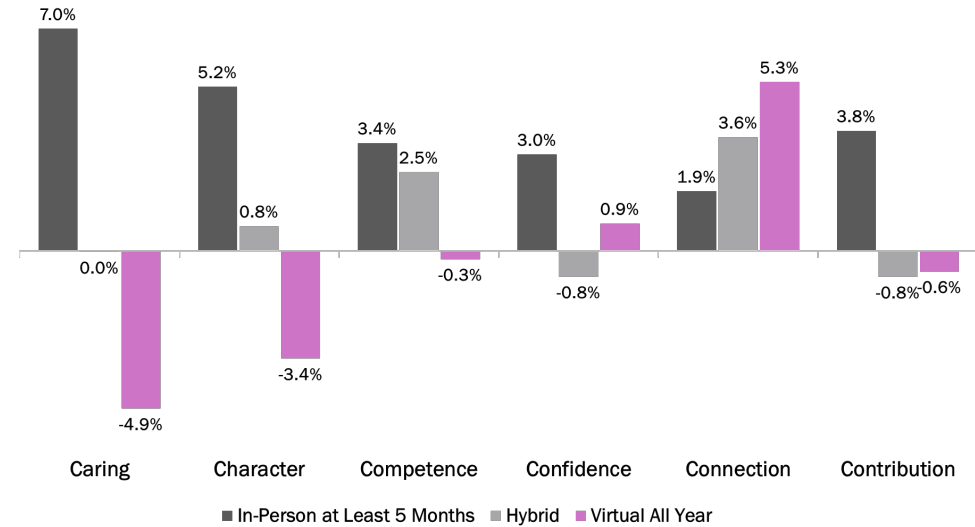
Choose Peace/Stop Violence Initiative

- Choose Peace/Stop Violence is a school-based community collaborative (CSC, BCPS, and United Way) to educate, engage, and empower youth to take action to prevent bullying, youth crime, and violence.

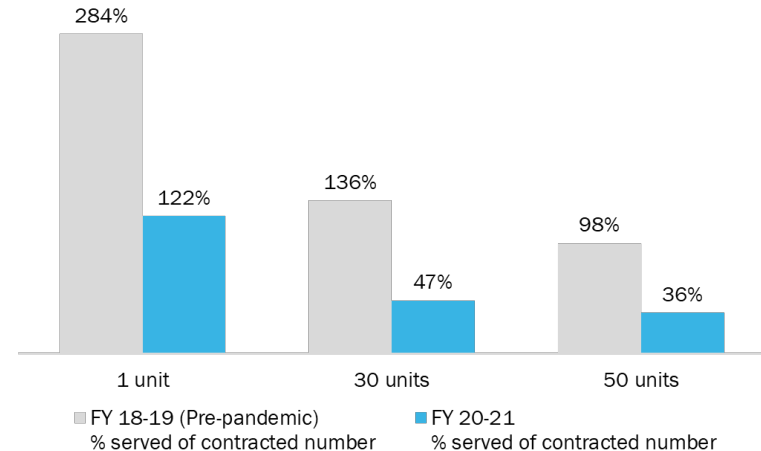
* Due to the pandemic, Middle School providers had to modify their service delivery. These contracts were transitioned to cost reimbursement to preserve the integrity of the system. Under-utilization was typically due to staff vacancies which providers were directed to maintain until enrollment increased. Summer staff recruitment was impacted by the BCPS summer academies. A variety of challenges led to fewer children meeting the normal 50+ unit threshold to count as served. While summer enrollment improved, there was less time to meet the threshold. The criteria for participants measured across performance measures was reduced to 40%; however, many programs did not meet the modified criteria because of the challenging BCPS school consent process and difficulties with obtaining and administering assessments.

DATA STORIES

Programs that provided **in-person services for at least half of the year** showed **positive** percent changes for all PYDI domains, while those who were **virtual** for the entire year had **negative** percent changes for 4 of the 6 domains.



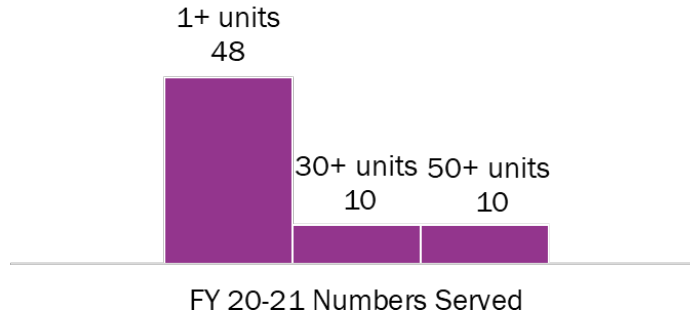
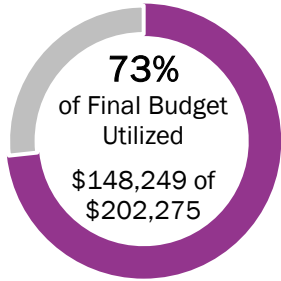
The **% of youth served** of the contracted amount across all Youth FORCE programs has **significantly decreased** when compared to FY 18-19 across dosage cutoffs of 1, 30, and 50 units. The typical threshold of dosage to count a youth served is 50 units.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Community Access Center (CAC) completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school services at one year-round community site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

The provider offered virtual afterschool services and in-person summer services. Program review reflected high quality virtual services. Client satisfaction surveys reflected exceptional levels of satisfaction with program services.

Utilization was impacted by staff vacancies.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 71% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See explanation below.

Outcome

Provider **met** Council goals for performance measurements that were measurable. Due to low numbers served and insufficient academic and youth development competency data available, 3 measures are not reported because they would not meaningfully reflect program performance.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



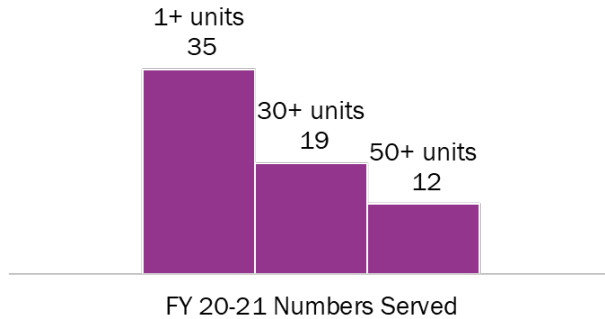
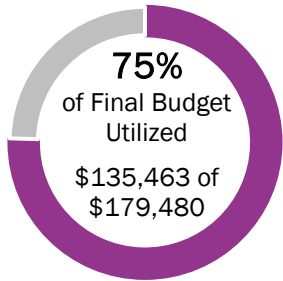
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Center for Hearing and Communication completed its first year providing services under the 2020 PYD RFP with KID, Inc. as the Fiscal Sponsor. The program provides out-of-school time services at one year-round BCPS site primarily to youth who are deaf/hard of hearing.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Client satisfaction surveys reflected exceptional levels of satisfaction with program services.

Utilization was impacted by reduced transportation costs due to virtual services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 80% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



See below.

Outcome

Provider met Council goals for performance measurements that were measurable. Due to low numbers served and measured, there was insufficient data for Youth Development competencies to be analyzed. Academic data was also not available for enough students to analyze.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



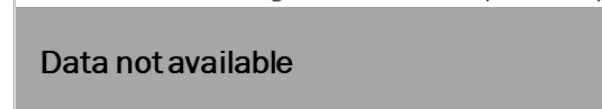
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



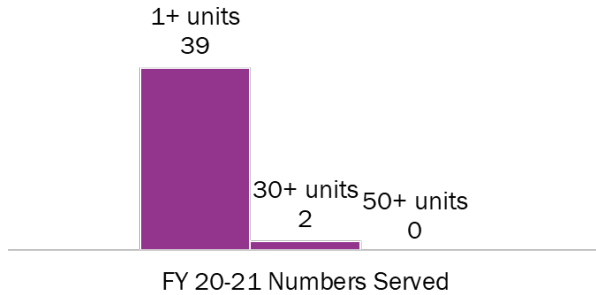
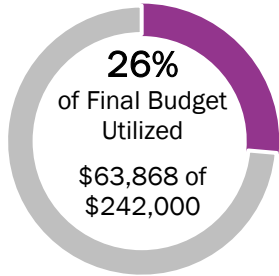
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Administrative monitoring had finding(s) that were addressed in a timely manner.

Programmatic Performance

Program is receiving technical assistance.

The City of West Park completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round community site.

The program did not provide afterschool services during the school year. The program reopened in the summer and offered in-person services. Once reopened, the program had difficulty recruiting and engaging youth and experienced challenges with staff turnover and program implementation. Extensive technical assistance is being provided.

Enrollment continues to be a challenge. As of October, the provider had enrolled 12% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider **met** Council goals for performance measurements that were measurable. Due to low numbers served and measured, there was insufficient data for Youth Development competencies to be analyzed. Academic data was also not available for enough students to analyze.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



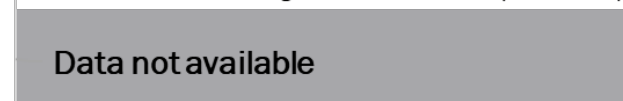
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



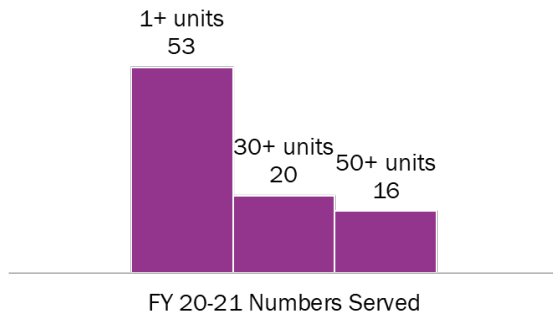
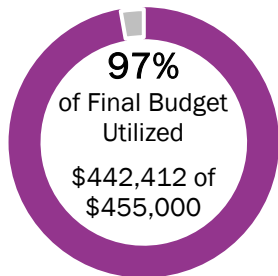
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Community Reconstruction Inc. completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at two year-round BCPS sites to high-risk male youth in need of behavioral health supports.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality services. Client satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 65% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

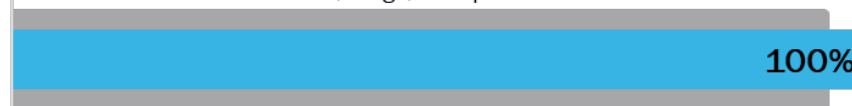
See below.

Outcome

Provider **met** Council goals for performance measurements that were measurable. Due to low numbers served and measured, there was insufficient data for Youth Development competencies to be analyzed. Academic data was also not available for enough students to analyze.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



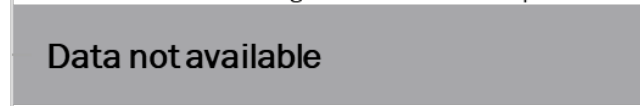
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



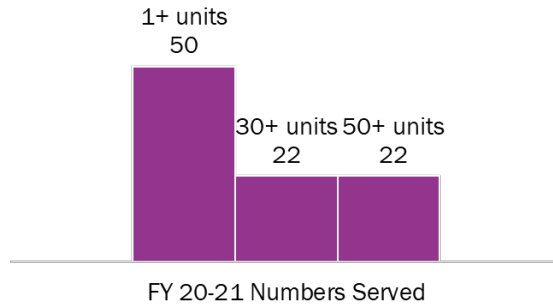
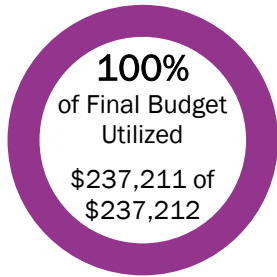
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

Crockett Foundation, Inc., completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

This site is experiencing enrollment challenges. As of October, the provider had enrolled 30% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school, particularly for students with limited or inconsistent internet access.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



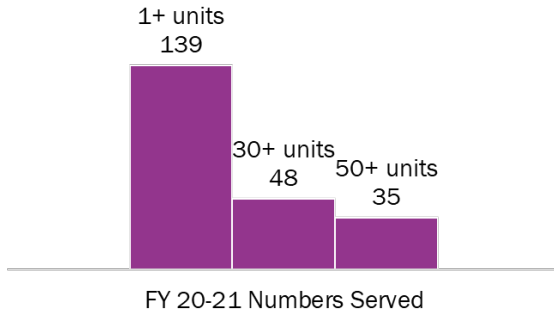
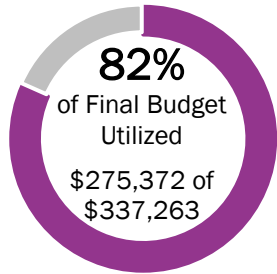
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Crockett Foundation, Inc., completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at two year-round BCPS sites and was expanded under the 2021 Youth FORCE RFP to include a third year-round BCPS site. The expansion site began services in September 2021, and therefore performance is too soon to measure.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 82% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for youth development due to relatively low numbers served and the COVID-19 pandemic's impact on youth wellbeing and social-emotional development.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



Youth who did not obtain any new law violations during the program.





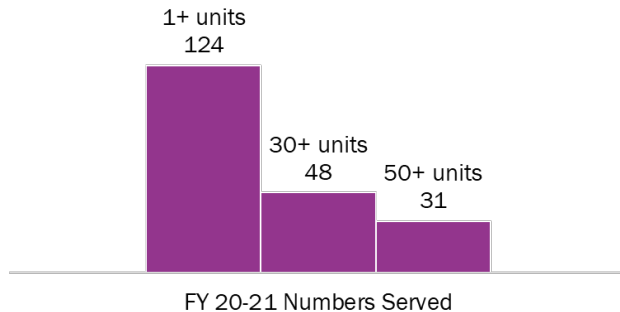
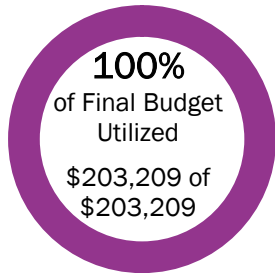
Firewall with DeLuca Foundation Funding

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

Firewall Centers, Inc. completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site and was expanded to address a significant waitlist effective September 2021.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 102% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school. Due to low numbers measured, there was insufficient pre and post data for Youth Development competencies to be analyzed. Academic data was also not available for enough students to analyze.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.

Data not available

Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.

Data not available

Youth who did not obtain any new law violations during the program.





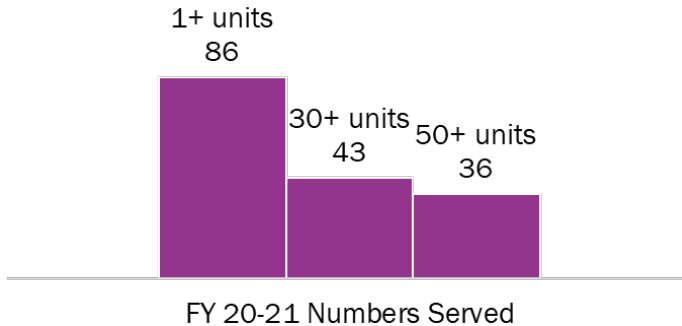
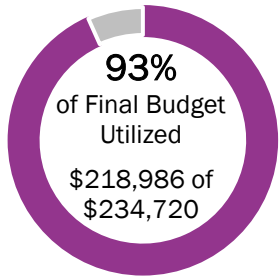
Firewall

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

Firewall Centers completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 108% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider met 4 of 6 Council goals for performance measurements. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school and did not meet the goal of youth development due to low numbers served and measured, as well as the COVID-19 pandemic's impact on youth wellbeing and social-emotional development.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



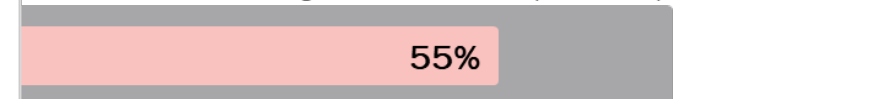
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



Youth who did not obtain any new law violations during the program.





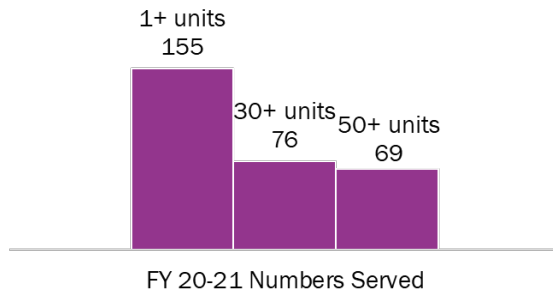
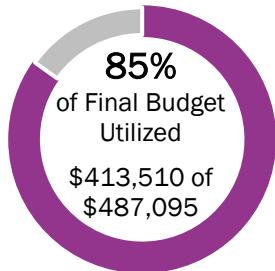
Helping Abused Neglected and Disadvantaged Youth, Inc. (HANDY)

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Helping Abused Neglected and Disadvantaged Youth, Inc., (HANDY) completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at two year-round BCPS sites.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 85% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for youth development due to the COVID-19 pandemic's impact on youth wellbeing and social-emotional development.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



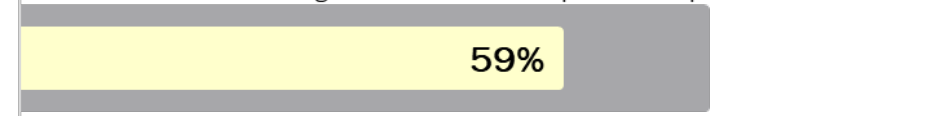
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



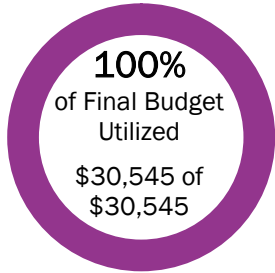
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Hanley Center Foundation, Inc. is in its final year of a 3-year leveraged partnership with a match from the Department of Children and Families' Prevention Partnership Grant, offering the Alcohol Literacy Challenge and the Active Parenting Program to Broward County students and their families with the goal of reducing underage drinking while promoting positive youth development and effective parenting.

Program review reflected high quality virtual services. The number of participants served was higher than the contracted amount because the virtual platform allowed for additional groups to be provided. The Active Parenting sessions were offered in English, Creole, and Spanish.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Participants who successfully completed a prevention program.



Sessions in which participants increased knowledge of alcohol use prevention.





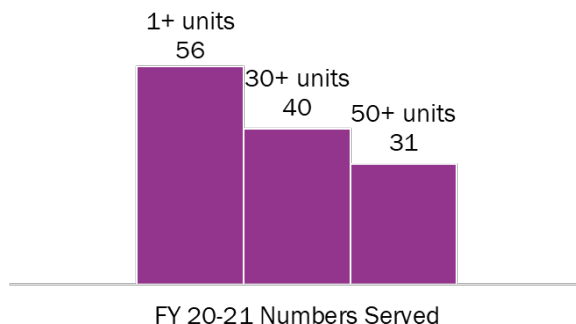
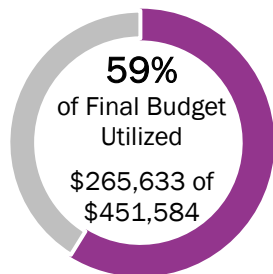
Harmony Development Center

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

Harmony Development Center completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site and was expanded under the 2021 Youth FORCE RFP to include one year-round community site. The expansion site began services in September 2021, and therefore performance is too soon to measure.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, the BCPS summer academies, and site construction issues, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of SY 20/21. Due to school construction, the program moved their in-person services to Sunrise MS during the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

At the start of the school year, the program moved to Northeast HS. As of October, the provider had enrolled 30% of the contracted number to be served. The school construction is anticipated to be resolved by January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured



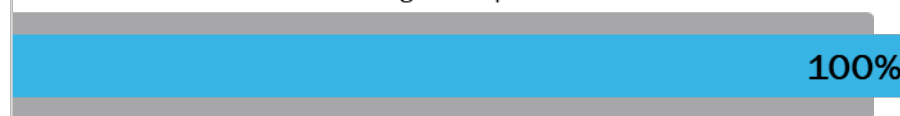
Provider met expectations.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school, particularly for students with limited or inconsistent internet access.

Legend: ■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



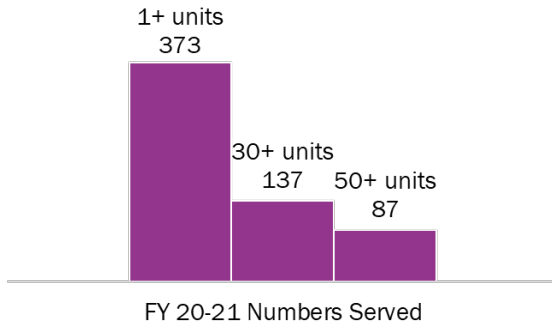
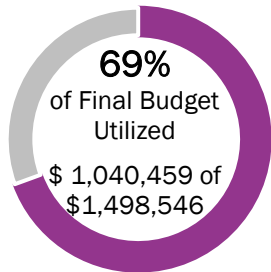
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

Hispanic Unity of Florida completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at four year-round BCPS sites and was expanded at one site to address a significant waitlist effective September 2021.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 80% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider **met** Council goals for performance measurements that were measurable. Due to low numbers measured, there was insufficient data for Youth Development competencies to be reported. Academic data was also not available for enough students to report.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



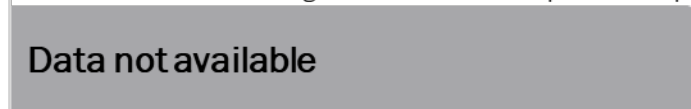
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



Youth who did not obtain any new law violations during the program.





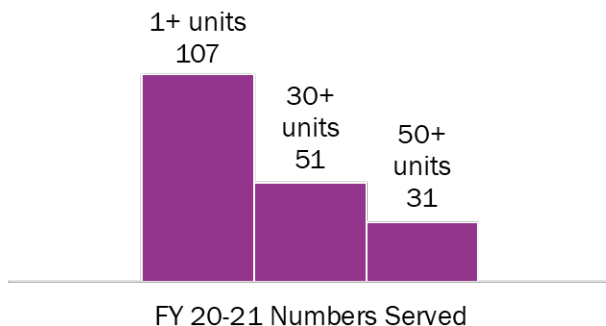
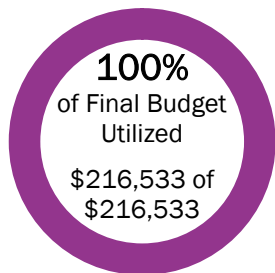
Memorial Healthcare System with DeLuca Foundation Funding

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS sites.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 87% of the contracted number to be served.

Is Anybody Better Off?

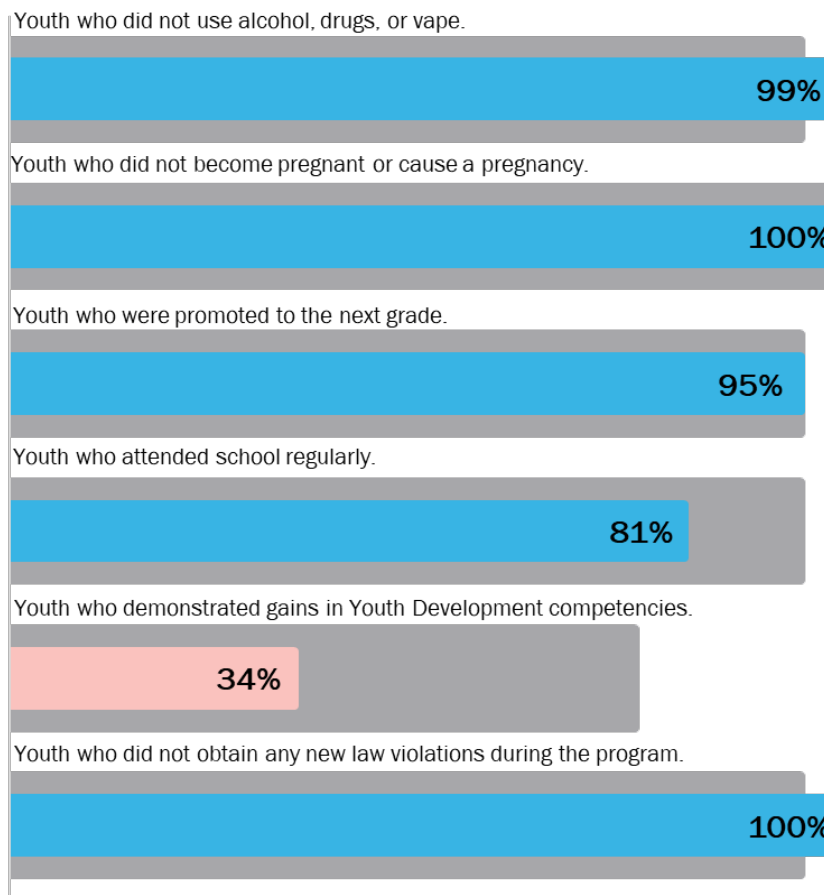
Data Integrity & Fully Measured

See below.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for youth development due to difficulties properly administering the PYDI assessment and the COVID-19 pandemic's impact on youth wellbeing and social-emotional development.

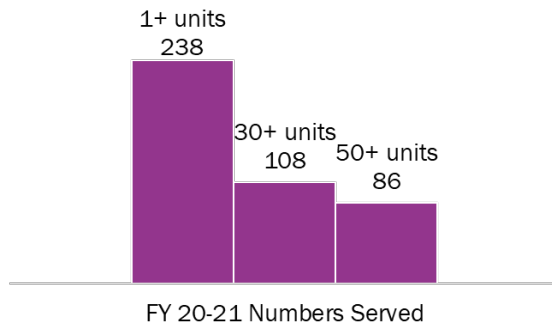
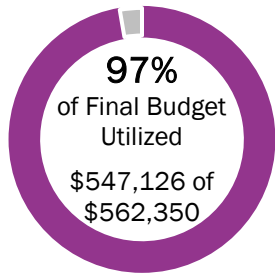
Goal Measure





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at two year-round BCPS sites.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 77% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider met 4 of 6 Council goals for performance measurements. Provider did not meet the goal for youth development due to difficulties properly administering the PYDI assessment and did not meet school attendance goal due to high rates of unexcused absences during virtual school.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



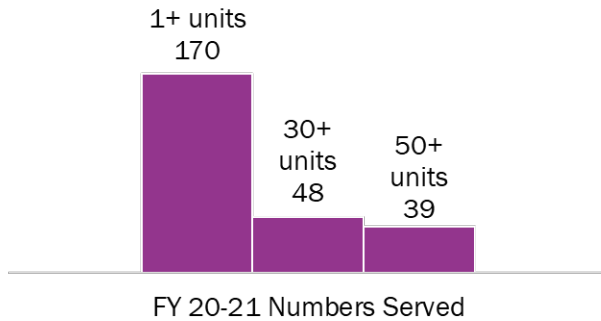
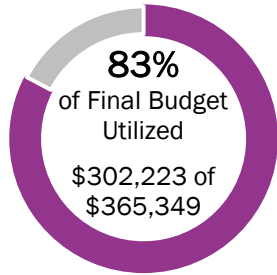
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

OIC of South Florida completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site and was expanded under the 2021 Youth FORCE RFP to include a second year-round BCPS site. The expansion site began services in September 2021, and therefore performance is too soon to measure.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 97% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school, particularly for students with limited or inconsistent internet access.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



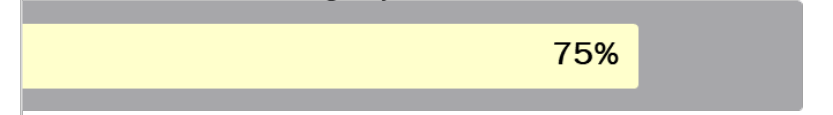
Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



Youth who did not obtain any new law violations during the program.





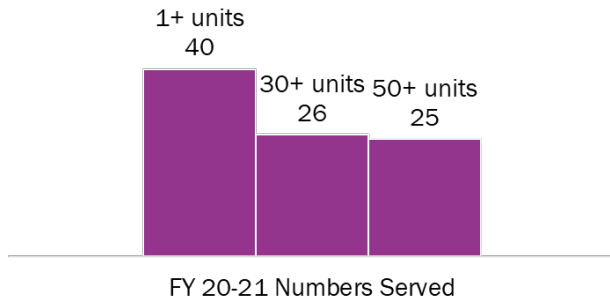
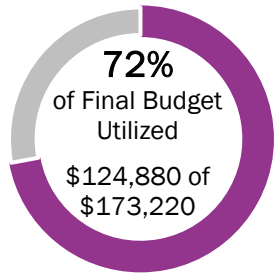
Our Children, Our Future w/Alexander Rebb as Fiscal Sponsor

Youth Development – Middle School Initiatives – Youth FORCE FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Our Children, Our Future (OCOF) completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school services at one year-round BCPS site to high-risk youth in need of behavioral health supports.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services. Technical assistance has been provided to improve the administration of the performance measurement tools.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 87% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet the goal for youth development due to difficulties properly administering the PYDI assessment in a virtual setting.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



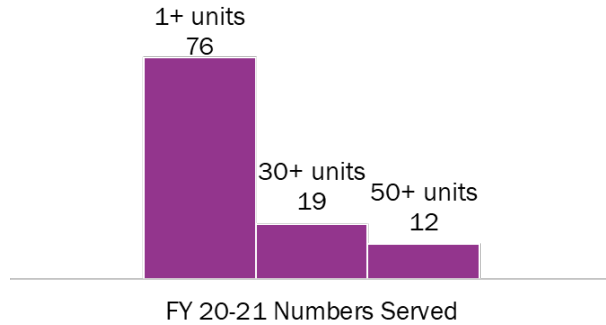
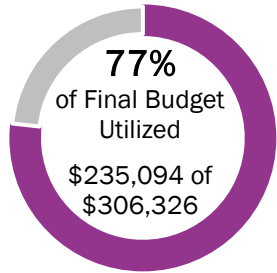
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Urban League of Broward County completed its first year providing services under the 2020 PYD RFP. The program provided out-of-school time services at one year-round BCPS sites and was expanded under the 2021 Youth FORCE RFP to include a second year-round BCPS site. The expansion site began services in September 2021, and therefore performance is too soon to measure.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 44% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider met 3 of 4 Council goals for performance measurements that were measurable. Provider did not meet school attendance goal due to low numbers served and measured and high rates of unexcused absences during virtual school. There was insufficient data to report for grade promotion and youth development.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



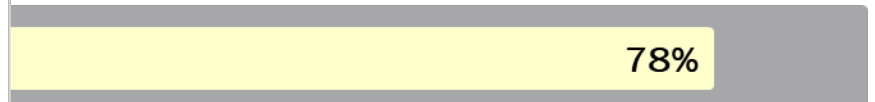
Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



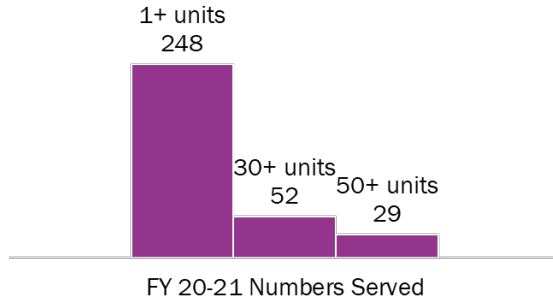
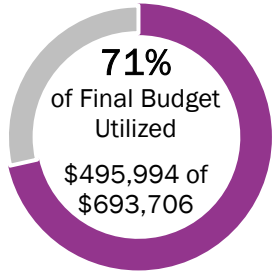
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

YMCA of South Florida, Inc. completed its first year providing services under the 2020 PYD RFP. The program provided out-of-school time services at three year-round BCPS site and was expanded under the 2021 Youth FORCE RFP to include a fourth year-round BCPS site. The expansion site began services in September 2021, and therefore performance is too soon to measure.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 50% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider **met** Council goals for performance measurements that were measurable. Due to low numbers measured, there was insufficient data for Youth Development competencies to be analyzed. Academic data was also not available for enough students to analyze.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



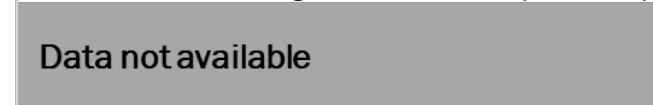
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.

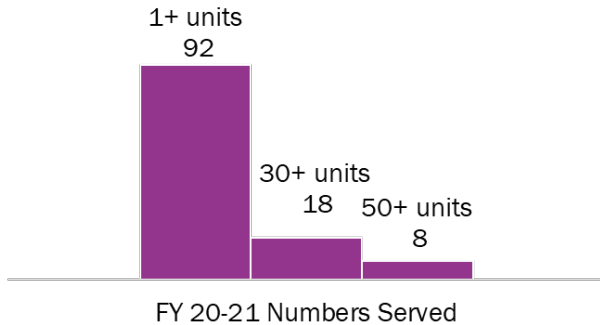
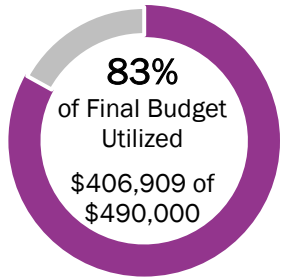


Youth who did not obtain any new law violations during the program.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Community Based Connections completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review and site visits reflected high quality services. Youth satisfaction surveys reflected satisfaction with the program.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 79% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

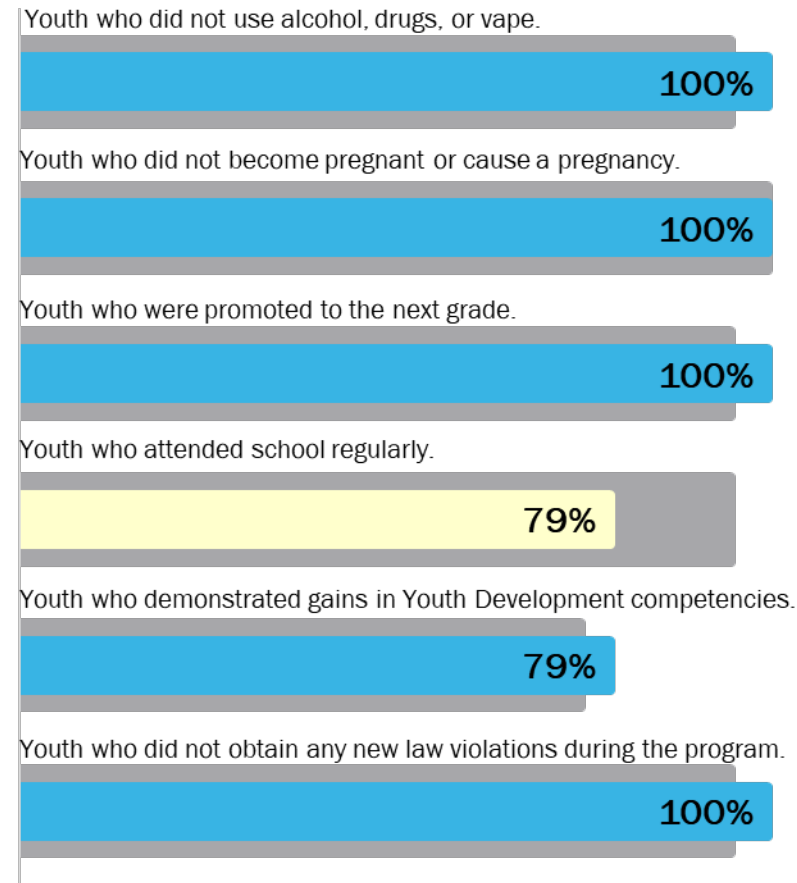
Provider met expectations.



Outcome

Provider met **5 of 6** Council goals for performance measurements. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school, particularly for students with limited or inconsistent internet access.

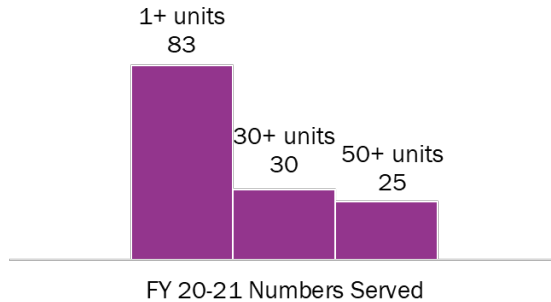
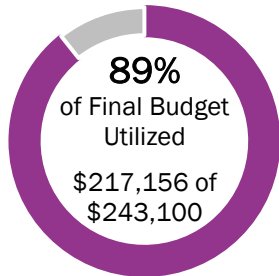
Goal Measure





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

Crockett Foundation completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 64% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider met 4 of 5 Council goals for performance measurements that were measurable. Provider did not meet the goal for school attendance due to high rates of unexcused absences during virtual school, particularly for students with limited or inconsistent internet access. There was insufficient data to analyze for Youth Development competencies.

■ Goal ■ Measure

Youth who did not use alcohol, drugs, or vape.



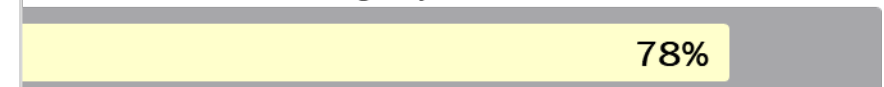
Youth who did not become pregnant or cause a pregnancy.



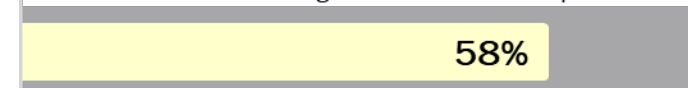
Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



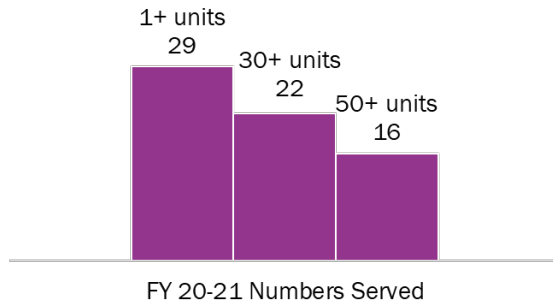
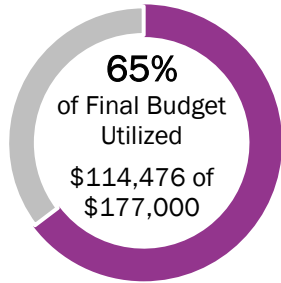
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Harmony Development Center completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, the BCPS summer academies, and site construction issues, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. Due to school construction, the program moved their in-person services to Sunrise MS during the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

At the start of the school year, the program moved to Northeast HS. As of October, the provider had enrolled 40% of the contracted number to be served. The school construction is anticipated to be resolved by January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



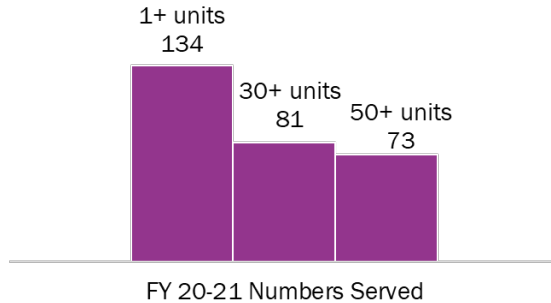
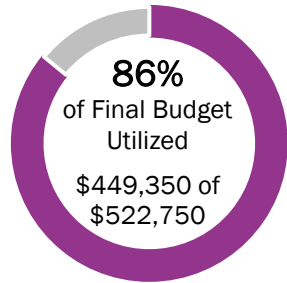
Youth who did not obtain any new law violations during the program.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Smith Community Mental Health Foundation & Smith Mental Health Associates, LLC completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at one year-round BCPS site, one year-round community site, and one school year only BCPS site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 50 days or more, which is normally the minimum number to be counted as served.

Virtual afterschool services continued throughout the entirety of the 20-21 school year. The program returned to in-person services in the summer. Program review reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Utilization was impacted by reduced transportation costs due to virtual services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 81% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider met 4 of 5 Council goals for performance measurements that were measurable. Provider did not meet school attendance goal due to high rates of unexcused absences during virtual school. Academic data was also not available for enough students to report.

Goal Measure

Youth who did not use alcohol, drugs, or vape.



Youth who did not become pregnant or cause a pregnancy.



Youth who were promoted to the next grade.



Youth who attended school regularly.



Youth who demonstrated gains in Youth Development competencies.



Youth who did not obtain any new law violations during the program.





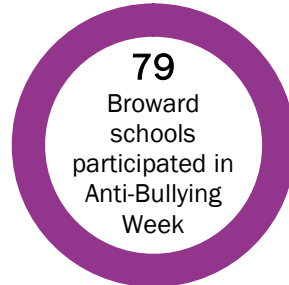
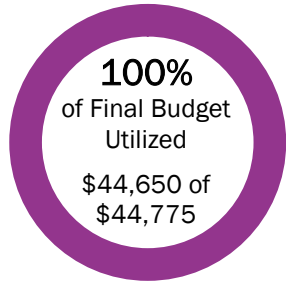
United Way of Broward County – Choose Peace Initiative

Youth Development – Middle School Initiatives - FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Choose Peace Stop Violence, a tri-party community collaborative program between the School District, the CSC and United Way, along with leveraged dollars from the Sheriff's Law Enforcement Trust Fund, completed its eleventh year of funding. The initiative provides violence prevention programming that is school and community based. The program activities educate and empower youth and their families to address bullying, affirm cultural differences, and make healthier, drug-free lifestyle choices. The Agents of Change peer-led clubs are formed under the leadership of students and supervised by a school-based facilitator with the support of the School District's Choose Peace Facilitator. These clubs operate in 14 middle schools and high schools and set the tone for cultural change and inspire and empower the student population to be compassionate leaders and role models for peace and kindness.

Program review reflected high quality virtual services. Virtual services continued throughout the entirety of the 20-21 school year. Program returned to in-person services at the start of the 21-22 school year.

Is Anybody Better Off?

Outcome

Provider **met** all performance outputs.

4,000 pieces of educational materials on youth violence, prevention, and bullying were distributed at school and community events.

60 youth participated in Agents of Change school-based programs.



High School Initiatives

Annual Performance FY 20/21*

GOAL

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

RESULT

Young people successfully transition to adulthood.

HIGH SCHOOL INITIATIVES PROGRAMS

High School Initiatives

- CSC's LEAP High programs provide academic and personal enrichment services at 13 Title 1 high schools designed to help youth graduate on time. The programs provide tiered case management services to help youth graduate and achieve their post-secondary aspirations. Due to the increase in chronic absenteeism and students with 2 or more Fs, this area was expanded for the 21/22 school year to an additional 2 sites.
- Youth Leadership Initiatives provide opportunities for arts-based self-advocacy, legislative advocacy, work experience, and career exploration.
- Programming focusing on improving the post-secondary transition of high school graduates and G.E.D. earners by increasing awareness of meaningful career pathways and navigating college applications, including financial aid.

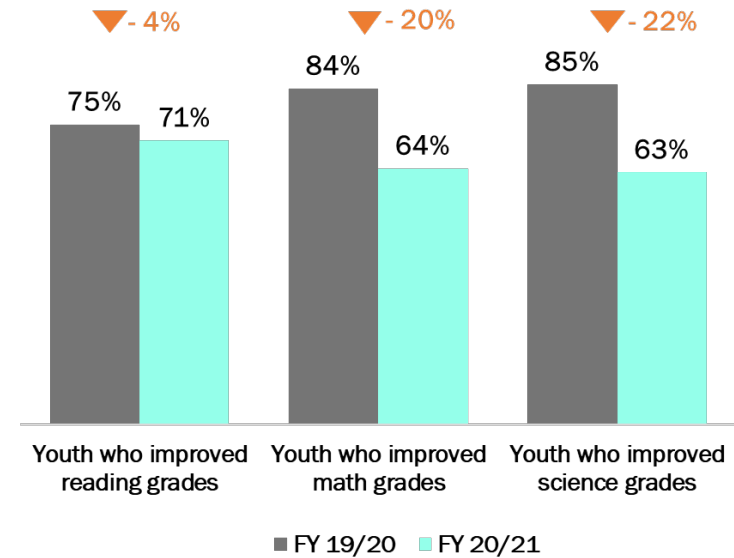
Summer Youth Employment Program (SYEP)

- The SYEP provides economically disadvantaged youth ages 16-18 the opportunity to gain employability skills and paid work experience.

* Due to the pandemic, High School providers had to modify their service delivery. These contracts were transitioned to cost reimbursement to preserve the integrity of the system. Under-utilization was typically due to staff vacancies which providers were directed to maintain until enrollment increased. Summer staff recruitment was impacted by the BCPS summer academies. A variety of challenges led to fewer children meeting the normal 32+ unit threshold to count as served. While summer enrollment improved, there was less time to meet the threshold.

DATA STORY

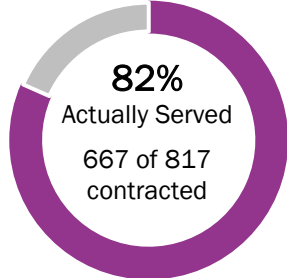
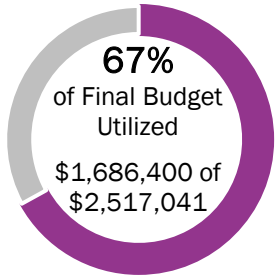
Fewer students in LEAP High programs **improved** their science, math, and reading grades in **FY 20/21** than in FY 19/20, likely a consequence of COVID-19 impacts on schools and fewer students being measured in FY 20/21.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

CareerSource Broward completed its 17th year of CSC funding for the Summer Youth Employment Program (SYEP). This collaborative summer work experience program provides paid employability skills training and employment opportunities for 16-18-year-olds at worksites across Broward County.

Program monitoring reflected a thorough intake and assessment process, informative orientations for staff and employers, quality pre-employment training for youth, an efficient job placement process, and meaningful 7-week summer work experiences. Both employer and youth surveys reflected a high level of satisfaction with the program.

Under-utilization and lower number served was due to youth finding higher paying jobs after they completed the screening and orientation process, youth leaving their jobs to complete required summer school, and youth needing to quarantine or job sites closing due to COVID-19.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth were satisfied with their work experience.



Employers indicated high satisfaction with the program support and youth employee(s).



Youth demonstrated proficiency in employability and job retention skills.



Youth successfully completed the program.



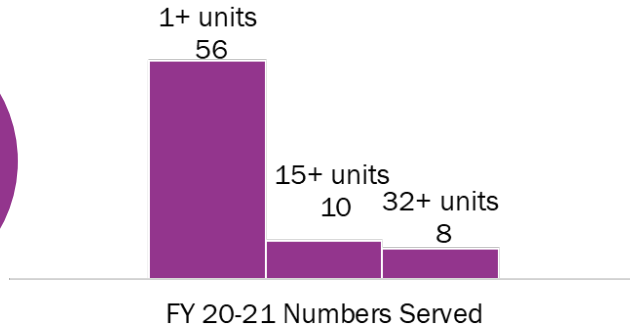
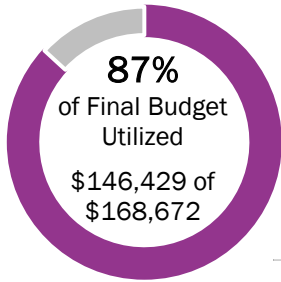


Firewall – LEAP High

Youth Development – High School Initiatives (General Population) FY 20/21

How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Firewall Centers, Inc., completed its first year providing services at one school site under the 2020 PYD RFP, and gained a new school site under the LEAP High 2021 expansion RFP. The expansion site began services in September 2021; therefore, performance is too soon to measure.

The provider offered virtual afterschool and summer services during SY 20/21. In-person services were not offered due to school construction. Youth returned to in-person programming in September 2021. Program review and site visit reflected high quality virtual services. Youth satisfaction surveys reflected high levels of satisfaction with program services.

This school only has 109 youth in grades 9-12 with 35 in 9th grade and 25 in 10th grade. The limited school enrollment coupled with virtual services impacted the providers ability to recruit the contracted number to be served.

Enrollment has improved since returning to in-person services in October with 74% of the contracted number to be served enrolled in the program.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth improved their science grade.



Youth improved their math grade.



Youth improved their reading grade.



Youth decreased external suspensions.



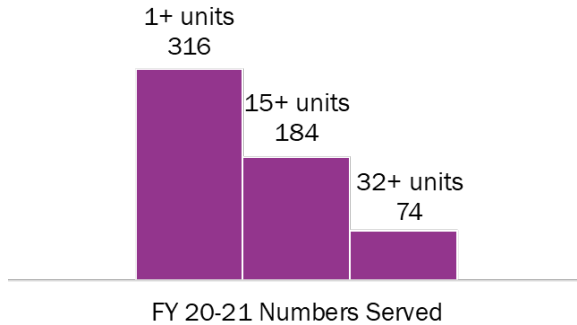
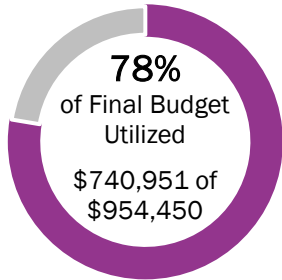
Youth attended school regularly.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Hispanic Unity of Broward, Inc. completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at three year-round BCPS sites.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns, and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 32 days or more, which is normally the minimum number to be counted as served.

The provider offered virtual afterschool services during SY 20/21 and began offering in-person services during summer 2021. Program review and site visits reflected high quality performance. Youth satisfaction surveys reflected high levels of satisfaction with program services.

As of October, the provider had enrolled 40% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met 4 of 6** Council goals for performance measurements. Provider did not meet goals for improving math grades and school attendance due to difficulties with this population attending virtual school.

Goal Measure

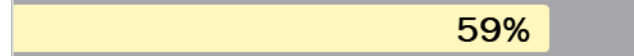
Youth enrolled in credit recovery achieved gains in focus subject.



Youth improved their science grade.



Youth improved their math grade.



Youth improved their reading grade.



Youth decreased external suspensions.



Youth attended school regularly.





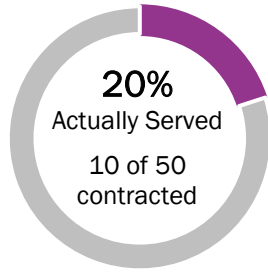
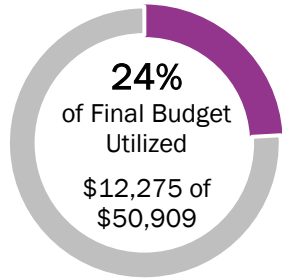
Motivational Edge

Youth Development – High School Initiatives (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Administrative monitoring had finding(s) that were addressed in a timely manner.

Programmatic Performance

Program is performing well.

Motivational Edge completed its third year providing services through a leverage partnership with the Center for Social Change. The program provides resiliency and trauma support through the arts including lyrical expression, guitar, dance, and musical/vocal groups to youth attending Deerfield Beach High School.

The program site visit reflected the delivery of essential virtual services for youth in a high-need community. Youth satisfaction surveys reflected a high level of satisfaction with the services received.

The program had difficulty recruiting and engaging youth virtually due to the pandemic, resulting in lower utilization and numbers served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider **did not meet** expectations.



Outcome

Provider did not submit data for performance measurements.

Measure

Youth reported overall satisfaction with the program.

Data not available

Youth reported they would recommend the program to friends.

Data not available

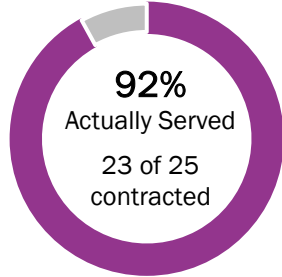
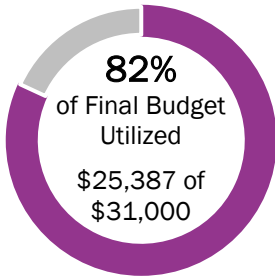
Youth reported program staff treated them with respect.

Data not available



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Too soon to monitor.

Programmatic Performance

Too soon to monitor.

The Museum of Discovery and Science completed its first summer of the Everglades EcoExplorers program under a leverage contract executed in June 2021. The program provides summer, after school, and weekend environmental education and workforce development training to youth in grades 10-12 at participating high schools who have a minimum GPA of 3.0 and a teacher recommendation.

In-person summer services included a museum orientation, an exhibit floor and behind-the-scenes training, employability skills training, and two Everglades field experiences.

Utilization and numbers served were impacted by the pandemic.

Is Anybody Better Off?

Data Integrity & Fully Measured

See below.

Outcome

Provider **did not have sufficient data** to report as of this report. This program began in Summer 2021 and has not yet closed out any served participants to capture post assessment data for analysis.

Goal Measure

Youth increased knowledge of science concepts.

Too soon to measure

Youth demonstrated proficiency in employment and job retention skills.

Too soon to measure

Youth reported satisfaction with program experience.

Too soon to measure



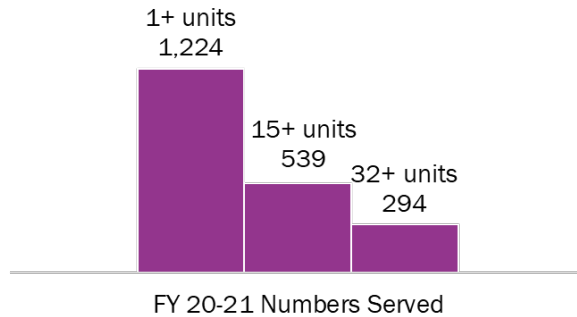
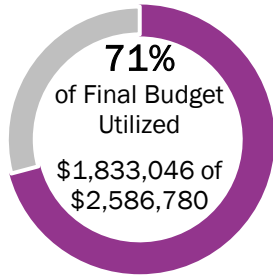
YMCA of South Florida – LEAP High

Youth Development – High School Initiatives (General Population) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

YMCA of South Florida, Inc. completed its first year providing services under the 2020 PYD RFP. The program provides out-of-school time services at nine year-round BCPS sites.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns and the BCPS summer academies, it was extremely difficult to recruit and engage youth. This resulted in substantially fewer youth participating in the program 32 days or more, which is normally the minimum number to be counted as served.

The provider offered virtual afterschool services during SY 20/21 and began offering in-person services during summer 2021. Program review and site visits reflected high quality performance. Youth satisfaction surveys reflected high levels of satisfaction with program services.

Enrollment has improved since returning to in-person services in the summer, and as of October, the provider had enrolled 83% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider met 5 of 6 Council goals for performance measurements. Provider did not meet goal for school attendance due to difficulties with this population attending virtual school.

■ Goal ■ Measure

Youth enrolled in credit recovery achieved gains in focus subject.



Youth improved their science grade.



Youth improved their math grade.



Youth improved their reading grade.



Youth decreased external suspensions.



Youth attended school regularly.





GOAL

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

RESULT

Young people successfully transition to adulthood.

SPECIAL NEEDS (STEP) PROGRAMS

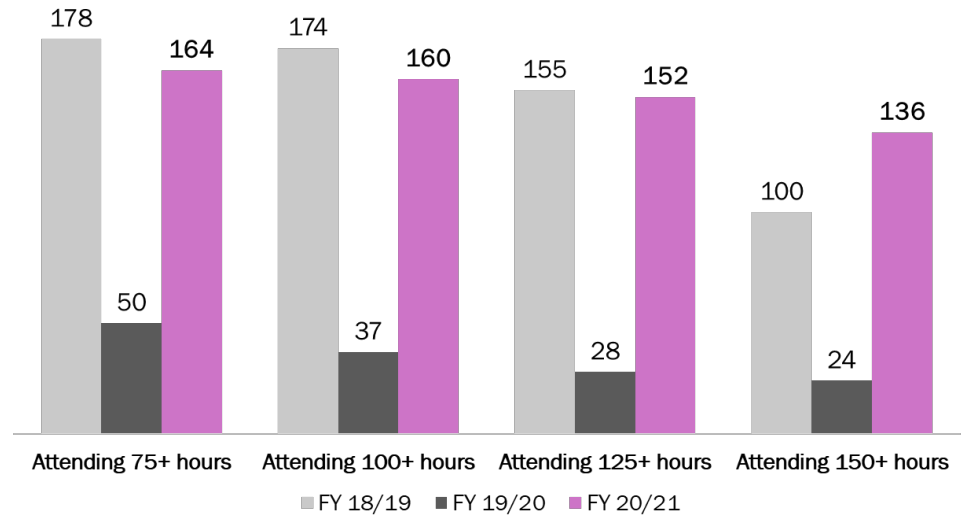
STEP

- The Council funds leading-edge initiatives to prepare teens with disabilities for independence after completing school.
- Programs operate after school and during summer, focusing on independent living skills with career exploration activities and social skills development.
- Programs offer paid summer employment opportunities for youth, supported by on-site professional job coaches.

* Due to the ongoing COVID-19 pandemic, STEP providers continued to provide virtual or hybrid services during FY 20/21. As a result, numbers served, utilization, and performance measures were impacted. Additionally, a new assessment was utilized to measure outcomes this year based on extensive feedback from providers following the most recent procurement. Outcome attainment was lower than prior years due to the use of a new tool, provision of services and administering the tool virtually, and the tool measuring competencies more rigorously. Council goals will be adjusted for next year to reflect this year's baseline data.

DATA STORY

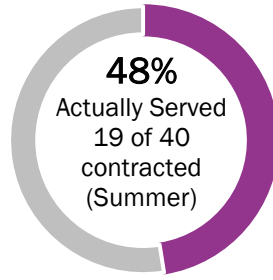
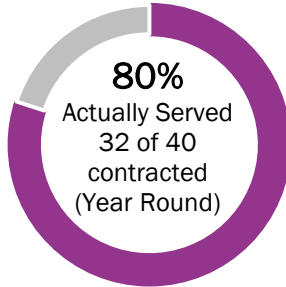
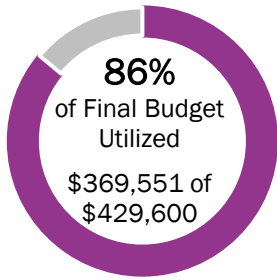
The number of youth who attended 150 hours or more of supported summer employment in FY 20/21 exceeded pre-pandemic levels. FY 19/20 summer engagement was low due to all of the employment opportunities being virtual during the pandemic.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Arc Broward completed its first year providing services under the 2020 PYD RFP. The program provides positive youth development programming and supported employment services at two BCPS sites, one private school, and one community site.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns and the BCPS summer academies, it was extremely difficult to recruit youth. This resulted in substantially fewer youth participating in the program a minimum of 30 days during the school year and a minimum of 125 hours of employment over the summer, which is normally the minimum amount to be counted as served.

The provider offered virtual afterschool services and hybrid summer services. Some youth were employed at community sites and some youth engaged in virtual employment opportunities facilitated by the provider. Program review reflected high quality virtual services. Youth satisfaction surveys reflected exceptional levels of satisfaction with program services. Provider received technical assistance for new assessment tool.

As of October, the provider had enrolled 83% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

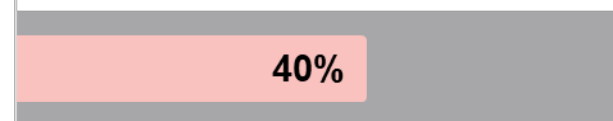
Provider met 1 of 3 Council goals for performance measurements that were measurable. A new and more robust assessment was implemented this year to measure performance but was impacted by the virtual administration. As this is the first year of programming, employment 6 months post program is too soon to measure.

Goal Measure

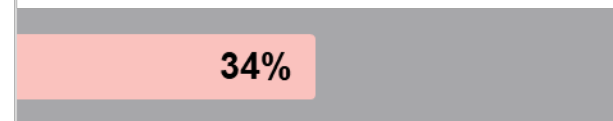
Youth acquired measurable skills in Daily Living Activities.



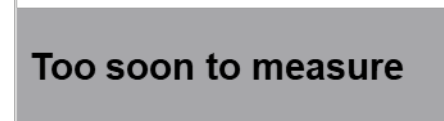
Youth acquired measurable skills in Work Behaviors.



Youth acquired measurable skills in Job Duties.

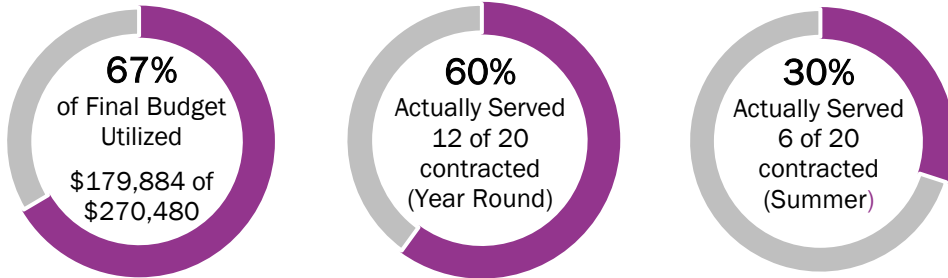


Youth who are employed or pursuing post-secondary education 6 months post program completion.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Center for Hearing and Communication completed its first year providing services under the 2020 PYD RFP with KID, Inc. as the Fiscal Sponsor. The program provides positive youth development programming at one BCPS site during the school year and community-based supported employment during the summer.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns and the BCPS summer academies, it was extremely difficult to recruit youth. This resulted in substantially fewer youth participating in the program a minimum of 30 days during the school year and a minimum of 125 hours of employment over the summer, which is normally the minimum amount to be counted as served.

The provider offered virtual afterschool services and hybrid summer services. Some youth were employed at community sites and some youth engaged in virtual employment opportunities facilitated by the provider. Program review reflected high quality virtual services. Youth satisfaction surveys reflected exceptional levels of satisfaction with program services. Provider received technical assistance for new assessment tool.

As of October, the provider had enrolled 65% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

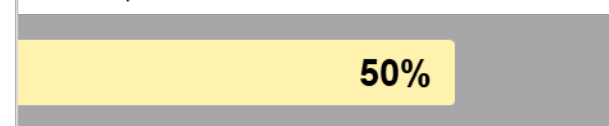
Provider met **1 of 3** Council goals for performance measurements that were measurable. A new and more robust assessment was implemented this year to measure performance but was impacted by the virtual administration. As this is the first year of programming, employment 6 months post program is too soon to measure.

Goal Measure

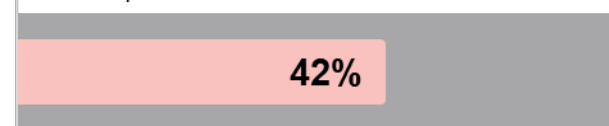
Youth acquired measurable skills in Daily Living Activities.



Youth acquired measurable skills in Work Behaviors.



Youth acquired measurable skills in Job Duties.



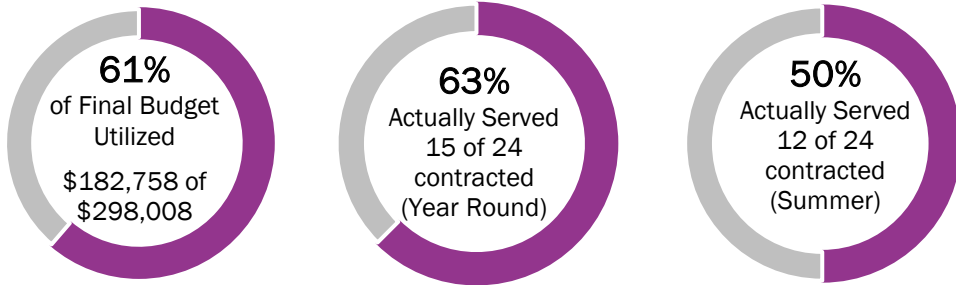
Youth who are employed or pursuing post-secondary education 6 months post program completion.

Too soon to measure



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Smith Community Mental Health Foundation & Smith Mental Health Associates, LLC completed its first year providing services under the 2020 PYD RFP. The program provides positive youth development programming at two BCPS sites during the school year and community-based supported employment during the summer.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns and the BCPS summer academies, it was extremely difficult to recruit youth. This resulted in substantially fewer youth participating in the program a minimum of 30 days during the school year and a minimum of 125 hours of employment over the summer, which is normally the minimum amount to be counted as served.

The provider offered virtual afterschool services and hybrid summer services. Some youth were employed at community sites and some youth engaged in virtual employment opportunities facilitated by the provider. Program review reflected high quality virtual services. Youth satisfaction surveys reflected exceptional levels of satisfaction with program services. Provider received technical assistance for new assessment tool.

As of October, the provider had enrolled 67% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

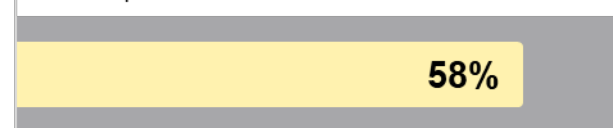
Provider met 1 of 3 Council goals for performance measurements that were measurable. A new and more robust assessment was implemented this year to measure performance but was impacted by the virtual administration. As this is the first year of programming, employment 6 months post program is too soon to measure.

Goal Measure

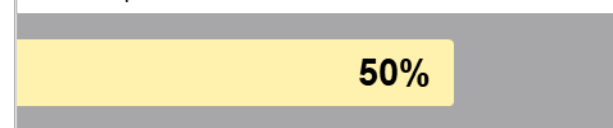
Youth acquired measurable skills in Daily Living Activities.



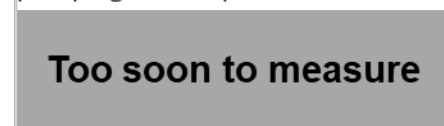
Youth acquired measurable skills in Work Behaviors.



Youth acquired measurable skills in Job Duties.



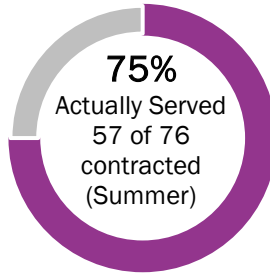
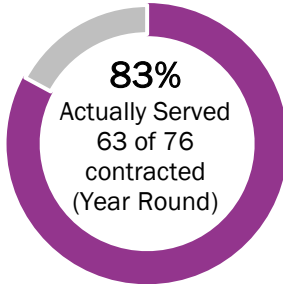
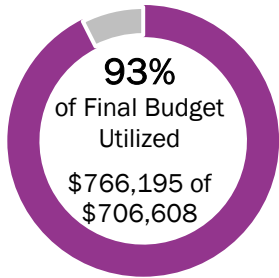
Youth who are employed or pursuing post-secondary education 6 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

United Community Options (UCO) completed its first year providing services under the 2020 PYD RFP. The program provides positive youth development programming at eight BCPS sites during the school year and community-based supported employment during the summer.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns and the BCPS summer academies, it was difficult to recruit youth. This resulted in fewer youth participating in the program a minimum of 30 days during the school year and a minimum of 125 hours of employment over the summer, which is normally the minimum amount to be counted as served.

The provider offered virtual afterschool services and hybrid summer services. Some youth were employed at community sites and some youth engaged in virtual employment opportunities facilitated by the provider. Program review reflected high quality virtual services. Youth satisfaction surveys reflected exceptional levels of satisfaction with program services.

As of October, the provider had enrolled 80% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements that were measurable. As this is the first year of programming, employment 6 months post program is too soon to measure.

Goal Measure

Youth acquired measurable skills in Daily Living Activities.



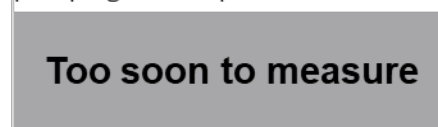
Youth acquired measurable skills in Work Behaviors.



Youth acquired measurable skills in Job Duties.



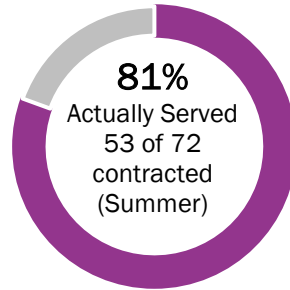
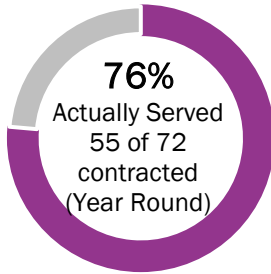
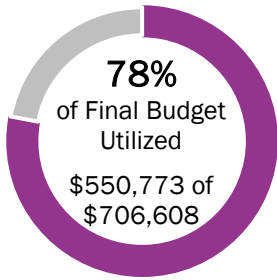
Youth who are employed or pursuing post-secondary education 6 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The YMCA completed its first year providing services under the 2020 PYD RFP. The program provides positive youth development programming at three BCPS sites and one Charter school site during the school year and community-based supported employment during the summer.

Due to the delayed and staggered reopening of in-person school, COVID-19 health concerns and the BCPS summer academies, it was difficult to recruit youth. This resulted in fewer youth participating in the program a minimum of 30 days during the school year and a minimum of 125 hours of employment over the summer, which is normally the minimum amount to be counted as served.

The provider offered virtual afterschool services and hybrid summer services. Some youth were employed at community sites and some youth engaged in virtual employment opportunities facilitated by the provider. Program review reflected high quality virtual services. Youth satisfaction surveys reflected exceptional levels of satisfaction with program services.

As of October, the provider had enrolled 75% of the contracted number to be served.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider **met** all Council goals for performance measurements that were measurable. As this is the first year of programming, employment 6 months post program is too soon to measure.

Goal Measure

Youth acquired measurable skills in Daily Living Activities.



Youth acquired measurable skills in Work Behaviors.



Youth acquired measurable skills in Job Duties.



Youth who are employed or pursuing post-secondary education 6 months post program completion.

Too soon to measure



Healthy Youth Transitions & Independent Living

Annual Performance FY 20/21*

GOAL

Improve life outcomes for dependent, delinquent, crossover, LGBTQ and disconnected youth transitioning to adulthood, with a special focus on youth in foster care and/or other non-traditional living arrangements.

RESULT

Young people successfully transition to adulthood.

HEALTHY YOUTH TRANSITIONS PROGRAMS

Healthy Youth Transition (HYT)

- Provides life coaching, independent living skills training, vocational exploration and training, mentoring, case management, trauma-informed therapy and other supportive services using the Transitional Independent Process (TIP) model.
- Since 2004, a partnership with The Jim Moran Foundation has added \$590K annually to support HYT.

Fort Lauderdale Independent Training & Education Center (FLITE)

- A community collaborative providing coordination, resources, and direct services to the Independent Living population in Broward County.
- A platform for Transitioning to Independent Living (TIL) youth and supportive system professionals to co-identify and co-create solutions to improve Broward's Child Welfare System and outcomes for TIL youth.

Youth Internships & Career Exploration

- Provides paid internships and career exploration for youth ages 16 to 22 who are aging out of foster care and youth who identify as LGBTQ in Broward County.

* Despite the ongoing COVID-19 pandemic, the HYT providers were able to deliver quality virtual and hybrid services. For some programs, the numbers served and utilization were impacted as reflected on the individual program pages. The outcomes were analyzed consistent with a typical year.

DATA STORIES

The **Employability Skills Survey** assesses young people's knowledge of the workplace.



In FY 20/21, across all HYT programs, **87%** of young people **met council goals** for performance on the survey.

In fact, **20%** of young people had **high enough scores** to excuse them from survey assessment in future data collection cycles.

78% of youth in HYT reported that they are in **school or post-secondary training**.



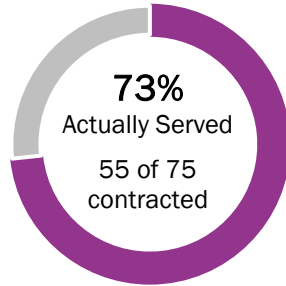
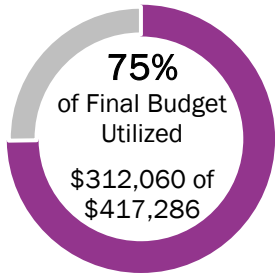
20% of young people reported they **both work and go to school**.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Camelot Community Care completed its first year of operation under the 2020 Healthy Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) model to provide meaningful life coaching, case management, and counseling services with youth who are transitioning out of the child welfare system with special behavioral health conditions.

The program review reflected high quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

The program had difficulty recruiting and engaging youth virtually due to the pandemic, resulting in lower utilization and numbers served in this unit based contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



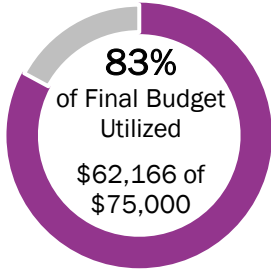
Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Fort Lauderdale Independence Training & Employment Center (FLITE Center), Child Welfare System Youth Organizing Pilot (CWSYOP) program is in its first year. The CWSYOP provides a framework for youth Transitioning to Independent Living (TIL Youth) and supportive system professionals to co-identify and co-create solutions that improve Broward's Child Welfare System and outcomes for TIL Youth. The CWSYOP program teaches TIL Youth community organizing and advocacy skills, so they can be authentically engaged in the governance of Broward's Child Welfare System.

As a pilot initiative, the first year required significant relationship building to foster authentic engagement. The program review reflected high quality in-person and virtual collaboration. The structured interviews revealed that both TIL youth and supportive system professionals affirm equitable relationships have been built and the partnership is implementing the co-constructed system improvements.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth improved organizing and leadership competencies.

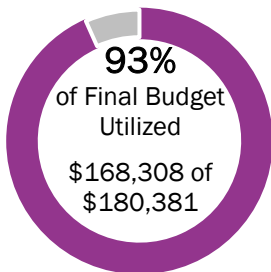


Youth satisfied with YSO trainings and events.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

In 2014, the Council approved community collaborative funding for FLITE Center in collaboration with the Community Foundation, The Jim Moran Foundation, United Way, and CareerSource to provide coordination, resources, and direct services to the Transitional Independent Living (TIL) population in Broward County. FLITE Center serves as a One-Stop Resource Center that serves TIL youth with individualized services based on their needs, including connections to housing and employment opportunities, referrals to community resources, access to benefits, and educational assistance with GED preparation and post-secondary training.

The program review reflected that FLITE Center provided essential services to TIL, reflecting its status as the hub for TIL services, TIL youth, and life coaches. The agency has continued to provide hybrid services throughout the COVID-19 crisis, raising funds from a variety of sources to provide assistance with basic needs. Youth satisfaction surveys reflected a high level of satisfaction with services received.

Because this is blended funding, the number of youth served reflects work done through all of the funding partners.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth served in the College Boost Program that made learning/educational gains.



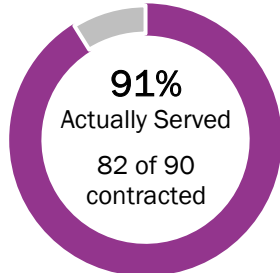
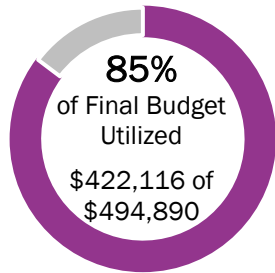
Youth served by the housing coordinator secured housing.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Gulf Coast Jewish Family and Community Services completed its first year of operation under the 2020 Healthy Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) model to offer meaningful life coaching, case management, and counseling services with youth transitioning out of the child welfare system.

The program review reflected high-quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

Utilization was low due to staff vacancies in this cost reimbursement contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





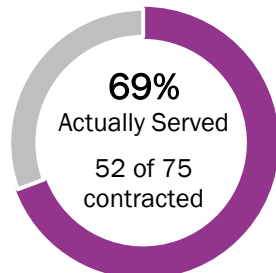
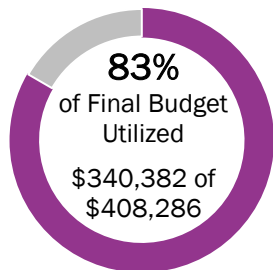
Harmony Development Center

Independent Living – Healthy Youth Transitions (HYT) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Harmony completed its first year as a new provider under the 2020 Healthy Youth Transition RFP. The program utilizes the Transition to Independence Process (TIP) to provide meaningful life coaching, case management, and counseling services to youth transitioning out of the child welfare system and those in middle and high school throughout Broward County with delinquency involvement.

The program review reflected high quality virtual service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

Utilization and numbers served were lower than expected due to slow start up, initial staff vacancies, and overall lower referrals during the pandemic. This was a cost reimbursement contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations (<18yrs) or any new felony law violations (>=18yrs).



Youth who demonstrated proficiency or improvement in employability and job retention skills.



Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





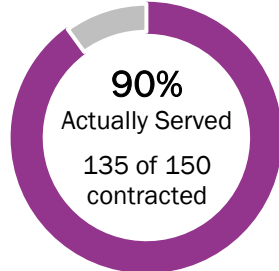
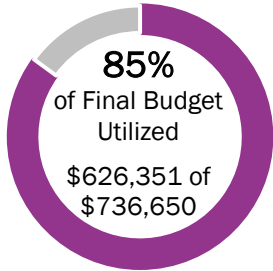
Helping Abused, Neglected and Disadvantaged Youth, Inc. (HANDY)

Independent Living – Healthy Youth Transitions (HYT) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Helping Abused, Neglected and Disadvantaged Youth (HANDY) completed its first year of operation under the 2020 Healthy Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) to provide meaningful life coaching and counseling services to youth transitioning out of the child welfare system and those living in both formal and informal relative care settings.

The program review reflected high quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

Utilization was low due to staff vacancies in this cost reimbursement contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





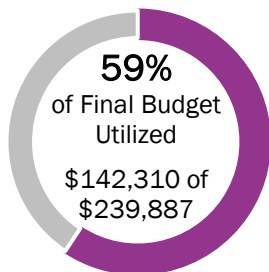
Henderson Behavioral Health – Wilson Gardens Project

Independent Living – Healthy Youth Transitions (HYT) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

Henderson Behavioral Health completed its first year of operation under the 2020 Healthy Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) model to provide meaningful life coaching, counseling, and supported housing to youth with complex behavioral health needs aging out of the child welfare system.

The program review reflected quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

Utilization was low and the number of youth served was high because of youth retention issues, which were due in part to staff vacancies in this unit-based contract. Ongoing technical assistance has been provided.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



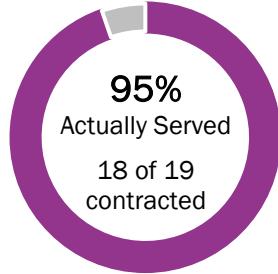
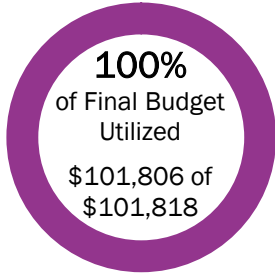
Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Housing Opportunities, Mortgage Assistance, & Effective Neighborhood Solutions (H.O.M.E.S., Inc.) completed its sixth year of this community collaborative with The Jim Moran Foundation. The Jim Moran Foundation funds housing for Transitional Independent Living (TIL) youth and CSC funds internships for TIL youth.

The program review reflected excellent hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services. This is a cost reimbursement contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth successfully completed internship.



Youth demonstrated proficiency or improvement in employability and job retention skills.



Sites that indicated satisfaction with program support and youth intern(s).



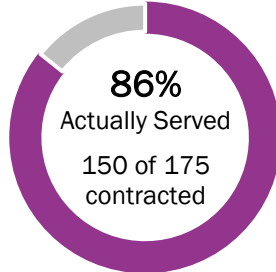
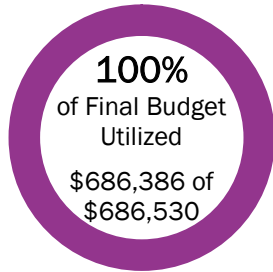
Youth who were employed upon internship completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System completed its first year of operation under the 2020 Health Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) to provide meaningful life coaching, case management, and counseling services to youth transitioning out of the child welfare system and those living in both formal and informal relative care settings.

The program review reflected high-quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

The number of youth served was lower than the contracted amount due to youth having more complex needs and the provider offering more intensive services to support them through the pandemic. This is a unit-based contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



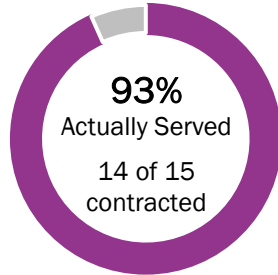
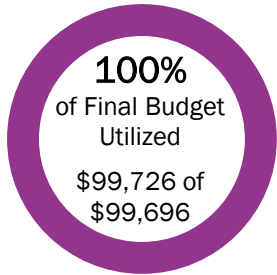
Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Museum of Science and Discovery completed its fourth year as a leverage contract. EMPYRE is a year-round youth internship program that allows formal and informal foster care youth and LGBTQ young adults between the ages of 16-22 the opportunity to participate in employability skills training and work experience.

The program review reflected the delivery of high quality virtual and in-person services. Youth satisfaction surveys reflected a high level of satisfaction with services received. This is a unit-based contract.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth found employment after the internship.



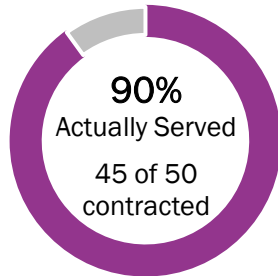
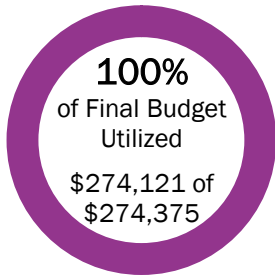
Youth demonstrated proficiency in employability and job retention skills.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

PACE Center for Girls completed its first year of operation under the 2020 Healthy Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) to provide gender-responsive life coaching, case management, and counseling services to middle and high school aged girls throughout Broward County with delinquency involvement, transitioning out of the child welfare system and those living in both formal and informal relative care settings.

The program review reflected high-quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

The number of youth served was lower than the contracted amount due to youth having more complex needs and the provider offering more intensive services to support them through the pandemic. This is a cost reimbursement contract.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



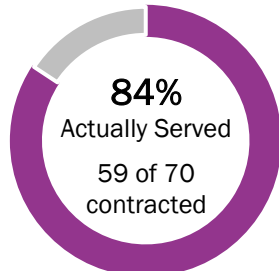
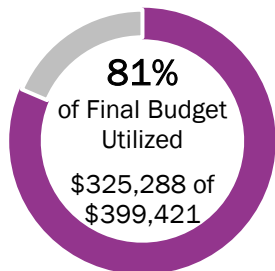
Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring



No Findings.

Programmatic Performance



Program is performing well.

SunServe completed its first year of operation under the 2020 Healthy Youth Transitions RFP. The program utilizes the Transition to Independence Process (TIP) to provide meaningful life coaching, case management, and therapeutic services to middle and high school aged youth who identify as Lesbian, Gay, Bi-Sexual, Transgender and Questioning (LGBTQ).

The program review reflected high quality hybrid service delivery. Youth satisfaction surveys reflected a high level of satisfaction with services received.

Utilization and numbers served were lower than expected due to lower referrals during the pandemic, coupled with staff vacancies in this cost reimbursement contract.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

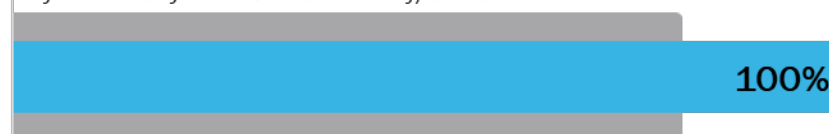
Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Youth aged 15-19 who did not become pregnant or cause a pregnancy.



Youth who did not obtain any new law violations if under 18 y/o or any new felony law violations if 18 y/o or older.



Youth who demonstrated proficiency or improvement in employability and job retention skills.



Youth who made progress in school or post-secondary education, graduated or obtained a GED, and/or maintained employment.





GOAL

Reduce the recidivism rate of youth offenders and prevent the escalation of crime.

RESULT

Young people successfully transition to adulthood.

DELINQUENCY DIVERSION PROGRAMS

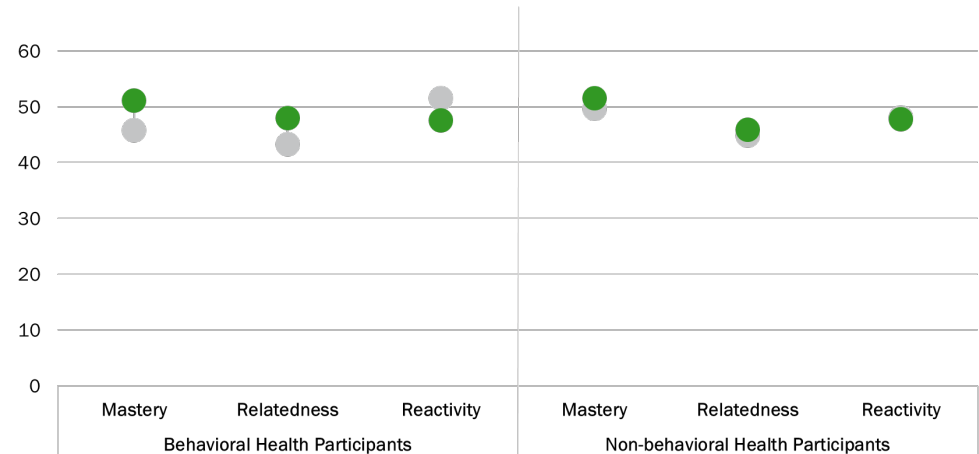
New Delinquency Alternatives for Youth (New DAY)

- Provide structured diversion interventions for youth with eligible offenses using a restorative-justice lens.
- Referred by the State Attorney's Office (S.A.O.), Broward County Office of Justice Services, law enforcement, or Broward County Public Schools.

* Despite the ongoing COVID-19 pandemic, the New DAY providers were able to deliver quality virtual and hybrid services. A reduction in referrals from all referring entities led to lower numbers served and utilization and is reflected on the individual program pages. The outcomes were analyzed consistent with a typical year.

DATA STORY

As a group, over FY 19-20 and FY 20-21, youth in New DAY **Behavioral Health** programs showed **improvements** in domain scores of **resiliency (mastery and relatedness)** and **vulnerability (reactivity)** during program participation. Youth in the non-behavioral health programs did not show as much change overall. (Domain scores represent aggregate group means.)



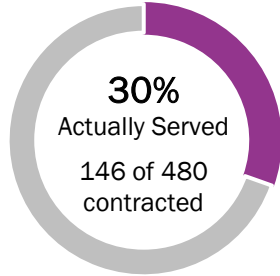
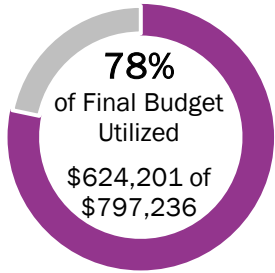
Mastery assesses optimism, self-efficacy, and adaptability. **Relatedness** assesses trust, comfort, and support. Improvement is shown by a higher score pre to post (+/ ↑).

Reactivity assesses emotional sensitivity and recovery. Improvement is shown by a lower score pre to post (+/ ↓).



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The Broward Sheriff's Office (BSO) completed its third year of operation under the New DAY 2018 RFP providing Tier I and II services for youth with minor to moderate juvenile delinquency histories. BSO's Community Justice program provides diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

The program review reflected high quality hybrid service delivery. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a substantial decrease in referrals, and staff directed the provider to hold vacant positions open until referrals increased. These factors resulted in lower utilization and numbers served. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



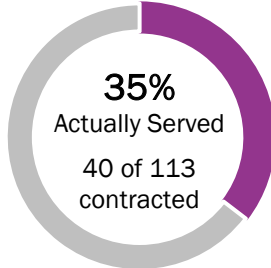
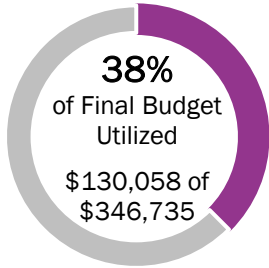
Youth who had no law violations 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Camelot Community Care completed its third year of operation under the 2018 New DAY RFP providing Tier III services for youth with moderate to more serious juvenile delinquency histories and/or behavioral health concerns. The program utilizes the Functional Family Therapy (FFT) model to provide in-home therapeutic diversion, civil citation, and PROMISE programming throughout Broward County with youth through age 17 at time of offense.

Program review reflected quality virtual service delivery. Satisfaction surveys reflected a high level of satisfaction with the services received.

As a result of the pandemic, the program experienced a substantial decrease in referrals, and staff directed the provider to hold vacant positions open until referrals increased. These factors resulted in lower utilization and numbers served in this unit-based contract. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



Youth who had no law violations 12 months post program completion.





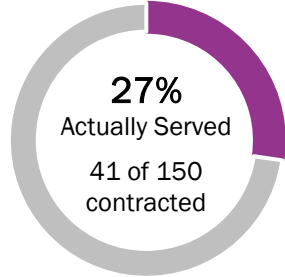
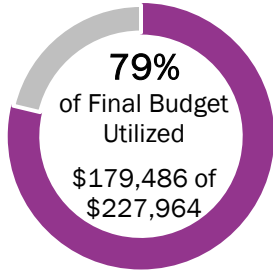
Harmony Development Center

Delinquency Diversion – New Diversion Alternatives for Youth (New DAY) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Harmony Development Center completed its third year of operation under the 2018 New DAY RFP providing Tier I and II services for youth with minor to moderate juvenile delinquency histories. The program provides diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

The program review reflected high quality hybrid service delivery. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a substantial decrease in referrals, and staff directed the provider to hold vacant positions open until referrals increased. These factors resulted in lower utilization and numbers served. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



Youth who had no law violations 12 months post program completion.





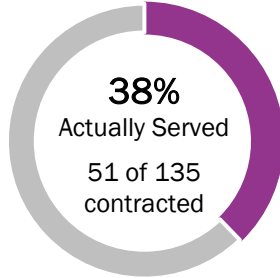
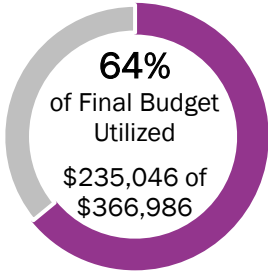
Henderson Behavioral Health

Delinquency Diversion – New Diversion Alternatives for Youth (New DAY) FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is receiving technical assistance.

Henderson Behavioral Health completed its third year of operation under the 2018 New DAY RFP providing Tier III services for youth with moderate to more serious juvenile delinquency histories and/or behavioral health concerns. The program utilizes the wraparound philosophy to provide in-home diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

The program review reflected hybrid service delivery. The program is receiving technical assistance due to ongoing New DAY required model implementation issues. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program experienced a substantial decrease in referrals, and staff directed the provider to hold vacant positions open until referrals increased. These factors resulted in lower utilization and numbers served in this unit-based contract. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** 4 of 5 Council goals for performance measurements. Provider did not meet the goal of school attendance due to youth experiencing difficulties with virtual school.

Goal Measure

Youth who successfully completed the program.



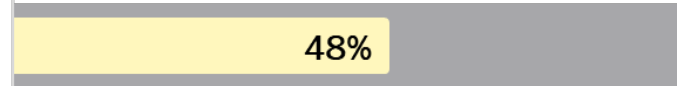
Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



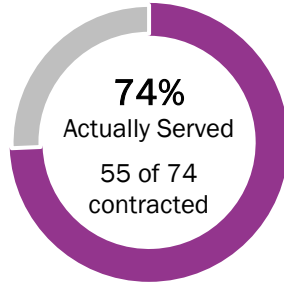
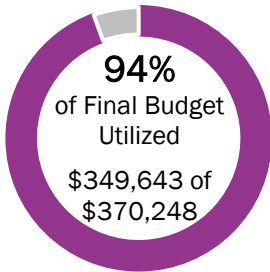
Youth who had no law violations 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Juliana Gerena & Associates completed its third year of operation under the 2018 New DAY RFP providing Tier III services for youth with moderate to more serious juvenile delinquency histories, special needs and/or behavioral health concerns. The program utilizes Cognitive Behavioral Therapy (CBT) to provide in-home therapeutic diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

Program review reflected high quality hybrid service delivery. Satisfaction surveys reflected a high level of satisfaction with services received.

The number of youth served was lower than the contracted amount due to longer program duration for youth with more complex needs, coupled with a decrease in overall referrals in this unit-based contract. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



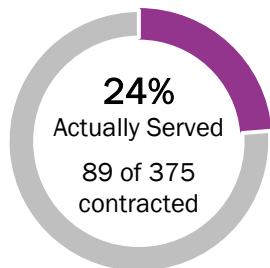
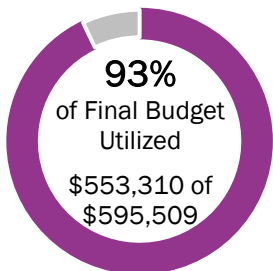
Youth who had no law violations 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Memorial Healthcare System completed its third year under the 2018 New DAY RFP providing Tier I, II and III services for youth with minor, moderate and more serious juvenile delinquency histories and/or youth with behavioral health concerns. The program utilizes Solution-Focused Brief Therapy (SFBT) and Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) to provide diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

The program review reflected high quality hybrid service delivery and deployment of staff to enhance case management, food delivery, training, etc. for the youth and families in this program. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a decrease in referrals which resulted in lower numbers served. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

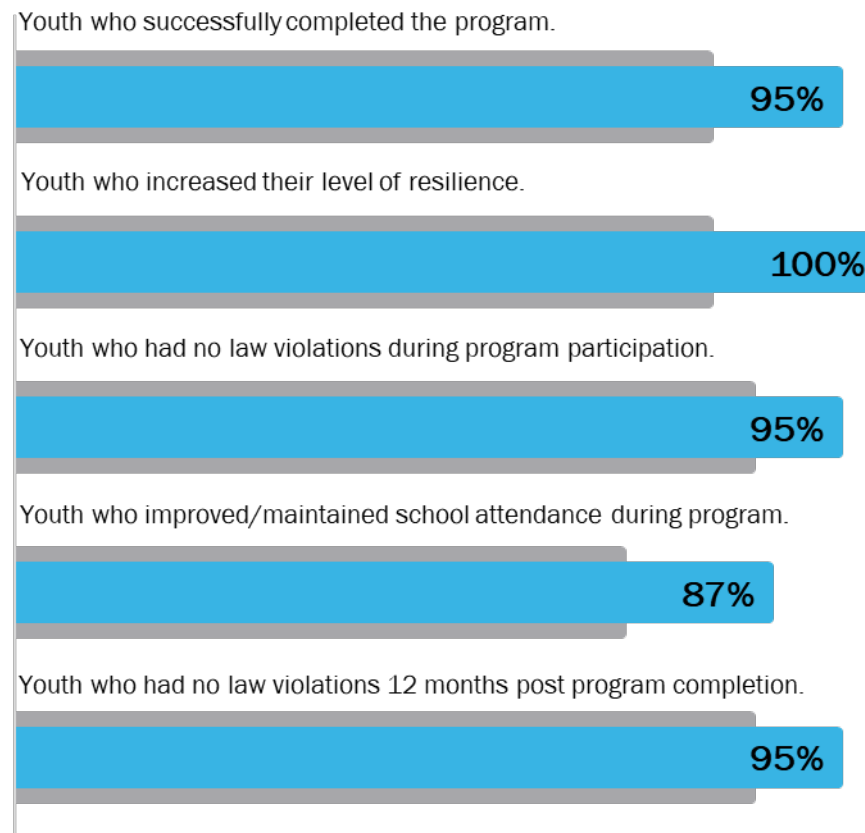


Outcome

Provider **met** all Council goals for Tier I & II performance measurements. Due to low numbers served and measured in Tier III, there was insufficient data for performance measures to be analyzed.

■ Goal ■ Measure

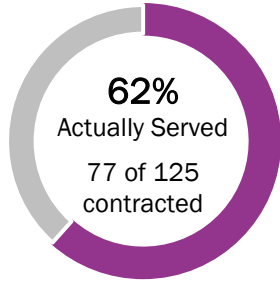
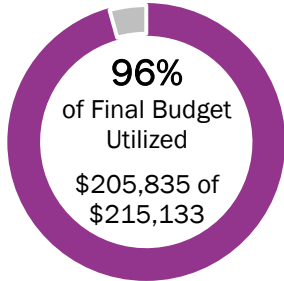
TIER I & II





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

PACE Center for Girls completed its third year under the 2018 New DAY RFP providing Tier I and II services for youth with minor to moderate juvenile delinquency histories. The program provides gender-responsive diversion, civil citation, and PROMISE programming throughout Broward County to girls through age 17 at time of offense.

The program review reflected high quality hybrid service delivery. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a decrease in referrals which resulted in lower numbers served. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



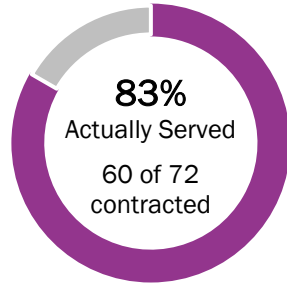
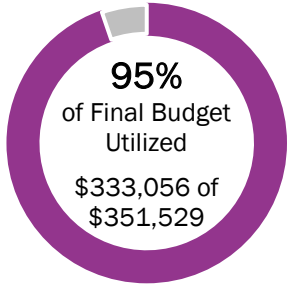
Youth who had no law violations 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

Smith Mental Health Associates completed its third year under the 2018 New DAY RFP of operation providing Tier III services for youth with moderate to more serious juvenile delinquency histories and/or behavioral health concerns. The program utilizes the Brief Strategic Family Therapy (BSFT) and Cognitive Behavior Therapy (CBT) models to provide in-home therapeutic diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

The program review reflected high quality service delivery. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a decrease in referrals which resulted in lower numbers served. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured



Provider met expectations.

Outcome

Provider **met** 3 of 5 Council goals for performance measurements that were measurable. Provider did not have sufficient data to analyze for the resiliency and attendance measures due to difficulties obtaining pre and post assessment data in a virtual setting with this complex population.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resiliency.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



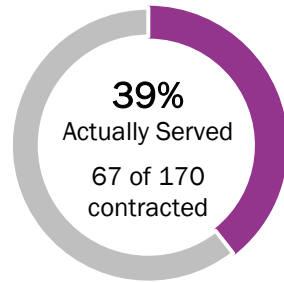
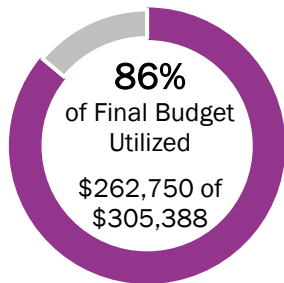
Youth who had no law violations 12 months post program completion.





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is on a Performance Improvement Plan.

The Urban League of Broward County completed its third year under the 2018 New DAY RFP providing Tier I and II services for youth with minor to moderate juvenile delinquency histories. The program provides diversion, civil citation, and PROMISE programming throughout Broward County to youth through age 17 at time of offense.

The program review reflected that the following areas were in need of improvement: length of service and frequency of contact. Consequently, the program remained on a Performance Improvement Plan (PIP), and technical assistance was provided. The provider is receptive to feedback and continues to implement the strategies identified in their PIP. Satisfaction surveys reflected a high level of satisfaction with services received.

As a result of the pandemic, the program shifted to cost reimbursement and was able to utilize a significant amount of the budget. The program experienced a decrease in referrals which resulted in lower numbers served. The New DAY RFP is scheduled to be released in January 2022.

Is Anybody Better Off?

Data Integrity & Fully Measured

Provider met expectations.



Outcome

Provider met all Council goals for performance measurements.

Goal Measure

Youth who successfully completed the program.



Youth who increased their level of resilience.



Youth who had no law violations during program participation.



Youth who improved or maintained school attendance during program participation.



Youth who had no law violations 12 months post program completion.





GOAL

Safeguard the physical health of children.

RESULT

Children are mentally and physically healthy.

CHILDREN'S HEALTH INSURANCE OUTREACH PROGRAM

KidCare Outreach

- Council funding supports outreach and personalized assistance to help Broward County residents navigate the often complicated KidCare application process.

* Due to the ongoing COVID-19 pandemic, KidCare outreach had to change their service delivery. As a result, numbers served, utilization, and performance measures were significantly impacted and do not reflect a typical year of program delivery.

DATA STORY

For the first time in five years, **KidCare CHIP enrollment decreased by 5% from FY 16-17 to FY 20-21**. However, together **Medicaid* and CHIP enrollment for FY 20-21 resulted in an 8% increase in the number of children with public insurance over last year's enrollment**.

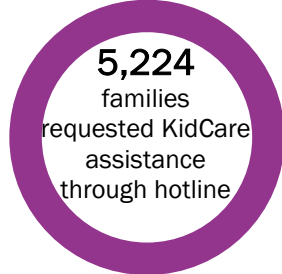
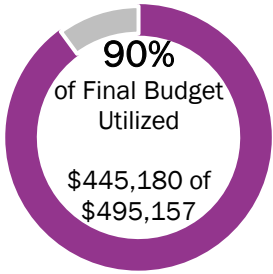


*Medicaid numbers were only available through July 2021.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The KidCare Outreach Program of the Florida Department of Health in Broward County uses a multi-pronged approach to provide access and reduce barriers to public health insurance coverage. The Florida Healthy Kids Corporation approved contracts for three health insurance companies to provide subsidized Children's Health Insurance Program (CHIP) and full-pay health insurance coverage through the Healthy Kids plan. These companies are Aetna, Simply, and Community Care Plan.

Due to COVID-19, the number of families assisted, community events, and public education sessions were significantly lower than Pre-COVID-19. Information was disseminated to families through food distribution and community outreach activities, and through community training and presentations.

Utilization was lower than expected due to staff vacancies.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

20 Community events attended by KidCare staff to reach potential eligible residents.

46 Public education/training sessions held.

■ Goal ■ Measure

Participants satisfied with public education/training sessions.





GOAL

Improve the coordination of children's services.

RESULT

Children live in safe and supportive communities.

SIMPLIFIED POINT OF ENTRY PROGRAM

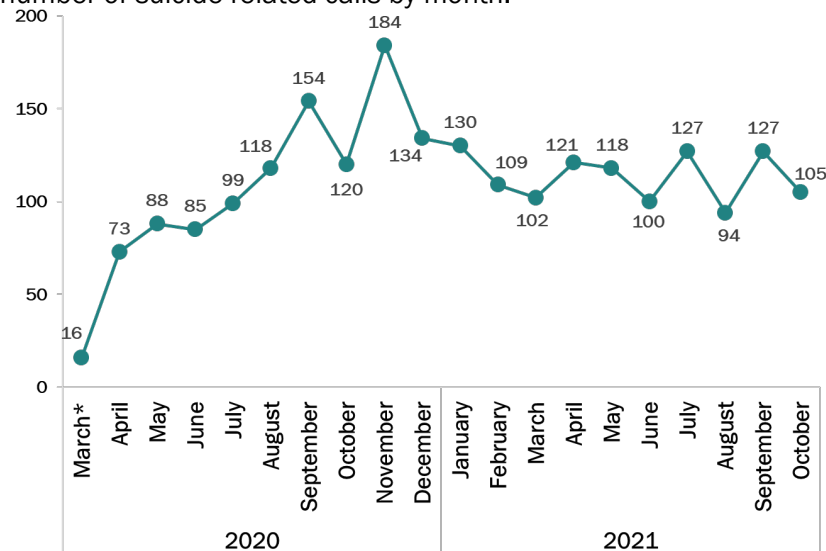
First Call for Help (2-1-1)

- 24/7 comprehensive helpline providing all people with crisis, health, and human services support, connecting them to resources in our community through phone, web, online chat and/or text.
- Special Needs and Behavioral Health Unit for families with children with physical and developmental disabilities and behavioral needs, which includes warm transfers to dedicated case management services provided by JAFCO and Henderson Behavioral Health.
- Teen suicide prevention and intervention crisis line.
- Community Resource Navigator at the Broward County Clerk of Courthouse to connect families to services.

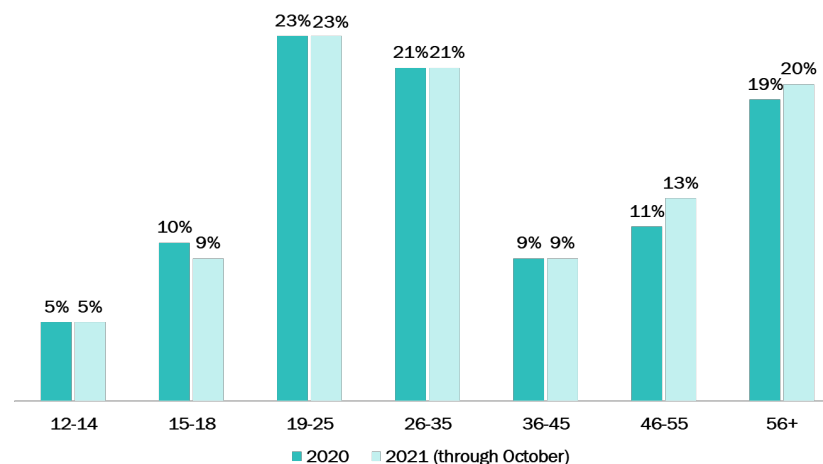
* The ongoing COVID-19 pandemic did not have much of an impact on ongoing operations, as the services are normally delivered in a hybrid manner.

DATA STORIES

Suicide related calls to 211 peaked in November 2020 and remained above early-pandemic levels throughout FY 20/21. The graph below shows the number of suicide-related calls by month.



15%/14% of suicide related calls came from callers aged 12-18 in 2020 and 2021.



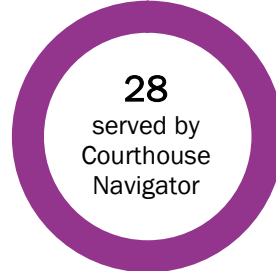
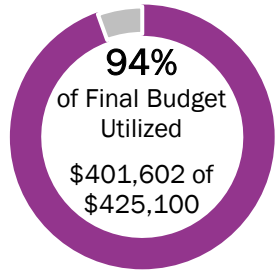


First Call for Help (2-1-1) (General Population)

Simplified Point of Entry FY 20/21

How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

The 2-1-1 Information and Referral line is a valuable community service that provides critical system linkages and is nationally accredited as an Information, Referral and Crisis Center. 2-1-1 counselors connect callers with general and specialized services and follow-up to ensure that they are successfully linked. They also provide crisis intervention services to potentially save lives. 2-1-1 continues to be the major contact for CSC community-wide initiatives, including Earned Income Tax Credit (EITC) outreach. Lastly, the court-based Community Resource Navigator serves individuals and families on-site at the Fort Lauderdale Courthouse.

The program review reflected that helpline staff are knowledgeable, courteous, very supportive, and use reflective listening skills. The total number of calls in the areas of food, financial assistance, suicide, and mental health needs has remained high since the onset of the pandemic. Face-to-face court-based navigator services were suspended in March 2020 when the courthouse closed as a result of the pandemic. The court navigator transitioned to the general helpline to provide information, referral and crisis intervention to the general population. As of August 2021, the court-based navigator resumed on-site services.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Callers that contacted 2-1-1 for information regarding EITC who reported satisfaction with services.



Callers that contacted 2-1-1 who were satisfied with the assistance provided.





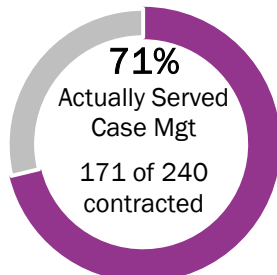
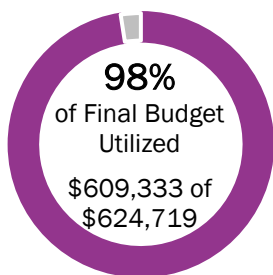
First Call for Help (2-1-1) (Behavioral Health)

Simplified Point of Entry FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

First Call for Help of Broward, Inc., (2-1-1) completed another successful year providing the Behavioral Health Hotline and Website, which serves as a single point of entry for families with children birth to 22 years old who are exhibiting a behavioral health need. 2-1-1 continues to partner with Henderson Behavioral Health to offer families care coordination and case management services.

Hotline program review reflected that 2-1-1 offered empathic listening, referrals to behavioral health services, and "warm transfers" to Henderson's comprehensive case management program. The Henderson program review reflected that the provider offered hybrid services to youth and their families. Caregiver satisfaction surveys reflected a high level of satisfaction with services received.

In FY 20/21, the Council was the Leverage Entity for the Henderson Behavioral Health's LIP Agreement with the State of Florida Agency for Health Care Administration (AHCA) through the MST contract. With the AHCA LIP funds, Henderson was able to link 1,013 additional clients to services. CSC has committed to act as the Leverage Entity for FY 21/22.

The number of youth served was lower than the contracted amount due to varying service needs.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

Goal Measure

Families who reported an increase in their ability to access services and resources in their communities.



Families satisfied with Henderson case management services.





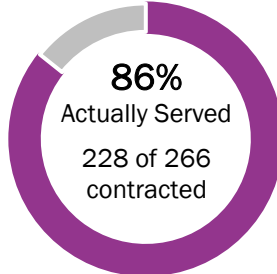
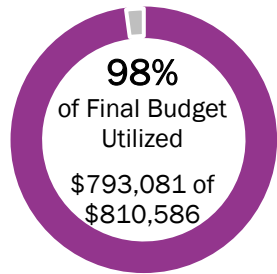
First Call for Help (2-1-1) (Special Needs)

Simplified Point of Entry FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

First Call for Help of Broward, Inc., (2-1-1) completed another successful year providing the Special Needs Hotline and Website, which serves as a single point of entry for families with children birth to 22 years old who have a physical, developmental, sensory or learning disability. 2-1-1 continues to partner with Jewish Adoption and Foster Care Options (JAFCO) Abilities Center to provide special needs hotline callers with intensive, case management services to assist in navigating the special needs system of care.

The Hotline program review reflected that 2-1-1- offered empathic listening, referrals to special needs services, and "warm transfers" to JAFCO's case management program, where appropriate. The JAFCO special needs program review reflected high quality hybrid service delivery. Caregiver satisfaction surveys reflected a high level of satisfaction with services received.

The program had a staff vacancy which impacted numbers served, but the vacancy has been resolved.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

■ Goal ■ Measure

Families who reported an increase in their ability to access services and resources in their communities.



Families satisfied with JAFCO case management services.





GOAL

Build provider agency organizational effectiveness.

RESULT

Children live in safe and supportive communities.

CAPACITY BUILDING PROGRAMS

Capacity Building

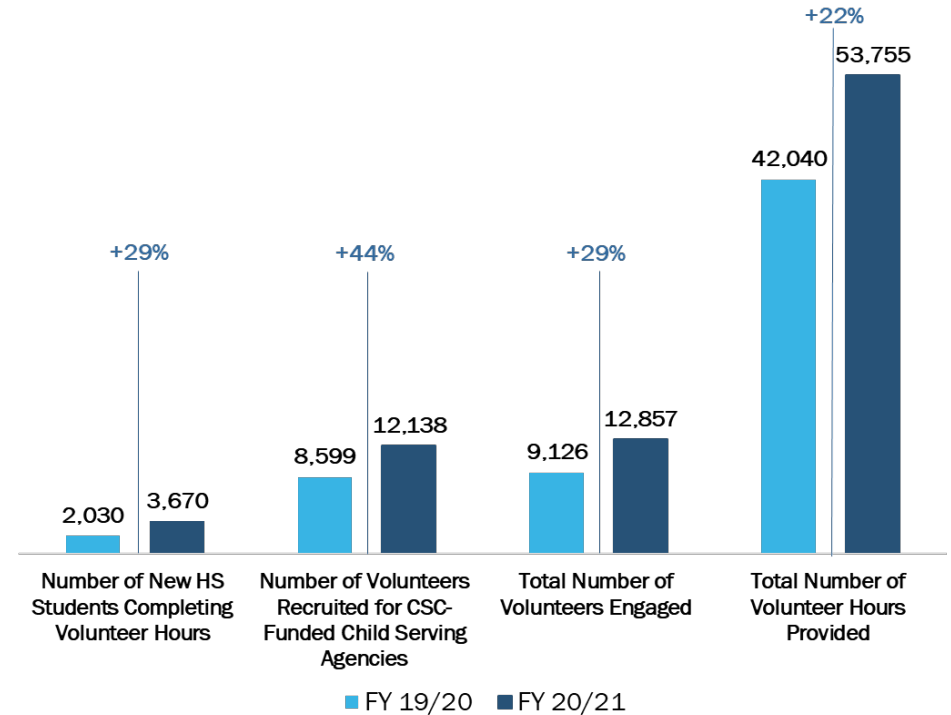
- The Council funds a continuum of staff and organizational development opportunities to promote agency capacity building. Seven priority areas include: Mission, Vision & Strategy; Board Governance & Leadership; Impact; Program Delivery; Strategic Relationships; Resource Development; and Internal Operations & Management.
- Training and technical assistance is provided using a multi-forum approach with in-person sessions, virtual sessions, and volunteer support.
- The Council also supports volunteer recruitment efforts aimed at connecting engaged volunteers to child and family serving agencies.

Racial Equity Initiatives

- CSC provides access to learning opportunities, coaching, technical assistance and support to local child and family serving nonprofit organizations committed to advancing equity, diversity, and inclusion in their organizations.
- Quarterly, CSC offers a half-day, data-driven presentation highlighting the structural and institutional manifestations of racism and its impact on outcomes for people of color.
- Monthly, CSC connects the community to a two-day workshop designed to develop the capacity of participants to understand racism in its institutional and structural forms.
- The implicit bias and local history of racism workshop is offered in half-day workshops.
- A partnership with Broward College allows for monthly workshop sessions with the Racial Equity Institute and quarterly Groundwater presentations.

DATA STORY

Despite the challenges of COVID-19, the **number of volunteers recruited** and **services provided** by HandsOn Broward **increased** between FY 19-20 and FY 20-21.





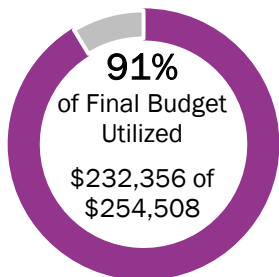
Capacity Building Initiatives

Capacity Building FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Not Applicable.

Programmatic Performance

Program is performing well.

Engagement in Agency Capacity Building (ACB) efforts throughout the pandemic remained strong. Over 1,430 members representing 150+ organizations took part in training, workshops, and panel discussions. Other notable highlights include:

- 22 senior leaders completed the Frequency Matters “High-Frequency Leadership” program, and 10 local young professionals completed the new "High-Frequency Careers" training series.
- 8 high-potential leaders successfully graduated the "Learning to Lead" training series.
- 23 local non-profit organizations gained new skills and increased revenue through their participation in the new 6-part Fundraising School.
- 75 ACB members participated in the new "Chat and Chew" lunchtime learning series.

Organizations that received capacity building grant funding completed projects that included the development of board training manuals, strategic plans, website redesigns and the creation of marketing toolkits that increased visibility and connectivity to stakeholders.

Is Anybody Better Off?

97% of the attendees reported overall satisfaction with capacity building related trainings.

100% of the attendees in the Frequency Matters, “High Frequency Leadership” and “High Frequency Careers” program reported overall satisfaction with training series.

7 organizations were awarded Capacity Building Grants.

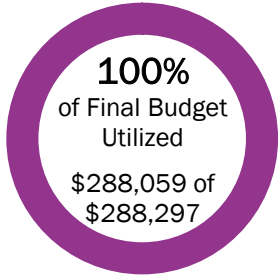
\$172,156 was invested in non-profit organizational capacity building through grants.

245 hours of professional coaching and consulting from the SBDC were provided.



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

No Findings.

Programmatic Performance

Program is performing well.

In 2021, HandsOn Broward (HOB) continued to significantly address community needs during the pandemic. HOB assisted over 20 local communities in coordinating and executing 42 volunteer-led community service initiatives. This included 3,186 large and small DIY projects specifically for child and family serving nonprofit organizations. COVID-19 response and recovery efforts led to the recruitment of 2,923 volunteers for assignments, such as packaging personal protection equipment, manning food distribution events, and supporting the Help the Homeless with the Showering Love program. The organization's staple programs continue to positively impact the community and deliver strong outcomes. Notable highlights include:

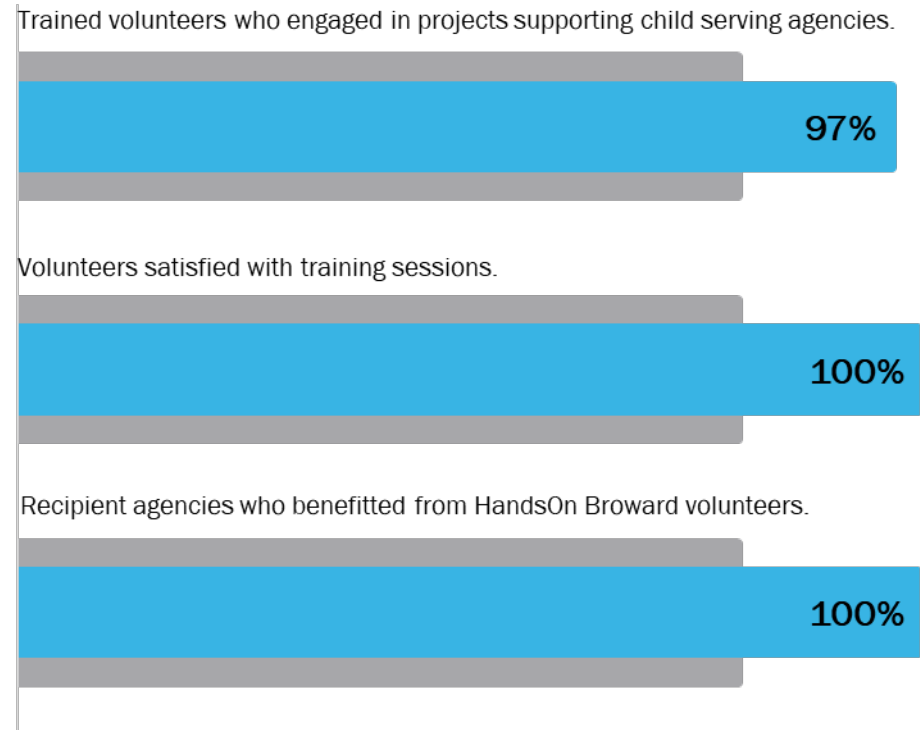
- Thanksgiving Turkey Drop at Joseph Dreamhouse – Turkey and gift card distribution to the organization's clients in November.
- Toy Packing with The Salvation Army in December.
- Housing construction with Habitat for Humanity –helped local families realize their dreams of homeownership.
- Best Buddies - Monthly Smile Deliveries – Volunteers participated in Monthly Smile Delivery program and dropped off gifts to individuals with intellectual and developmental disabilities.

Is Anybody Better Off?

Outcome

Provider **met** all Council goals for performance measurements.

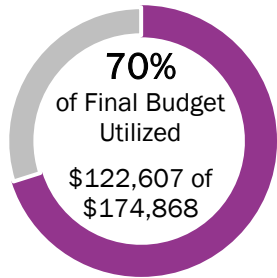
Goal Measure





How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring ✓ ✓ ✓

Not Applicable.

Programmatic Performance ✓ ✓ ✓

Program is performing well.

CSC continues to serve as a leader in advancing and supporting local racial equity, social justice, diversity, and inclusion initiatives. CSC funded over 469 virtual seats in the Racial Equity Institute's 2-Day workshop and 497 seats for the Groundwater data and history-driven presentation in collaboration with anchor partners. CSC staff guides local and national equity-focused efforts, including caucus groups, workshops, conferences, procurements, and presentations.

In partnership with the United Way, CSC hosted a new 5-part CEO Learning Series that connected over 20 local non-profit leaders with opportunities to engage in honest and open dialogue on racial equity. The series covered key racial equity terminology, explored inequities in organizational culture, professionalism, implicit bias, and internalized racism, and how these concepts impact equitable organization culture and practice development. Survey results indicated that 95% of the respondents would participate in a subsequent learning series cohort if it became available. A second series is slated to begin in February 2022.

Is Anybody Better Off?

■ Measure

Participants who reported overall satisfaction with REI training.



REI participants who reported an increase in knowledge of how racism dehumanizes all people.



REI participants who reported an increase in knowledge about racism in the U.S. after taking the workshop.





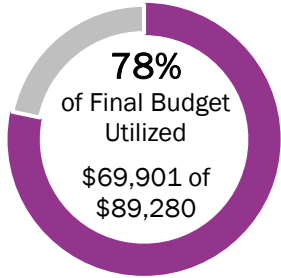
Skill Building Training (SBT)

Capacity Building FY 20/21



How Much Did We Do?

Utilization



How Well Did We Do It?

Financial & Administrative Monitoring

Not Applicable.

Programmatic Performance

Program is performing well.

Skill-Building Training connected over 2,870 child and family serving nonprofit professionals to 70+ trainings with unique topics and subject areas.

Topics in high demand included Documentation Tips, Tools, and Techniques, and Youth Mental Health First Aid, which focused on developing skills such as learning the basics of mental health and typical adolescent development. In response to COVID-19 recovery efforts, several trainings relating to the pandemic's impact on mental health were offered. These included sessions on understanding children and adults' emotional reactions and behaviors as they return to work, large social settings, and school. These sessions also helped local providers better respond and address issues related to grief, isolation, and the long-term social, mental, and emotional effects of COVID 19.

Is Anybody Better Off?

Measure

Participants who reported overall satisfaction with training.



Participants who reported they would recommend the session to other participants.



Participants who reported the information/ideas provided translate into usable skills and tools.



Participants who reported their knowledge of the subject matter broadened by the training.



TAB L

For Council Meeting January 20, 2022

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:	Social Justice and Racial Equity Cadre RFQ Expansion.
Action:	Approve Recommended Cadre Consultants for FY 21/22 – 24/25.
Budget Impact:	None.

Background: Since 2015, the CSC and key anchor partners have worked collaboratively to provide local child and family serving nonprofits with access to training, workshops, special events, workgroups, and coaching opportunities related to racial equity and social justice. In 2021, the CSC approved a cadre of 12 experts of varying backgrounds and expertise in diversity, equity, inclusion, and social justice to support local child and family serving nonprofits in advancing their equity-centered initiatives. To increase the Racial Equity and Social Justice cadre's diversity and capacity to provide culturally reflective training, coaching, and technical assistance, that is more comprehensive, the CSC released an RFQ in November of 2021 to procure additional trainers and consultants from an array of racial and ethnic backgrounds.

Current Status: Six submissions for the Racial Equity and Social Justice Cadre RFQ were received in December 2021. Three of the consultants did not have the requisite experience to meet the criteria detailed in the RFQ. Based on the review of the proposals and applicant interviews conducted by the rating committee, three (3) applicants are being presented in the following chart for Council approval.

Organization	Owner / Lead
University of South Florida – Child and Families Department	Linda M. Callejas
Valbrun Consulting	Valda Valbrun / Michaelle Pope
UM – NSU CARD	Shantigra Lashae Williams

Recommended Action: Approve Additional Racial Equity and Social Justice Cadre Consultants

TAB M

For Council Meeting January 20, 2022

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:	Facilitation of Training, coaching, and consulting services for program providers.
Action:	Approve Recommended Program Performance Consultants for Fiscal Years 21/22 – 24/25.
Budget Impact:	None.

Background: To support local child and family serving nonprofits in increasing program performance and function, the CSC recently released a Request for Qualifications (RFQ) to procure a cadre of Programmatic Performance Consultants (PPC). The cadre will serve as a local resource for CSC and other funding entities seeking to support providers in improving program performance, and service delivery and accountability. The PPCs will enable local nonprofits to fulfill grant and funder requirements by conducting needs assessments and providing subsequent coaching, consulting, and technical assistance. Furthermore, they will assist nonprofits in preparing for programmatic evaluations, and understanding funder expectations.

Current Status: Six submissions for the Programmatic Performance Consultants RFQ were received in December 2021. Based on the review of the proposals and applicant interviews conducted by the rating committee, three applicants are being presented to the Council for approval. The rating committee's recommendations are listed in the following chart for Council approval.

Organization	Owner / Lead
MVG Consulting LLC.	Rashida Gordon, LMHC
Group Victory LLC	Stephen Ferrante, PhD, MSW
ISEE Group	Arlene Connelly

Recommended Action: Approve Program Performance Consultants

TAB N

For Council Meeting January 20, 2022

System Goal	SYS 1.2 Research and Evaluate Systems of Care.
Objective:	SYS 1.2.3 Collaborate with community partnerships to promote child and family research initiatives.
Issue:	Facilitation of training and support service for trauma initiatives.
Action:	Approve Recommended Emancipatory Research Consultants for Fiscal Years 21/22 – 24/25
Budget Impact:	Up to \$85,000 of \$153,250 Available in System Goal 1.2.3 for FY21/22.

Background: Over the past four years, the CSC has worked in collaboration with stakeholders to better understand the causes of chronic trauma in communities of color as well as identify ways to mitigate the impact of trauma on the lives of children and families. As a result, of the Healing and Empowering All Living with Trauma (HEAL) initiative and the Community Responsive Capacity Grant (CRCG) were developed. CRCG will serve to help youth, caregivers, providers, and community leaders co-create solutions to address chronic trauma. An equity-centered and collaborative approach will be used to identify barriers, problem-solve and implement solutions. The recommendation to provide stakeholders and partners training and skill-building opportunities in Emancipatory Research (ER) theory evolved as part of the efforts. ER positions historically marginalized groups in the role of co-researchers and shapes outcomes by giving community members greater agency and authority to inform the decisions that shape and impact their lives and well-being.

Current Status: In response to the recommendation, the CSC released an RFQ in November 2021 to procure an expert consultant in Emancipatory Research theory to support the HEAL and CRCG funded agencies. Two submissions for the Emancipatory Research Consultant RFQ were received in December 2021. Based on the review of the proposals and applicant interviews conducted by the rating committee, one applicant is being presented to the Council for approval in the chart below.

Organization	Owner/Lead
Culturally Responsive Evidence-Based Strategies for Traumatic Stress (CRESTS)	Dr. Cirecie West-Olatunji, PhD.

Recommended Action: Approve Emancipatory Research Consultant

TAB O

For Council Meeting January 20, 2022

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:	Provide Capacity Building Support to Local Marginalized Nonprofits.
Action:	Approve Raters for the Community Responsive Capacity Grant RFA.
Budget Impact:	None.

Background: Chronic trauma has plagued local communities of color for generations and has been proven to cause unfavorable physical, mental, and emotional conditions in children and their families. Historically marginalized communities have remained resilient, hopeful, and strong despite the adverse effects of trauma. In many communities, local child and family serving nonprofit organizations have played an integral part in providing youth, caregivers, and families with the services, resources, and the support needed to strengthen protective factors, develop healthy coping strategies and heal from past traumas.

Current Status: Like many of the members of the communities they serve, these nonprofit organizations operating in historically marginalized communities face problems that stem from limited access to resources, funding, and support. As a result, many fail to grow and scale their business and programs.

To address this issue, the CSC will be releasing in February a Community Responsive Capacity Grants specifically for nonprofit organizations that currently provide trauma-based services in historically under-resourced and underserved communities.

Per Council policy, Council members may serve as raters, appoint designee raters to act on their behalf, approve community source experts to serve on evaluation committees, and have final authority on all programs recommended for funding.

Staff is recommending the following individuals to participate in the rating process:

<i>NAME</i>	<i>TITLE</i>	<i>ORGANIZATION</i>
Alison Bregman-Rodrigues	Executive Director	YMCA of South Florida
Annette Gardiner	Chief Human Resources and Compliance Officer	Kids In Distress
Robin Grunfelder	Director of Community Health Services	Broward Healthy Start Coalition
Rafael Cruz	Executive Consultant	Florida Small Business Development Center
George Gadson	Interim Associate Director	Florida Small Business Development Center
Dr. Melanie Acosta	President/CEO	Acosta Education
Chioma Nnaji	Trainer/Program Director	Multicultural AIDS Coalition
Attiqa Syeda	Co-Founder Financial & Development Director	Sanad Trust Foundation
Julie Radlauer	President/CEO	Collectively
Dr. Dilys Schoorman	Professor, Department of Curriculum, Culture and Educational Inquiry	Florida Atlantic University

Recommended Action: Approve Raters for the Community Responsive Capacity Grant RFA

TAB P

For Council Meeting January 20, 2022

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:	Ongoing support of the equity-focused initiatives of local child and family serving nonprofits.
Action:	Approve Valbrun Consulting Group to Facilitate the CEO Equity Learning Series II
Budget Impact:	\$15,500 of \$67,237 in Goal 1.1.2 for FY 21/22. \$20,000 contributions - United Way and Community Foundation. \$35,500 Total for FY 21/22.

Background: Over the past six years, the CSC and key anchor partners have provided backbone support for local equity-focused efforts. CSC and partners also worked on co-designing tools and resources to aid nonprofits in implementing anti-racist initiatives within their organizations. In 2021, CSC and the United Way partnered to offer a five-part learning series facilitated by expert consultants in Diversity, Equity, and Inclusion (DEI) for over 20 local nonprofit CEOs. The series included equity-focused peer group discussions, organizational assessments, homework assignments and coaching sessions. Feedback from survey results and discussions with participants indicated a need for additional learning opportunities.

Current Status: To meet the expressed need for additional equity-focused support for local child and family serving CEOs, the CSC has partnered with the United Way and the Community Foundation of Broward to fund a second Equity-focused Learning Series. The CSC will partner with the Valbrun Consulting Group to facilitate a five-month-long learning series which will include the Intercultural Development Inventory assessment. There will also be three group training sessions, one-on-one coaching, and a customized toolkit to help leaders address specific issues related to fostering greater equity in their organizations. Details of the series and the costs associated are attached.

Recommended Action: Approve Valbrun Consulting Group to Facilitate the CEO Equity Learning Series II



Planning for Equity

Essential Question:

- How can I build my practice as a leader for equity, starting with who I am and how I understand my own experiences?
- How do I carry that into my relationships with others?
- How do I lead others, meeting them where they are in their personal journey?

Learning Outcomes:

- This session(s) will focus on Creating the Conditions for Equity.
- Participants will assess their organization's progress on the journey to becoming racially equitable using a variety of tools to both measure and plan.
- Participants will develop an anti-racist vision and a plan for change that will:
 - Create structures that will guide and sustain institutional efforts towards racial equity
 - Develop an organizational approach in planning, organizing, and taking action for change
 - Plan for the desired change, and include specific goals and tactics to reach those goals
 - Evaluate progress as the organization moves through the process of becoming an anti-racist organization
- Participants will bring a Problem of Practice and use a protocol to discuss and plan in small groups
- Participants will experience the Intercultural Development Inventory, understand the resulting data and organizational implications

Toolkit materials:

- **Operationalizing Racial Justice in Non-Profit Organizations** (Maggie Potapchuk)
The five questions that will be discussed are:
 1. How do we get started becoming a racially just organization?
 2. How do we deal with conflicts and tensions that will happen in a racial equity change process, especially when they are complicated by power dynamics?
 3. What can we expect may be included in an organization's roadmap for racial justice?
 4. What are ways to measure progress and be accountable to the communities and people we work with?
 5. How do I choose what tools and resources to use in our work of becoming a racially just organization?
- <https://www.racialequitytools.org/resources/act/strategies/organizational-change-process>

- Continuum on Becoming an Anti-Racist, Multicultural Institution
- Racial Equity Leadership Network: Districts Advancing Racial Equity (DARE) Tool
- Avoiding Racial Equity Detours
- Equity Commitments, Mindsets and Shifts
- Norms for Creating Brave Spaces
- Public Education Leadership Project at Harvard University: Note on Racial Equity
- 17-minute video of Verna Myers: How to Overcome our Biases? Walk Boldly Toward Them.
- http://www.ted.com/talks/verna_myers_how_to_overcome_our_biases_walk_boldly_toward_them#t-3756

Reflection:

What are Myers' suggestions for moving past our biases?

In her speech she asks a number of powerful questions such as:

- "Who is your default?"
 - "Who's in your inner circle?"
 - "Who's missing?"
- What are your reactions to those questions?
- What has helped you confront your biases?

Costs:

3 Session Design and Delivery (3-hour sessions)	\$5,000.00 per session	\$15,000
Intercultural Development Inventory: <ul style="list-style-type: none"> • Results Report • Individual Development Plan • One on One IDI Coaching discussion to review results 	\$300.00 per person x 25 participants	\$7,500
65 Hours of one-on-one coaching/ technical assistance	\$200 per hour	\$13,000
TOTAL PROJECT COST		\$35,500

TAB Q

For Council Meeting January 20, 2022

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:	Support A New Production for Preschoolers to teach vocabulary, empathy, careers, etc.
Action:	Fund Production of <i>KidVision Mission</i> Pilot Episode.
Budget Impact:	\$20,000 of \$1,461,086 Available in Unallocated for FY 21/22.

Background: The Council has supported various elements of the South Florida PBS early education program *KidVision* since its inception in 2008. The program, airing on WXEL-TV and WLRN-TV, features short field trips led by “Ms. Penny,” to introduce early learners to real people in their real jobs, with real kids (under “normal circumstances”), and real places, and things to do (e.g., Music Teacher, Photojournalist, Chef, etc.). CSC funding also supports the production of a *Word of the Day* segment that, through repetition, encourages pre-kindergartners to expand their vocabulary. The field trips are available online and have been collected on DVDs and flash drives for distribution to Early Education Educators for use in their classrooms. They have been enormously popular with preschool children and parents.

Current Status: PBS has asked CSC to provide additional funding to allow them to build on the existing *KidVision* field trips concept and produce a 30-minute pilot called *KidVision Mission*. This show is designed to inspire, excite, involve, introduce, and educate young children about the jobs people do in the community, and importantly, develop empathy, as each *KidVision Mission* is to help someone in the community with a task. For example, helping a librarian organize a story time, getting help from a cake designer to decorate a birthday cake, or helping a children’s therapist teach children about feelings.

To introduce the concept and gather support, South Florida PBS intends to produce and air a pilot episode between February and March of 2022. If the episode succeeds in its intent, PBS will begin producing ten episodes in the fall of 2022. See attached for more details about the show and the budget.

Recommended Action: Fund Production of *KidVision Mission* Pilot Episode.



KidVision Mission

Need

KidVision highlights real people, in their real jobs, with real kids, and real places and things to do. Most young children's programming are animated shows that portray unattainable experiences with scripted lessons that are one-dimensional. *KidVision* involves interaction and response with real people in the real world. Children can go right outside and use what they are learning. They do not have to use their imagination to put cartoon lessons into reality. It is reality, modeling positive behaviors and inspiring children to try new things, discover new passions, and gain new skills!

Target Audiences

Young children and their families. If you are, or have been, a parent of a young child, you know that parents are watching what their kids are watching, because that is what is dominating the TV or viewing device at home. This program will address both these audiences as a positive role model.

Mission

To inspire, excite, involve, introduce, and educate young children about the jobs people do in the community, and importantly, develop empathy, as each *KidVision Mission* is to help someone in the community with a task. For example, help a librarian organize a story time, get help from a cake designer to decorate a birthday cake, or help a children's therapist teach children about feelings.

Program Format

Episodes would be 26:46 long, as per public television standards, and consist of two 13:23 segments.

Pilot Episode: *A Trip to the Library* (working title)

Segment 1

Miss Penny and Shiny, an animated star, go on *KidVision* missions where they embark on exciting adventures to accomplish different tasks. In every episode, Miss Penny and the *KidVision* kids learn about a career and the importance of helping others and, during their helpful adventure, they also learn new words. Shiny helps Miss Penny by giving the final clue to accomplish each mission.

“A Trip to the Library” would revolve around helping a librarian organize a story time, while learning what a librarian does and why they love their job.

Segment 2

Miss Penny takes *KidVision* kids on a field trip to learn more about the place the *KidVision Mission* was accomplished, thereby exploring social studies by finding out about real places, people, and things. During this field trip they practice four different skills they need to know to be ready for kindergarten and learn new words.

There are 100 field trips which have been available only online, which will need to be edited down and some new content may need to be shot for broadcast.

Project Format for half-hour television program

Program open/teaser, underwriting bed, graphics and jingle

Program Setting – Miss Penny’s Living Room

Segment 1 – 1:00 to 13:23 minutes

- Miss Penny is sitting on her comfortable chair reading a book or on her laptop. She receives a phone call. It is a facetime call. The caller appears on a monitor next to her. Penny talks to the caller. The caller identifies themselves and asks Miss Penny to help with a task at hand. Miss Penny agrees. She has a *KidVision Mission!* She then addresses the television audience and talks about where they are going, who they will meet, and what the mission is.
- A 10-minute *KidVision Mission* production plays full screen. Going to the location, meeting the caller, accomplishing the mission.
- Miss Penny is back in her living room. She reviews with the audience what just happened, talking about jobs, helping others, and the vocabulary they learned via New Words.

Segment 2 – 1:00 to 13:23 minutes

- Miss Penny is in her living room. She addresses her television audience. Recapping and inviting the audience to come along on a field trip to a similar location to find out more about it.
- An 8-to-10-minute *KidVision* field trip plays full screen.
- Miss Penny is back in her living room. She reviews with the audience what they just learned about where they were at, and the vocabulary they learned.

Link to watch 30-second promo

<https://youtu.be/NaQUbpMnaKY>

Project Distribution

The pilot for *KidVision Mission* will air on South Florida PBS channels, on WXEL Saturdays at 9:00 am, and on WPBT Sundays at 9:30 am. Pending approval of the pilot, a *KidVision Mission* series will be developed for future broadcast.

Program Promotion

South Florida PBS will run promos for the show on both stations, on all social media platforms, and on the 24/7 PBS Kids Channel.

Production Timeline

- February to March 2022 – Produce and air pilot episode
- Designate a focus group to watch and comment.
- October 2022 to September 2023: pending approval, produce 10-episode series.

Budget

Staff and freelance salaries associated with production of the pilot episode:

Education Director / Script Writer	\$ 3,000
Education Producer	2,500
EFP Videographer	250
Editor	1,200
Graphic Designer	2,194
Social Media Associate	500
Webmaster	500
Studio Props/Set Design	1,000
Management & Administration	<u>1,700</u>
Total	\$12,844

Project Related Supplies / Facilities

Supplies needed for filming, editing and storage of the spots, meals, snacks, drinks during filming for families participating in the field trips.

EFP Equipment	2,156
Edit Suite	3,400
Social Media Promotion costs	600
Original Music Composer	<u>1,000</u>
Total	\$7,600

Grand Total \$20,000

Delivery Date

March 31, 2022

Sponsorship Deliverables

As production funder/partner of the pilot episode, the Children's Services Council of Broward County will receive the following benefits:

- A 15-second audio/video credit at the beginning and at the end of the pilot episode. South Florida PBS will produce the 15-second acknowledgment at no extra cost to the Children's Services Council of Broward County.
- A 15-second audio/video credit for the Children's Services Council of Broward County per weekday, Saturdays and Sundays, during the morning *KidVision* time block for a total commitment of 7 spots guaranteed per week on WPBT2, for 10 weeks, beginning in April 2022.
- A 15-second audio/video credit for the for the Children's Services Council of Broward County per weekday, Saturdays and Sundays, during the afternoon *KidVision* time block for a total commitment of 7 spots guaranteed per week on the PBS Kids Channel, for 10 weeks beginning in April 2022.
- A 15-second audio/video credit for the for the Children's Services Council of Broward County per weekday, Saturdays and Sundays, during the morning KidVision time block for a total commitment of 7 spots guaranteed per week on WXEL, for 10 weeks, beginning in April 2022.

TAB R

For Council Meeting January 20, 2022

Service Goal	1.1 Support provider agency efforts to enhance their infrastructure and service delivery effectiveness. 2.2 Children live in financially stable environments, free from hunger.
Objective:	1.1.3 Promote collaboration between funders & stakeholders to improve the delivery of children's services across local systems. 2.2.1 Promote efforts to increase economic self-sufficiency and food security for families.
Issue:	Rising food costs due to pandemic-related supply chain challenges.
Action:	Approve additional funding for Mobile School Pantry
Budget Impact:	\$25,000 of \$112,281 Available in Goal 2.2.1 for FY 21/22 \$1,750 of \$103,727 Available in Goal 1.1.3 for FY 21/22

Background: Approximately 20% of children in Broward County experience food insecurity. Because of this, the CSC has been a supporter of childhood hunger relief efforts since 2006. Various community organizations are trying to bridge the gap and are striving to reach the children and their families that rely on hunger relief programs to stay healthy and thrive. Mobile School Pantry (MSP) is one of these organizations. Because of the high quality of fresh fruits and produce it distributes and the personalized service to the families it serves, MSP is a much-cherished partner in the fight against food insecurity in Broward.

Current Status: Supply chain issues and an unstable economic reality related to the COVID-19 pandemic make it more difficult for organizations such as Mobile School Pantry (MSP) to operate as effectively as they have. Food and transportation costs are up by 31%. Many retailers, such as Save-a-Lot, who had supported the organization with food donations, have closed. Consequently, MSP could not provide its regular service during the summer of 2021. To avoid additional interruptions of service and not lower the quality of the offerings, staff recommends adding \$25,000 to South Florida Hunger Coalition and \$1,750 in Fiscal Sponsor Fees to Meals on Wheels for this FY.

Recommended Action: Approve additional \$26,750 in funding for Mobile School Pantry.

TAB S

For Council Meeting January 20, 2022

Service 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:	Community Engagement Activities During Extraordinary Times.
Action:	FYI.
Budget Impact:	None.

Background: From the onset, CSC staff have endeavored to educate the community about the resources available through CSC funding and partnerships and the work and worth of the CSC, using the full spectrum of media and participating in hundreds of community events county-wide. This work is done with the understanding that we live in a diverse community that accesses and uses information in varied formats and that COVID-related safety concerns must be taken into account.

Current Status: From October 1st through the end of December 2021, CSC staff have participated in 14 in-person and virtual community fairs and events, reaching over 6,000 residents, as well dozens of Broward Read for the Record locations, reaching almost 40,000 students. Community events included: Parent Nights at Oriole Elementary and South Broward High School; Broward Health's Drive-Through Baby Shower; virtual Joe DiMaggio Special Needs Resource Fair; City of Sunrise Cultural Festival; Youth Summit Series- Rise-Up Event; 1st Annual Family Day: A Celebration of Diversity; Basket Brigade Thanksgiving Event; the YMCA Holiday in Sistrunk Event; the City of West Park Holiday Giveaway and Tree Lighting Ceremony; and a Clean-up Day at Historically Black Dr. Von D. Mizell-Eula Johnson State Park.

In December, the CSC also partnered with the Broward County School Board Office of Family and Community Engagement to host events sponsored by Bobs (a Skechers corporation) and Shoe Carnival. The kickoff event was hosted at Watkins Elementary. Two subsequent events were hosted as part of Parent Engagement nights at Sunland Academy in Ft. Lauderdale and Charles Drew Elementary in Pompano. All the children



received a pair of Bobs shoes, socks, and books provided through Title I.

Through a donation from Neighbors 4 Neighbors and Farm Share, the CSC received and distributed PPE to dozens of child-serving organizations, including 500,000 reusable and disposable adult and youth masks, disinfecting wipes, and hand sanitizers.

Since September 2021, over 10,000 Family Resource Guides have been distributed by CSC staff, and over 50,000 have been distributed to BCPS and the community directly by the publisher, Kessler Creative. In addition, since November 2021, over 1,000 copies of the CSC's Funded Program Directory have been distributed to agencies and organizations.

In addition to several radio interviews set up by CSC staff to promote the Rise-Up and Sound the Alarm Youth Summit Series events, the CSC's President/CEO was a guest on the Roku based GRN TV show to talk about the impact of the American Rescue Plan and the Child Tax Credit with host Guithele Ruiz-Nicolas.

The organization's social media and web presence remain strong and effective with over 62,000 visits from approximately 36,000 people to the CSC website, as well as 7,200 Facebook, 1,700 Instagram, and 2,727 Twitter followers.

Recommended Action: FYI

TAB T

For Council Meeting January 20, 2022

- Issue:** Custodial Bank for the Managed Fund Portfolio.
- Action:** Approve US Bank as the Custodial Bank for the PFM Managed Funds.
- Budget Impact:** Fees will be offset by interest earned.
-
-

Background: In November 2021, the Finance Committee recommended, and the Council approved, moving a core portion of investments to a PFM managed portfolio to be invested in longer-termed securities that maintains safety but adds additional yield. In order to maintain proper internal controls, PFM does not directly handle the money transactions; rather, they provide advice and the actual handling of any funds is approved by CSC and communicated to the Custodial Bank to make the actual trades. As noted in the November issue paper, once the Council approved the PFM Managed Fund, staff would bring forward the custodial bank for Council approval.

Current Status: Staff reviewed the terms for five banks that provide this type of service and selected US Bank as the Custodial Bank for this project. Legal Counsel has reviewed all of the associated documents and US Bank has made the necessary revisions. Any fees associated with these transactions will be netted against the interest earned.

Recommended Action: Approve US Bank as the Custodial Bank for the PFM Managed Funds

For Council Meeting January 20, 2022

Issue: Budget Amendments and Interim Financial Statements for the First Quarter Ending December 31, 2021

Action: Approve Budget Amendments and Interim Financial Statements for First Quarter Ending December 31, 2021

Budget Impact: None

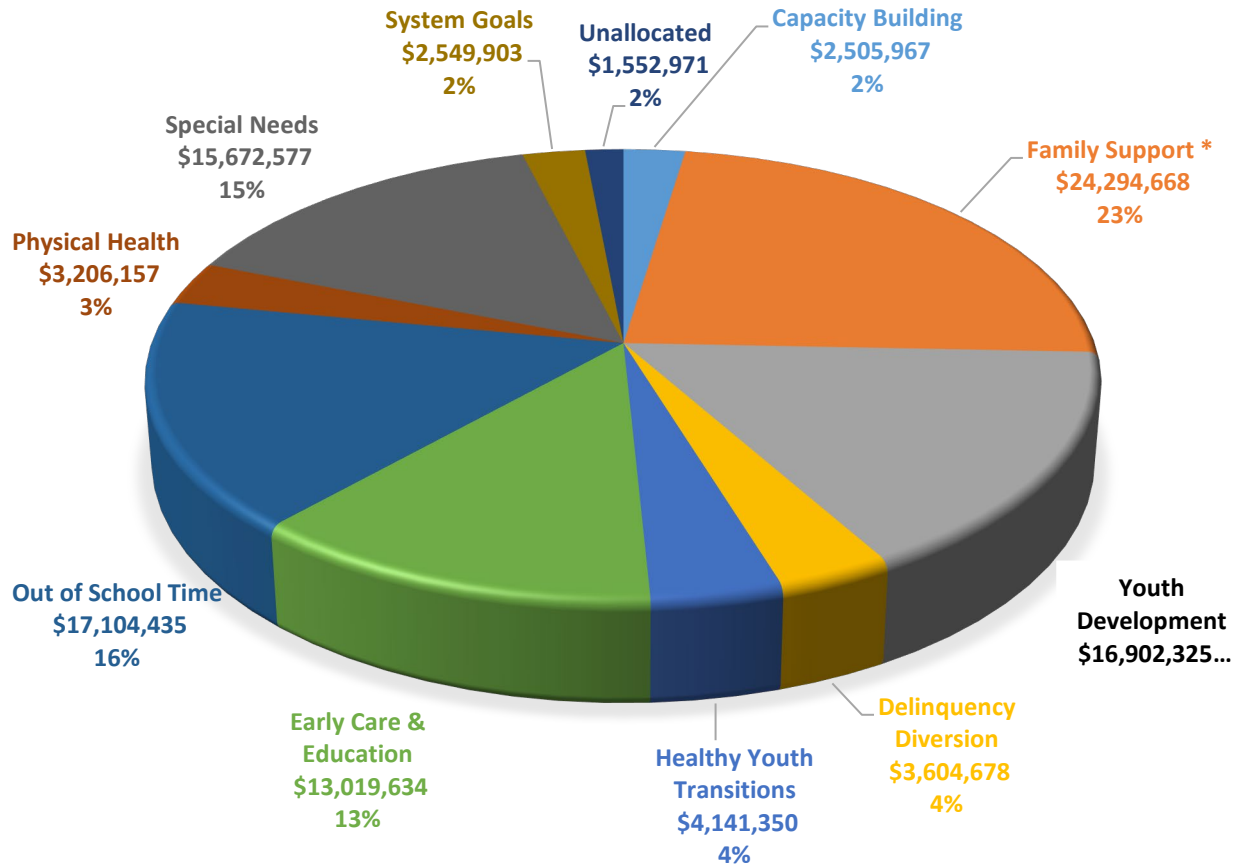
Background: The Budget Amendments and Interim Financial Statements are attached for review and approval. Programmatic billing runs a month behind; the administrative costs are presented through the end of December.

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

- ◆ In this **first Budget Amendments and Interim Financial Statement** report for the new fiscal year, you may notice the first two pages are comprised of Budget Amendment details. In October and November, the Council approved the budget carry-forward items, and this now incorporates those amounts into the financial statements.
- ◆ **87% Of Revenue Collected:** As of December 31, 2021, CSC has collected \$86.6M in tax revenue, which is approximately 87% of the of the \$99.4M annual tax revenue budget. This rate is similar to this time last fiscal year. Most of the tax revenues are received in the month of December as many property owners take advantage of the 4% discount for paying their taxes promptly.
- ◆ **Program Services Expenditures off to a Slow Start:** The Program Goals report, (starting on page 6) shows that utilization for non-school-based programs started off the new fiscal year on track and the school-based programs continued to be slower than normal due to the continuing effects of COVID. The new fiscal year changes and holidays affected the timely submission of invoices as there were multiple requests for an extension. For those programs that have large variances between Percent of Budget and Ideal, comments are noted outlining the individual circumstances for that program.

For this new fiscal year, the chart below provides a visual breakdown of the FY21/22 Program Services annual budget.

PROGRAM BUDGET BY GOAL FY 21-22



Note: * Family Support includes Family Strengthening, Maternal Child Health, Child Welfare & Child Safety.

Recommended Action: Approve Budget Amendments and Financial Statements for First Quarter Ending December 31, 2021.



**BUDGET AMENDMENTS
For The First Quarter Ended
December 31, 2021**

Submitted to Council Meeting January 20, 2022



Children's Services Council of Broward County Budget Amendments for Period Ended December 31, 2021.

Description	Beginning Budget		Ending Budget		Comments
	Annualized	Total Amendments	Annualized		
Carryforwards:					
Service Goals:					
Organization & Program Quality, Goal 1.1.2	\$ 1,943,690.00	\$ 6,000.00	\$ 1,949,690.00		Carryforward from FY21- CA 10/21/21 - Leadership initiatives.
Subsidized Childcare, Goal 5.1.1	\$ 8,612,700.00	\$ 203,689.00	\$ 8,816,389.00		Carryforward from FY21- CA 10/21/21 - Various / Childcare retention recruitment.
Subsidized Childcare, Goal 5.1.1	\$ 8,816,389.00	\$ 65,000.00	\$ 8,881,389.00		Carryforward from FY21- CA 10/21/21 - Various.
System Goals:					
Leadership/Resources-Strategic, Goal 1.2.1	\$ 53,850.00	\$ 83,250.00	\$ 137,100.00		Carryforward from FY21- CA 10/21/21 - ABCD project related.
Reporting Application Software, Goal 1.2.2	\$ 503,771.00	\$ 52,952.00	\$ 556,723.00		Carryforward from FY21- CA 10/21/21 - Fin Mgmt system (FMS) implementation, SAMIS, CAPS enhancement.
Sponsorships, 2.1.1	\$ 55,000.00	\$ 20,000.00	\$ 75,000.00		Carryforward from FY21- CA 10/21/21 - 21th anniversary cost related.
Capital Outlay:					
Computer Equipment / Software	\$ 155,000.00	\$ 211,957.00	\$ 366,957.00		Carryforward from FY21- CA 10/21/21 - Fin Mgmt system (FMS) implementation.
Remodeling & Renovations	\$ 2,662.00	\$ 15,000.00	\$ 17,662.00		Carryforward from FY21- CA 10/21/21 - Furniture office remodel.
Remodeling & Renovations	\$ 17,662.00	\$ 25,000.00	\$ 42,662.00		Carryforward from FY21- CA 10/21/21 - Office remodel.
Total October 2021 carryforward from Prior Year		<u>682,848.00</u>			
Service Goals:					
Negative Impact of Trauma, Goal 2.1.3	\$ 4,178,925.00	\$ 20,750.00	\$ 4,199,675.00		Carryforward from FY21- CA 11/18/21 - Trauma supervision and certifications.
EITC/Hunger/Prosperity, Goal 2.2.1	\$ 573,335.00	\$ 37,784.00	\$ 611,119.00		Carryforward from FY21- CA 11/18/21 - FLIPPANY contract crosses FY.
Economic Self Sufficiency, Goal 2.2.2	\$ 946,227.00	\$ 344,325.00	\$ 1,290,552.00		Carryforward from FY21- CA 11/18/21 - United Way program extension.
Subsidized Childcare, Goal 5.1.1	\$ 8,881,389.00	\$ 2,434,171.00	\$ 11,315,560.00		Carryforward from FY21- CA 11/18/21 - ELC Vulnerable Population program extension.
System Goals:					
Reporting Application Software, Goal 1.2.2	\$ 203,771.00	\$ 300,000.00	\$ 503,771.00		Carryforward from FY21- CA 11/18/21 - Software consulting & web site improvement.
Program Support & General Administration:					
General Program Support & Administration Salary/Benefits	\$ 10,730,283.00	\$ 326,000.00	\$ 11,056,283.00		Carryforward from FY21- CA 11/18/21 - Salary & benefit adjustment, retirement, and termination payouts.
General Administration Insurance	\$ 68,209.00	\$ 14,625.00	\$ 82,834.00		Carryforward from FY21- CA 11/18/21 - Increment in cyber liability insurance.
Software Maintenance / SaaS / Gen Adm	\$ 302,954.00	\$ 12,000.00	\$ 314,954.00		Carryforward from FY21- CA 11/18/21 - Great Plains annual maintenance (final year).
Software Maintenance / SaaS / Gen Adm	\$ 314,954.00	\$ 1,741.00	\$ 316,695.00		Carryforward from FY21- CA 11/18/21 - Monday.com licenses.
Software Maintenance / Program Support	\$ 108,075.00	\$ 4,063.00	\$ 112,138.00		Carryforward from FY21- CA 11/18/21 - Monday.com licenses.
Capital Outlay:					
Furniture/Equipment	\$ 13,338.00	\$ 200,000.00	\$ 213,338.00		Carryforward from FY21- CA 11/18/21 - INNUVO - Installation of new Audio/Visual system.
Computer Equipment / Software / TBD	\$ 366,957.00	\$ 120,431.00	\$ 487,388.00		Carryforward from FY21- CA 11/18/21 - Reserve for Technology projects.
Facilities Related:					
Building Related Expense	\$ 264,372.00	\$ 258,638.00	\$ 523,010.00		Carryforward from Prior Fiscal Year CA 11/18/21 - Facilities reserves.
Total November 2021 carryforward from Prior Year		<u>4,074,528.00</u>			
Total Carryforward from Prior Year		\$ 4,757,376.00			



**Children's Services Council of Broward County
Budget Amendments
for Period Ended December 31, 2021.**

Description	Beginning Budget		Ending Budget		Comments
	Annualized	Total Amendments	Annualized		
<u>October 2021 Amendments:</u>					
<u>Revenues:</u>					
Comm collaboration	\$ 439,971.00	\$ 25,000.00	\$ 464,971.00		Revenue from United Way & Community Foundation- Goal 1.1.2 - CA 10/21/21.
<u>Direct Programs:</u>					
Out-of-School, Goal 7.1.2	\$ 14,964,767.00	\$ 1,671,850.00	\$ 16,636,617.00		Recruitment and Retention of Maximizing Out of School Time (MOST) Workforce. - CA 10.21.21
Summer Program, Goal 7.1.3	\$ 398,112.00	\$ 52,400.00	\$ 450,512.00		Recruitment and Retention of Maximizing Out of School Time (MOST) Workforce. - CA 10.21.21
SN-After School/Summer Program, Goal 10.1.1	\$ 10,357,983.00	\$ 792,850.00	\$ 11,150,833.00		Recruitment and Retention of Maximizing Out of School Time (MOST) Workforce. - CA 10.21.21
Unallocated	\$ 5,730,546.00	\$ (2,517,100.00)	\$ 3,213,446.00		Reallocated to various goals as noted above.
<u>November 2021 Amendments and Amendments reflected in Financial Statements subject to Council Approval:</u>					
<u>Revenues:</u>					
The Frederick A. Deluca Foundation	\$ 8,345,500.00	\$ 2,550.00	\$ 8,348,050.00		Revenue commitment for salary increases - CA 11/18/21.
<u>Direct Programs:</u>					
Reduce Abuse & Neglect, Goal 2.1.1	\$ 10,833,192.00	\$ 11,450.00	\$ 10,844,642.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Kinship Care/Non-Relative Care, Goal 2.1.2	\$ 1,235,825.00	\$ 8,900.00	\$ 1,244,725.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Hunger, Goal 2.2.1	\$ 601,169.00	\$ 9,950.00	\$ 611,119.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Youth Development, Goal 3.1.1	\$ 8,310,950.00	\$ 37,100.00	\$ 8,348,050.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
LEAP High School, Goal 3.1.3	\$ 4,217,395.00	\$ 250.00	\$ 4,217,645.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
PEACE, Goal 3.1.5	\$ 1,432,850.00	\$ 19,550.00	\$ 1,452,400.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Diversion Program, Goal 3.2.1	\$ 3,601,728.00	\$ 2,950.00	\$ 3,604,678.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Independent Living Program, Goal 4.1.1	\$ 4,133,700.00	\$ 7,650.00	\$ 4,141,350.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Out-of-School, Goal 7.1.2	\$ 16,636,617.00	\$ 7,306.00	\$ 16,643,923.00		CRA Increase. TBA 01.20.22
Kid Care Insurance Outreach, Goal 8.1.3	\$ 495,157.00	\$ 3,400.00	\$ 498,557.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Screening/Assessment/Support, Goal 9.1.1	\$ 2,097,003.00	\$ 48,050.00	\$ 2,145,053.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Support Mothers w/ Maternal Dep, Goal 9.1.2	\$ 1,071,673.00	\$ 650.00	\$ 1,072,323.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
STEP, Goal 10.1.2	\$ 2,601,072.00	\$ 14,100.00	\$ 2,615,172.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Information / Referral Ntwk, Goal 10.1.3	\$ 1,587,105.00	\$ 3,050.00	\$ 1,590,155.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Respite Services-BREAK, Goal 10.1.4	\$ 312,467.00	\$ 3,950.00	\$ 316,417.00		Salary Increases for Eligible CSC-Funded Program Staff - CA 11.18.2021.
Organization & Program Quality, Goal 1.1.2	\$ 464,971.00	\$ 1,334,719.00	\$ 1,799,690.00		One-Time COVID Related Provider Admin Payment - CA 11.18.2021.
Organization & Program Quality, Goal 1.1.2	\$ 1,799,690.00	\$ 150,000.00	\$ 1,949,690.00		Collaboratively Funding the Help the Helpers Initiative - CA 11.18.2021.
Unallocated	\$ 3,213,446.00	\$ (1,660,475.00)	\$ 1,552,971.00		Reallocated to various goals as noted above.



**INTERIM FINANCIAL STATEMENTS
For The First Quarter Ended
December 31, 2021**

Submitted to Council Meeting January 20, 2022



Children's Services Council of Broward County
Table of Contents
December 31, 2021

	<u>Page</u>
Balance Sheet.....	2
Statement of Revenues, Expenditures and Changes in Fund Balance.....	3
Budget to Actual (Budgetary Basis) - Annualized Fiscal Year End.....	4-5
Contracted Programs Goals Budget to Actual - Monthly.....	6-12
Notes to the Financial Statements.....	13



Children's Services Council of Broward County
Balance Sheet
December 31, 2021

ASSETS	General Fund	Prior Year
	December 31, 2021	General Fund
	December 31, 2020	
	<hr/>	<hr/>
Current Assets:		
Cash	\$ 4,306,960.61	\$ 17,116,590.67
Investments (Note #3)	131,256,768.49	96,137,665.60
Accounts & Interest Receivable	31,995.55	40,103.80
Due from Other Governments	80,660.44	2,377,359.43
Prepaid Expenses	322,315.23	142,542.56
Total Current Assets	<hr/> \$ 135,998,700.32	<hr/> \$ 115,814,262.06
LIABILITIES and FUND EQUITY		
Liabilities:		
Accounts Payable	2,267,747.36	774,085.09
Salaries & Wages Payable	403,579.14	353,289.08
Unearned Revenue	698,507.19	706,402.51
Total Liabilities	<hr/> 3,369,833.69	<hr/> 1,833,776.68
Fund Equity:		
Assigned for contracts/expenditures effective FY 22 (Note #4)	16,672,456.21	10,697,048.52
Assigned for Administration FY 22 (Note #5)	8,194,529.07	7,317,723.74
Assigned for Encumbrances FY 22	78,410,053.86	78,360,274.19
Committed For Building Fund (Note #6)	3,000,000.00	3,000,000.00
Unassigned Fund Balance: Minimum Fund Balance	11,678,821.00	10,453,745.00
Unassigned Fund Balance (Note #7)	14,673,006.49	4,151,693.93
Total Fund Equity	<hr/> 132,628,866.63	<hr/> 113,980,485.38
Total Liabilities and Fund Equity	<hr/> \$ 135,998,700.32	<hr/> \$ 115,814,262.06

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 2021 through December 2021

	General Fund		General Fund
	December 2021	FY 2022	FY 2021
	Actual	YTD Actual	TYD Actual (GF)
Revenues:			
Ad Valorem Taxes	\$ 72,496,496.07	\$ 86,619,084.75	\$ 84,420,752.92
Interest on Investments (Note #3)	5,945.18	28,398.51	14,993.09
Fed thru State - Title IV E Legal Supports	-	-	-
Fed Through State IV-E Adoption	-	-	-
Fed through State - AEAP	-	70,981.00	-
Local Foundation(s)/Grant	-	842,872.81	835,683.24
Local Collab. Events & Resources	2,000.00	2,092.96	19,679.00
Training	325.00	1,330.00	1,285.00
Total Revenues	\$ 72,504,766.25	\$ 87,564,760.03	\$ 85,292,393.25
Expenditures:			
Total Program Services/Support	1,551,925.06	12,502,015.50	8,963,424.69
Total General Administration	302,257.64	930,843.52	882,173.57
Total Non-Operating	2,800,182.06	2,957,631.56	2,925,395.55
Total Capital Outlay	47,392.07	127,240.47	11,223.94
Total Expenditures	4,701,756.83	16,517,731.05	12,782,217.75
Excess of Revenues over Expenditures	\$ 67,803,009.42	71,047,028.98	72,510,175.50
Beginning Fund Balance		61,581,837.65	41,470,309.88
Ending Fund Balance		\$ 132,628,866.63	\$ 113,980,485.38



Children's Services Council of Broward County
Budget to Actual (Budgetary Basis)
Annualized - Fiscal Year Ended September 30, 2022

	FY 2022 Annual Budget	FY 2022 YTD Actual	FY 2022 Encumbrances	Annualized Encumbrances & Actual Exp.	Budget to Actual Variance	% of Actual Exp. Of Budget
Revenues:						
Local Sources:						
Ad Valorem Taxes	\$ 99,471,105.00	\$ 86,619,084.75	\$ -	\$ 86,619,084.75	\$ (12,852,020.25)	87.08%
Interest on Investments (Note #3)	100,000.00	28,398.51	-	28,398.51	(71,601.49)	28.40%
Fed thru State - Title IV E Legal Supports	332,249.00	-	-	-	(332,249.00)	0.00%
Fed Through State IV-E Adoption	80,000.00	-	-	-	(80,000.00)	0.00%
Fed through State - AEAP	596,818.00	70,981.00	-	70,981.00	(525,837.00)	11.89%
Local Foundation(s)/Grant(s)	1,543,930.00	842,872.81	-	842,872.81	(701,057.19)	54.59%
Local Collab. Events & Resources	25,000.00	2,092.96	-	2,092.96	(22,907.04)	8.37%
Training	10,000.00	1,330.00	-	1,330.00	(8,670.00)	13.30%
Fund Balance	19,414,037.00	-	-	-	-	0.00%
Total Revenues	121,573,139.00	87,564,760.03	-	87,564,760.03	(14,594,341.97)	72.03%
Expenditures:						
Program Services:						
Direct Programs	104,554,665.00	10,822,602.36	77,059,606.43	87,882,208.79	16,672,456.21	84.05%
Outcomes	32,000.00	2,985.96	-	2,985.96	29,014.04	9.33%
Program/Financial Monitors	120,000.00	20,976.25	32,679.25	53,655.50	66,344.50	44.71%
Total Program Services	104,706,665.00	10,846,564.57	77,092,285.68	87,938,850.25	16,767,814.75	83.99%
Program Support:						
Employee Salaries	5,146,971.00	1,179,960.86	-	1,179,960.86	3,967,010.14	22.93%
Employee Benefits	2,334,221.00	443,618.37	-	443,618.37	1,890,602.63	19.00%
Consulting	15,000.00	-	-	-	15,000.00	0.00%
Travel	50,000.00	457.63	-	457.63	49,542.37	0.92%
Software Maintenance	112,138.00	21,645.32	39,508.89	61,154.21	50,983.79	54.53%
Telephone	26,000.00	3,074.53	5,141.47	8,216.00	17,784.00	31.60%
Postage	3,000.00	-	2,000.00	2,000.00	1,000.00	66.67%
Advertising	3,000.00	791.50	2,208.50	3,000.00	-	100.00%
Printing	4,000.00	175.00	3,825.00	4,000.00	-	100.00%
Other Purchased Svc.	19,348.00	3,252.49	2,715.00	5,967.49	13,380.51	30.84%
Material and Supplies	6,750.00	-	-	-	6,750.00	0.00%
Dues and Fees	47,005.00	2,475.23	3,080.00	5,555.23	41,449.77	11.82%
Total Program Support	7,767,433.00	1,655,450.93	58,478.86	1,713,929.79	6,053,503.21	22.07%
Total Program Services/Support	112,474,098.00	12,502,015.50	77,150,764.54	89,652,780.04	22,821,317.96	79.71%



Children's Services Council of Broward County
Budget to Actual (Budgetary Basis)
Annualized - Fiscal Year Ended September 30, 2022

	FY 2022 Annual Budget	FY 2022 YTD Actual	FY 2022 Encumbrances	Annualized Encumbrances & Actual Exp.	Budget to Actual Variance	% of Actual Exp. Of Budget
General Administration:						
Employee Salaries	2,243,510.00	518,531.97		518,531.97	1,724,978.03	23.11%
Employee Benefits	1,005,581.00	211,571.56		211,571.56	794,009.44	21.04%
Legal Fees	40,000.00	925.00	39,075.00	40,000.00	-	100.00%
Auditors	37,000.00	32,000.00	5,000.00	37,000.00	-	100.00%
Other Consultants	76,900.00	6,450.00	16,200.00	22,650.00	54,250.00	29.45%
Insurance	82,834.00	20,889.81		20,889.81	61,944.19	25.22%
Telecommunications	62,400.00	11,802.92	42,034.06	53,836.98	8,563.02	86.28%
Rental - Equipment	31,420.00	3,466.71	20,959.28	24,425.99	6,994.01	77.74%
Building Operations						
Facilities Management	174,663.00	24,455.30	124,005.70	148,461.00	26,202.00	85.00%
Utilities	74,500.00	11,873.87	61,626.13	73,500.00	1,000.00	98.66%
Other Building Operations(Note #8)	273,847.00	1,587.20	10,872.96	12,460.16	261,386.84	4.55%
Software Maintenance / SaaS	316,695.00	69,150.20	44,499.42	113,649.62	203,045.38	35.89%
Equipment Repairs and Maintenance	47,500.00	309.33	22,500.00	22,809.33	24,690.67	48.02%
Travel	35,000.00	528.80		528.80	34,471.20	1.51%
Postage	8,000.00	60.00	6,440.00	6,500.00	1,500.00	81.25%
Advertising	10,000.00		7,500.00	7,500.00	2,500.00	75.00%
Printing	12,000.00		12,000.00	12,000.00	-	100.00%
Other Purchased Svc.	94,432.00	14,083.75	74,693.18	88,776.93	5,655.07	94.01%
Materials and Supplies	57,047.00	1,708.10	34,172.85	35,880.95	21,166.05	62.90%
Dues and Fees	40,640.00	1,449.00	2,515.00	3,964.00	36,676.00	9.75%
Total General Administration	4,723,969.00	930,843.52	524,093.58	1,454,937.10	3,269,031.90	30.80%
Non-Operating:						
Community Redevelopment Agency	3,001,161.00	2,652,143.84		2,652,143.84	349,017.16	88.37%
Prop Appraiser/Tax Coll Fees	630,523.00	305,487.72	325,035.28	630,523.00	-	100.00%
Total Non-Operating	3,631,684.00	2,957,631.56	325,035.28	3,282,666.84	349,017.16	90.39%
Capital Outlay:						
Computer, Equipment, Software	677,658.00	108,448.47	369,223.11	477,671.58	199,986.42	70.49%
Remodeling & Renovations	52,392.00	18,792.00	33,599.35	52,391.35	0.65	100.00%
Furniture	13,338.00		7,338.00	7,338.00	6,000.00	55.02%
Total Capital Outlay	743,388.00	127,240.47	410,160.46	537,400.93	205,987.07	72.29%
Total Expenditures	\$ 121,573,139.00	\$ 16,517,731.05	\$ 78,410,053.86	\$ 94,927,784.91	\$ 26,645,354.09	78.08%

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 Three Month Period Ended December 31, 2021**

	Program invoice - Prior Month		Fiscal Year 2021 - 2022			% of Budget	Ideal @ Nov	Comments
	November	November	Annualized	YTD Actual	Remaining			
	Budget	Actual	Budget	Expenditures	Budget			
Services Goals:								
<i>Training/ Technical Assistance</i>								
Training	5,129.00	1,100.00	62,125.00	10,650.00	51,475.00	17.14%	16.67%	
Unallocated - Training			37,875.00		37,875.00	0.00%		
Total Training/ Technical Assistance	5,129.00	1,100.00	100,000.00	10,650.00	89,350.00	10.65%		
<i>Organization & Program Quality</i>								
Racial Equity Initiatives	4,749.00		116,634.00		116,634.00	0.00%	16.67%	
Leadership Initiatives			40,000.00	4,000.00	36,000.00	10.00%	16.67%	
Mini Grants			130,500.00		130,500.00	0.00%	16.67%	
Training	2,712.00	1,650.00	64,706.00	3,300.00	61,406.00	5.10%	16.67%	
One Time Admin Supp for Provid		994,065.00	1,334,719.00	994,065.00	340,654.00	74.48%		Represents payment to 37 of 46 agencies
United Way -Help the Helper Initiative			150,000.00		150,000.00	0.00%		
Unallocated-Support Organizational Development			113,131.00		113,131.00	0.00%		
Total Organization & Program Quality	7,461.00	995,715.00	1,949,690.00	1,001,365.00	948,325.00	51.36%		
<i>Fiscal Support</i>								
Ctr for Hearing FS KIDS-Fam St	390.00	390.00	4,680.00	780.00	3,900.00	16.67%	16.67%	
Ctr for Hearing FS KIDS-MOST SN	638.00	638.33	7,660.00	1,276.66	6,383.34	16.67%	16.67%	
Ctr for Hearing FS KIDS-STEP	638.00	637.75	7,653.00	1,275.50	6,377.50	16.67%	16.67%	
Ctr for Hearing FS KIDS-Yth Force	417.00	417.25	5,007.00	834.50	4,172.50	16.67%	16.67%	
FLITE-FS KIDS CWSYOP	437.00		5,250.00		5,250.00	0.00%	16.67%	Pending invoices due to contract amendment
FLITE-FS KIDS HYT	1,052.00		12,627.00		12,627.00	0.00%	16.67%	Pending invoices.
So FL Hunger: FS Meals on Wheels- Breakspot	776.00	776.33	9,316.00	1,552.66	7,763.34	16.67%	16.67%	
So FL Hunger: FS Meals on Wheels-Mobile Pantry	591.00		7,089.00	590.75	6,498.25	8.33%	16.67%	Pending Nov. invoice.
Unallocated-Fiscal Sponsor			108,698.00		108,698.00	0.00%		
Total Fiscal Support	4,939.00	2,859.66	167,980.00	6,310.07	161,669.93	3.76%		
<i>Volunteers</i>								
Volunteer Broward	24,025.00		288,297.00	22,160.28	266,136.72	7.69%	16.67%	
Total Volunteers	24,025.00	-	288,297.00	22,160.28	266,136.72	7.69%		
Total Agency Capacity								
41,554.00	999,674.66	2,505,967.00	1,040,485.35	1,465,481.65	41.52%			
<i>Reduce Abuse & Neglect</i>								
Advocacy Network on Disabilities	17,708.00	7,029.47	212,504.00	35,168.37	177,335.63	16.55%	16.67%	
ARC, INC - PAT	54,341.00	53,285.22	656,903.00	102,762.72	554,140.28	15.64%	16.67%	
Boys & Girls Club	37,172.00		446,077.00	41,442.34	404,634.66	9.29%	16.67%	Pending Nov. invoice.
Boys Town South Florida	28,924.00	29,553.51	347,099.00	57,304.38	289,794.62	16.51%	16.67%	
Broward Children's Center	11,889.00	7,213.51	142,677.00	12,359.53	130,317.47	8.66%	16.67%	
Childrens Harbor	45,176.00	39,327.09	542,121.00	79,579.07	462,541.93	14.68%	16.67%	
Community Based Connections	23,892.00	20,305.06	286,711.00	32,299.21	254,411.79	11.27%	16.67%	
Ctr for Hearing FS KIDS-Fam St	13,978.00	9,770.20	167,742.00	24,201.55	143,540.45	14.43%	16.67%	
Family Central w/KID-Nurturing	39,136.00	29,993.38	469,641.00	57,352.50	412,288.50	12.21%	16.67%	
Gulf Coast CC	71,610.00	54,676.37	859,327.00	123,368.68	735,958.32	14.36%	16.67%	
Henderson Beh Hlth-HOMEBUILDER	42,912.00	20,187.36	544,016.00	42,385.68	501,630.32	7.79%	16.67%	
Henderson Beh Hlth-MST	58,485.00	71,243.00	702,692.00	131,891.51	570,800.49	18.77%	16.67%	
Hispanic Unity	40,692.00	27,409.98	488,309.00	43,971.07	444,337.93	9.00%	16.67%	
Jack and Jill Children's Center	14,256.00	14,945.47	171,073.00	27,843.55	143,229.45	16.28%	16.67%	



Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Three Month Period Ended December 31, 2021

	November	November	Annualized	YTD Actual	Remaining	% of	Ideal @	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Nov	Comments
JAFCO-MST	49,226.00		590,715.00	48,034.83	542,680.17	8.13%	16.67%	Pending Nov. invoice.
Juliana Gerner & Assoc.	27,642.00	25,138.50	331,716.00	51,078.82	280,637.18	15.40%	16.67%	
KIDS in Distress-HOMEBUILDERS	45,822.00	24,232.69	554,873.00	52,918.15	501,954.85	9.54%	16.67%	
KIDS in Distress-KID FIRST & SAFE	109,183.00	95,391.46	1,310,702.00	196,853.67	1,113,848.33	15.02%	16.67%	
Memorial Healthcare Sys-Teens	31,635.00	30,454.05	379,638.00	60,475.90	319,162.10	15.93%	16.67%	
Memorial Healthcare Sys-Ties	67,426.00	49,374.77	809,119.00	101,171.23	707,947.77	12.50%	16.67%	
PACE	21,070.00	13,190.47	252,840.00	28,282.03	224,557.97	11.19%	16.67%	
Smith Mental Health Assoc-CBT	48,178.00	45,273.17	578,147.00	90,416.85	487,730.15	15.64%	16.67%	
Total Reduce Abuse & Neglect	900,353.00	667,994.73	10,844,642.00	1,441,161.64	9,403,480.36	13.29%		
Kinship Care/ Non-Relative Care								
Harmony Development Center	14,064.00	12,124.34	168,787.00	23,156.62	145,630.38	13.72%	16.67%	
KIDS in Distress-KISS	49,676.00		605,020.00		605,020.00	0.00%	16.67%	Pending invoices.
Legal Aid Service-KISS	25,999.00	26,022.02	322,500.00	53,863.60	268,636.40	16.70%	16.67%	
Mental Health America of So FL	12,368.00	11,910.91	148,418.00	22,271.47	126,146.53	15.01%	16.67%	
Total Kinship Care/ Non-Relative Care	102,107.00	50,057.27	1,244,725.00	99,291.69	1,145,433.31	7.98%		
Negative Impact of Trauma								
Broward Behavioral Health Ctr	41,665.00		500,000.00	32,495.67	467,504.33	6.50%	16.67%	Pending Nov. invoice. Payor of last resort.
JAFCO-Community Wellness Center	6,666.00	6,587.79	80,000.00	13,401.34	66,598.66	16.75%	16.67%	
JAFCO-Community Wellness Center	81,410.00	79,911.07	976,925.00	151,542.38	825,382.62	15.51%	16.67%	
Center For Mind Body Medicine			142,750.00		142,750.00	0.00%	16.67%	Pending invoices.
Community Based Connections			510,000.00		510,000.00	0.00%		Awaiting contract execution
Memeorial Healthcare Systems			467,000.00		467,000.00	0.00%		Awaiting contract execution
Mental Health America of So FL			373,000.00		373,000.00	0.00%		Awaiting contract execution
Unallocated-Central Broward HEAL RFP			650,000.00		650,000.00	0.00%		Awaiting award
Unallocated - Community Response Cap. Bldg RFA			500,000.00		500,000.00	0.00%		
Total Negative Impact of Trauma	129,741.00	86,498.86	4,199,675.00	197,439.39	4,002,235.61	4.70%		
Hunger								
Community Enhancement Collabor	7,161.00	13,410.74	85,940.00	20,392.31	65,547.69	23.73%	16.67%	
DeliverLean Care			85,800.00	39,375.00	46,425.00	45.89%	16.67%	Only operates in December & March.
FLIPPANY			37,784.00		37,784.00	0.00%	16.67%	Invoices pending. Delay in contract exec.
Harvest Drive			45,000.00		45,000.00	0.00%	16.67%	Using other funding first then CSC funding.
So FL Hunger: Breakspot FS Meals on Wheels	11,091.00	4,959.34	143,041.00	9,911.82	133,129.18	6.93%	16.67%	
So FL Hunger: Mobile School Pantry	8,439.00		101,273.00	10,972.64	90,300.36	10.83%	16.67%	Pending Nov. invoice.
Unallocated Hunger			112,281.00		112,281.00	0.00%		
Total Hunger	26,691.00	18,370.08	611,119.00	80,651.77	530,467.23	13.20%		
Financial Stability								
Hispanic Unity	28,394.00		340,727.00	5,426.95	335,300.05	1.59%	16.67%	TA provided. Pending Nov. invoice.
HOPE S FL	7,708.00		92,500.00		92,500.00	0.00%	16.67%	Invoices pending. Delay in contract exec.
United Way	114,775.00		344,325.00	33,200.99	311,124.01	9.64%	16.67%	
Unallocated - Fin Stability			513,000.00		513,000.00	0.00%		
Total Financial Stability	150,877.00	-	1,290,552.00	38,627.94	1,251,924.06	2.99%		
Total Family Strengthening	1,309,769.00	822,920.94	18,190,713.00	1,857,172.43	16,333,540.57	10.21%		
Youth Development								
Community Access Ctr, Inc	16,856.00	15,837.93	202,275.00	33,549.81	168,725.19	16.59%	16.67%	
Community Reconstruc Inc	37,917.00	33,449.29	455,000.00	65,468.73	389,531.27	14.39%	16.67%	
Crockett Foundation, Inc	48,620.00	46,422.90	585,440.00	95,870.75	489,569.25	16.38%	16.67%	
Crockett Foundation, Inc - DeLuca Foundation	24,310.00	19,833.80	291,720.00	39,553.79	252,166.21	13.56%	16.67%	
Ctr for Hearing FS KIDS-Yth Force	14,957.00	10,348.10	179,480.00	21,549.53	157,930.47	12.01%	16.67%	
Firewall Ctr	19,560.00	14,843.03	234,720.00	32,853.30	201,866.70	14.00%	16.67%	



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Three Month Period Ended December 31, 2021**

	November	November	Annualized	YTD Actual	Remaining	% of	Ideal @	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Nov	Comments
Firewall Ctr-DeLuca Foundation	19,560.00	20,105.17	314,052.00	39,082.27	274,969.73	12.44%	16.67%	
HANDY	40,594.00		488,695.00	33,926.65	454,768.35	6.94%	16.67%	Pending Nov. invoice.
Hanley Ctr Foundation	2,545.00	2,545.42	30,545.00	5,090.84	25,454.16	16.67%	16.67%	
Harmony Development Ctr, Inc	57,163.00	30,007.25	685,950.00	57,056.69	628,893.31	8.32%	16.67%	
Hispanic Unity	135,004.00		1,620,045.00	63,824.29	1,556,220.71	3.94%	16.67%	Pending Nov. invoice.
Memorial Healthcare Sys	46,857.00		568,900.00	30,651.00	538,249.00	5.39%	16.67%	Pending Nov. invoice.
Memorial Healthcare System - DeLuca Foundation	18,745.00		227,490.00	14,175.72	213,314.28	6.23%	16.67%	Pending Nov. invoice.
Opportunities Ind Centers/OIC	53,141.00	40,709.19	641,250.00	81,601.68	559,648.32	12.73%	16.67%	
Our Children Our Future	14,435.00	11,150.74	174,270.00	26,663.08	147,606.92	15.30%	16.67%	
Urban League of BC	37,006.00		444,045.00	14,759.49	429,285.51	3.32%	16.67%	Pending Nov. invoice.
West Park, City of	20,166.00	10,471.00	254,350.00	20,665.59	233,684.41	8.12%	16.67%	
Wyman TOP Training			8,000.00		8,000.00	0.00%	16.67%	Provider bills annually in June 2022.
YMCA of S FL	69,486.00	42,302.49	841,150.00	82,850.56	758,299.44	9.85%	16.67%	
Unallocated- Yth Force			100,673.00		100,673.00	0.00%		
Total Youth Development	676,922.00	298,026.31	8,348,050.00	759,193.77	7,588,856.23	9.09%		
<i>LEAP High School</i>								
Community Based Connections	13,208.00	11,455.83	158,500.00	22,085.35	136,414.65	13.93%	16.67%	
Firewall Ctr	32,650.00	22,323.75	391,756.00	45,607.97	346,148.03	11.64%	16.67%	
Hispanic Unity	79,538.00	49,203.58	954,700.00	77,942.61	876,757.39	8.16%	16.67%	
Motivational Edge	4,242.00	170.74	50,909.00	411.48	50,497.52	0.81%	16.67%	Low enrollment due to COVID-19.
Museum of Discovery/Science		2,974.67	75,000.00	5,880.34	69,119.66	7.84%	16.67%	Pending Nov. invoice.
YMCA of S FL	215,569.00		2,586,780.00	118,773.91	2,468,006.09	4.59%	16.67%	
Total LEAP High School	345,207.00	86,128.57	4,217,645.00	270,701.66	3,946,943.34	6.42%		
<i>Youth Employment</i>								
CareerSource Broward	72,080.00	19,699.50	2,772,408.00	27,599.92	2,744,808.08	1.00%	16.67%	Summer program.
Total Youth Employment	72,080.00	19,699.50	2,772,408.00	27,599.92	2,744,808.08	1.00%		
<i>PEACE</i>								
Community Based Connctions	40,834.00	31,949.09	490,000.00	66,022.18	423,977.82	13.47%	16.67%	
Crockett Foundation, Inc	20,259.00	14,148.36	243,100.00	32,180.88	210,919.12	13.24%	16.67%	
Harmony Development Ctr, Inc	14,749.00	8,696.84	177,000.00	13,052.04	163,947.96	7.37%	16.67%	
Smith Community MH	43,562.00	36,279.01	542,300.00	68,714.22	473,585.78	12.67%	16.67%	
Total PEACE	119,404.00	91,073.30	1,452,400.00	179,969.32	1,272,430.68	12.39%		
<i>Youth Leadership Development</i>								
First Call for Help	2,500.00	2,500.00	30,000.00	5,000.00	25,000.00	16.67%	16.67%	
FL Childrens 1st	568.00	400.00	6,822.00	800.00	6,022.00	11.73%	16.67%	
FLITE-FS KIDS CWSYOP	6,250.00		75,000.00		75,000.00	0.00%	16.67%	
Total Youth Leadership Development	9,318.00	2,900.00	111,822.00	5,800.00	106,022.00	5.19%		
<i>Diversion Programs</i>								
Broward Sheriff's Office	66,436.00	41,758.56	797,236.00	78,149.13	719,086.87	9.80%	16.67%	
Camelot CC	28,901.00	13,826.61	346,735.00	29,850.16	316,884.84	8.61%	16.67%	
Harmony Development Ctr, Inc	18,997.00	10,452.50	227,964.00	20,938.23	207,025.77	9.18%	16.67%	
Henderson Behavioral Health	30,583.00	16,043.82	369,936.00	32,905.80	337,030.20	8.89%	16.67%	
Juliana Gerena & Assoc. Program	30,853.00	22,872.61	370,248.00	46,843.83	323,404.17	12.65%	16.67%	
Memorial Healthcare Sys	49,626.00		595,509.00	35,890.94	559,618.06	6.03%	16.67%	Pending Nov. invoice.
PACE Center for Girls	17,925.00	6,655.81	215,133.00	15,796.96	199,336.04	7.34%	16.67%	
Smith Mental Health Association.	29,295.00	21,920.72	351,529.00	42,135.32	309,393.68	11.99%	16.67%	
Urban League of BC	25,450.00	30,268.32	305,388.00	45,137.16	260,250.84	14.78%	16.67%	
Training	4,484.00	4,483.33	25,000.00	4,483.33	20,516.67	17.93%	16.67%	
Total Diversion Programs	302,550.00	168,282.28	3,604,678.00	352,130.86	3,252,547.14	9.77%		
Total Yth Development & Juvenile Div	1,525,481.00	666,109.96	20,507,003.00	1,595,395.53	18,911,607.47	7.78%		



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Three Month Period Ended December 31, 2021**

	November Budget	November Actual	Annualized Budget	YTD Actual Expenditures	Remaining Budget	% of Budget	Ideal @ Nov	Comments
<i>Independent Living Program</i>								
Camelot CC	34,774.00		418,936.00	40,849.24	378,086.76	9.75%	16.67%	
FLITE-FS KIDS	15,031.00		180,381.00		180,381.00	0.00%	16.67%	Pending invoices.
Gulf Coast CC	40,829.00		493,050.00	35,256.88	457,793.12	7.15%	16.67%	
HANDY	67,221.00	54,201.43	806,650.00	106,641.81	700,008.19	13.22%	16.67%	
Harmony Development Ctr, Inc	33,857.00	29,838.61	406,286.00	59,381.56	346,904.44	14.62%	16.67%	Pending Nov. invoice.
Henderson Beh Hlth -Wilson Gardens	21,748.00	5,427.10	242,837.00	12,409.08	230,427.92	5.11%	16.67%	Staff vacancy.
HOMES	8,485.00	9,144.02	101,818.00	13,472.64	88,345.36	13.23%	16.67%	
Memorial Healthcare Sys	77,757.00	44,547.51	683,810.00	91,030.94	592,779.06	13.31%	16.67%	
Museum of Discovery/Science	9,149.00	8,019.01	109,786.00	17,773.18	92,012.82	16.19%	16.67%	
PACE Center for Girls	22,777.00	19,395.12	273,375.00	33,624.60	239,750.40	12.30%	16.67%	
SunServe	33,285.00		399,421.00	24,612.67	374,808.33	6.16%	16.67%	Pending Nov. invoice.
Consultant			25,000.00		25,000.00	0.00%	16.67%	Training scheduled.
Total Independent Living Program	364,913.00	170,572.80	4,141,350.00	435,052.60	3,706,297.40	10.51%		
Total Independent Living	364,913.00	170,572.80	4,141,350.00	435,052.60	3,706,297.40	10.51%		
<i>Subsidized Childcare</i>								
Early Learning Coalition	357,737.00	218,157.56	4,592,850.00	472,368.11	4,120,481.89	10.28%	16.67%	
Early Learning Coalition - Vul Pop	811,390.00	174,428.38	2,434,171.00	352,664.40	2,081,506.60	14.49%	16.67%	
MNetwork			22,375.00		22,375.00	0.00%		
Marketing			42,000.00		42,000.00	0.00%		
Printing			625.00		625.00	0.00%		
Unallocated - Vulnerable Pop			4,017,850.00		4,017,850.00	0.00%		
Unallocated-Childcare Recruitment			203,689.00		203,689.00	0.00%		
Total Subsidized Childcare	1,169,127.00	392,585.94	11,313,560.00	825,032.51	10,488,527.49	7.29%		
<i>Training/PBIS</i>								
Family Central w KID	75,006.00	84,933.55	900,073.00	148,445.58	751,627.42	16.49%	16.67%	
Total Training/PBIS	75,006.00	84,933.55	900,073.00	148,445.58	751,627.42	16.49%		
<i>Grade Level Reading</i>								
Brow Reads for Record			130,000.00		130,000.00	0.00%		
Broward Reads Campaign			81,556.00		81,556.00	0.00%		Event held in the summer.
Children's Literacy Initiative			102,350.00		102,350.00	0.00%		
Kidvision			101,000.00	25,250.00	75,750.00	25.00%		
Reading & Math	25,000.00	32,927.12	300,000.00	41,679.44	258,320.56	13.89%	16.67%	
Volunteer Broward	7,591.00		91,095.00	7,015.28	84,079.72	7.70%	16.67%	
Total Grade Level Reading	32,591.00	32,927.12	806,001.00	73,944.72	732,056.28	9.17%		
Total Literacy Early Education	1,276,724.00	510,446.61	13,019,634.00	1,047,422.81	11,972,211.19	8.04%		
<i>Adoptive/Foster Parent Recruit</i>								
Forever Families/Gialogic	15,021.00	15,020.83	180,250.00	30,041.66	150,208.34	16.67%	16.67%	
Heart Gallery of Broward	3,738.00	3,737.58	44,851.00	11,212.74	33,638.26	25.00%	16.67%	
Total Adoptive/Foster Parent Recruit	18,759.00	18,758.41	225,101.00	41,254.40	183,846.60	18.33%		
<i>Legal Issues / Adoption</i>								
Legal Aid of Broward County	201,171.00	314,206.96	2,414,067.00	314,206.96	2,099,860.04	13.02%	16.67%	
Total Legal Issues / Adoption	201,171.00	314,206.96	2,414,067.00	314,206.96	2,099,860.04	13.02%		
Total Child Welfare System Support	219,930.00	332,965.37	2,639,168.00	355,461.36	2,283,706.64	13.47%		



Children's Services Council of Broward County
Program Expenditures By Goals
Budget to Actual (Budgetary Basis)
For the Three Month Period Ended December 31, 2021

	November	November	Annualized	YTD Actual	Remaining	% of	Ideal @	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Nov	Comments
<i>Leadership/ Quality in OOS Prog</i>								
FLCSC / MOTT-Lev			10,000.00		10,000.00	0.00%	16.67%	
<i>Total Leadership/ Quality in OOS Prog</i>	-	-	10,000.00	-	10,000.00	0.00%		
<i>Out-of-School</i>								
Advocacy Network on Disabilities	8,342.00	7,029.42	87,395.00	9,071.45	78,323.55	10.38%	16.67%	
After School Program	327,145.00	133,130.18	3,427,228.00	296,774.86	3,130,453.14	8.66%	16.67%	
Back to School Supplies			65,000.00		65,000.00	0.00%		
Boys & Girls Club	97,939.00		1,026,032.00	24,752.36	1,001,279.64	2.41%	16.67%	Pending Nov. invoice.
Community After School	29,188.00	19,597.87	305,785.00	38,696.13	267,088.87	12.65%	16.67%	
FL International University			1,000,000.00		1,000,000.00	0.00%	16.67%	Invoices pending. Delay in contract exec.
Hallandale CRA			632,711.00	632,710.22	0.78	100.00%	100.00%	CRA one time payment.
Hallandale, City of	14,320.00	9,168.01	150,025.00	16,790.30	133,234.70	11.19%	16.67%	
Hollywood Beach CRA			228,665.00	228,665.00	-	100.00%	100.00%	CRA one time payment.
Hollywood, City of	52,936.00	14,238.50	554,571.00	28,736.03	525,834.97	5.18%	16.67%	Heavy summer component.
Kids In Distress	16,794.00	10,551.17	175,939.00	21,233.27	154,705.73	12.07%	16.67%	
Comm After School/w Margate CRA	37,673.00	21,451.25	394,667.00	44,360.92	350,306.08	11.24%	16.67%	
Miramar, City of	10,532.00	5,937.89	110,333.00	10,986.72	99,346.28	9.96%	16.67%	
New Mirawood Academy	25,151.00	18,098.52	263,485.00	35,782.30	227,702.70	13.58%	16.67%	Pending Nov. invoice.
Soref JCC	29,395.00	17,509.68	307,944.00	34,423.37	273,520.63	11.18%	16.67%	
Sunshine Aftercare Program	130,563.00	92,405.15	1,367,800.00	184,081.53	1,183,718.47	13.46%	16.67%	
YMCA /w Deerfield CRA	310,078.00	146,710.02	3,248,441.00	310,827.85	2,937,613.15	9.57%	16.67%	
Consultant			66,200.00	8,100.00	58,100.00	12.24%	16.67%	
Unallocated MOST GP			1,559,852.00		1,559,852.00	0.00%		
Unallocated OCT SALARY ADJ			1,671,850.00		1,671,850.00	0.00%		
<i>Total Out-of-School</i>	1,090,056.00	495,827.66	16,643,923.00	1,925,992.31	14,717,930.69	11.57%		
<i>Summer Program</i>								
<i>Total Summer Program</i>	-	-	450,512.00	-	450,512.00	0.00%		Summer only programs.
Total Out-of-School Time	1,090,056.00	495,827.66	17,104,435.00	1,925,992.31	15,178,442.69	11.26%		
<i>School Health</i>								
Sierra/w Coral Springs CRA	26,880.00	33,696.22	268,800.00	61,546.87	207,253.13	22.90%	16.67%	
Sierra Lifecare	147,841.00	105,577.71	1,478,410.00	187,543.73	1,290,866.27	12.69%	16.67%	
<i>Total School Health</i>	174,721.00	139,273.93	1,747,210.00	249,090.60	1,498,119.40	14.26%		
<i>Water Safety/ Drowning Prevention</i>								
Brow Health-Prevent Infant/Toddler Drowning	22,717.00	6,420.52	272,608.00	21,499.24	251,108.76	7.89%	16.67%	
Swim Central/Broward County	57,315.00		687,782.00	13,574.00	674,208.00	1.97%	16.67%	Pending Nov. invoice. Low enrollment.
<i>Total Water Safety/ Drowning Preventi</i>	80,032.00	6,420.52	960,390.00	35,073.24	925,316.76	3.65%		
<i>Kid Care Insurance Outreach</i>								
Kid Care Outreach / BC Health Dept.	41,263.00	54,915.44	498,557.00	92,365.70	406,191.30	18.53%	16.67%	
<i>Total Kid Care Insurance Outreach</i>	41,263.00	54,915.44	498,557.00	92,365.70	406,191.30	18.53%		
Total Physical Health Services	296,016.00	200,609.89	3,206,157.00	376,529.54	2,829,627.46	11.74%		
<i>Screening/ Assessment/ Support</i>								
BRHPC-Healthy Families Broward	174,749.00	143,926.15	2,145,053.00	305,910.83	1,839,142.17	14.26%	16.67%	
<i>Total Screening/Assessment/Support</i>	174,749.00	143,926.15	2,145,053.00	305,910.83	1,839,142.17	14.26%		
<i>Support Mothers w/ Maternal Dep</i>								
Healthy Mothers/ Babies	46,776.00		561,323.00	47,604.53	513,718.47	8.48%	16.67%	
Memorial Healthcare Sys	42,528.00	37,112.90	511,000.00	75,588.41	435,411.59	14.79%	16.67%	
<i>Total Support Mothers w/ Maternal Dep</i>	89,304.00	37,112.90	1,072,323.00	123,192.94	949,130.06	11.49%		
<i>Improve Fetal/ Infant Mortality</i>								
Broward Hlthy Start-SAFE SLEEP	16,886.00	18,907.40	202,636.00	40,997.24	161,638.76	20.23%	16.67%	
<i>Total Improve Fetal/ Infant Mortality</i>	16,886.00	18,907.40	202,636.00	40,997.24	161,638.76	20.23%		
Total Maternal & Child Health	280,939.00	199,946.45	3,420,012.00	470,101.01	2,949,910.99	13.75%		



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Three Month Period Ended December 31, 2021**

	November	November	Annualized	YTD Actual	Remaining	% of	Ideal @	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Nov	Comments
<i>SN-After School/ Summer Program</i>								
After School Programs/ Quest	41,212.00	17,184.91	431,745.00	40,406.39	391,338.61	9.36%	16.67%	
Ann Storck Center	23,118.00		242,195.00	8,849.32	233,345.68	3.65%	16.67%	Pending Nov. invoice. Summer only program.
ARC, INC	138,215.00	83,204.80	1,447,967.00	164,455.34	1,283,511.66	11.36%	16.67%	
Broward Children's Center	57,203.00	30,195.36	599,269.00	59,124.22	540,144.78	9.87%	16.67%	
Ctr for Hearing FS KIDS-MOST SN	25,452.00	16,094.11	266,637.00	30,683.36	235,953.64	11.51%	16.67%	
JAFCO - MOST	45,184.00		473,360.00		473,360.00	0.00%		Summer only programs.
Pembroke Pines, City of			107,131.00		107,131.00	0.00%		Summer only programs.
Smith Community MH	76,324.00	51,672.98	799,586.00	93,845.98	705,740.02	11.74%	16.67%	
United Cerebral Palsy	60,244.00		631,129.00	36,040.42	595,088.58	5.71%	16.67%	Pending Nov. invoice.
YMCA of S FL	391,496.00	201,496.62	4,101,393.00	461,704.53	3,639,688.47	11.26%	16.67%	
Unallocated OCT SALARY ADJ			792,850.00		792,850.00	0.00%		
Unallocated After School/Summer Program			1,257,571.00		1,257,571.00	0.00%		
Total SN-After School/ Summer Program	858,448.00	399,848.78	11,150,833.00	895,109.56	10,255,723.44	8.03%		
<i>STEP</i>								
ARC, INC	37,232.00	24,736.11	448,210.00	50,309.55	397,900.45	11.22%	16.67%	
Ctr for Hearing FS KIDS-STEP	22,858.00	17,516.74	274,298.00	35,914.43	238,383.57	13.09%	16.67%	
Smith Community MH	25,755.00	11,448.57	313,468.00	23,010.24	290,457.76	7.34%	16.67%	
United Cerebral Palsy	70,717.00		849,298.00	28,206.69	821,091.31	3.32%	16.67%	Pending Nov. inv. Robust summer program.
YMCA of S FL	60,199.00		729,898.00	40,351.61	689,546.39	5.53%	16.67%	Pending Nov. invoice.
Total STEP	216,761.00	53,701.42	2,615,172.00	177,792.52	2,437,379.48	6.80%		
<i>Information/ Referral Ntwk</i>								
First Call for Help BH	52,600.00	49,788.48	634,262.00	100,829.38	533,432.62	15.90%	16.67%	
First Call for Help SN	79,657.00	55,664.55	955,893.00	114,665.64	841,227.36	12.00%	16.67%	
Total Information/ Referral Ntwk	132,257.00	105,453.03	1,590,155.00	215,495.02	1,374,659.98	13.55%		
<i>Respite Services-BREAK</i>								
JAFCO	8,453.00		91,308.00	6,413.47	84,894.53	7.02%	16.67%	
Memorial Healthcare Sys (BH)	12,398.00	13,159.00	124,651.00	18,955.54	105,695.46	15.21%	16.67%	
Smith Community MH	9,209.00	5,411.54	100,458.00	15,370.41	85,087.59	15.30%	16.67%	
Total Respite Services-BREAK	30,060.00	18,570.54	316,417.00	40,739.42	275,677.58	12.88%		
Total Physical/Developmental/BH Need	1,237,526.00	577,573.77	15,672,577.00	1,329,136.52	14,343,440.48	8.48%		
<i>Eliminate Bullying and Choose Peace</i>								
United Way - Choose Peace	3,731.00	3,465.12	44,775.00	6,999.71	37,775.29	15.63%	16.67%	
Total Eliminate bullying and Choose Peace	3,731.00	3,465.12	44,775.00	6,999.71	37,775.29	15.63%		
Total Child Safety	3,731.00	3,465.12	44,775.00	6,999.71	37,775.29	15.63%		
Grand Total Service Goals	7,646,639.00	4,980,113.23	100,451,791.00	10,439,749.17	90,012,041.83	10.39%		
System Goals:								
<i>Single Point of Entry</i>								
First Call for Help	40,433.00	37,620.40	485,204.00	73,398.63	411,805.37	15.13%		
Total Single Point of Entry	40,433.00	37,620.40	485,204.00	73,398.63	411,805.37	15.13%		
<i>Leadership/ Resources-Strategic</i>								
CCB-SE FL Common Eligibility Unit			10,000.00	10,000.00	-	100.00%		
Youth Summit 2022	17,114.00	17,112.74	75,000.00	21,203.32	53,796.68	28.27%		
Consultant			4,900.00	2,400.00	2,500.00	48.98%		
Unallocated-Strategic Plan			47,200.00		47,200.00	0.00%		
Total Leadership/ Resources-Strategic	17,114.00	17,112.74	137,100.00	33,603.32	103,496.68	24.51%		



**Children's Services Council of Broward County
 Program Expenditures By Goals
 Budget to Actual (Budgetary Basis)
 For the Three Month Period Ended December 31, 2021**

	November	November	Annualized	YTD Actual	Remaining	% of	Ideal @	
	Budget	Actual	Budget	Expenditures	Budget	Budget	Nov	Comments
<i>Improve Provider Reporting</i>								
Taoti Creative Hosting & Enhancement	690.00	690.00	20,000.00	2,070.00	17,930.00	10.35%		
Webauthor Enhancement/OpenGov Implementation			52,952.00	5,000.00	47,952.00	9.44%		
New CSC Website			300,000.00		300,000.00	0.00%		
SAS-SAMIS Annual Fees			50,000.00	50,000.00	-	100.00%		
Software maintenance- Tableau			6,075.00	6,074.10	0.90	99.99%		
Webauthor hosting	5,000.00	5,000.00	61,575.00	15,000.00	46,575.00	24.36%		
Unallocated			66,121.00		66,121.00	0.00%		
Total Improve Provider Reporting	5,690.00	5,690.00	556,723.00	78,144.10	478,578.90	14.04%		
<i>Promote Research Initiatives</i>								
ABCD Consultant			85,000.00		85,000.00	0.00%		
Unallocated- Improve Reporting			153,250.00		153,250.00	0.00%		
Total Promote Research Initiatives	-	-	238,250.00	-	238,250.00	0.00%		
<i>Integrated Data System</i>								
Unallocated - Integrated data system			20,000.00		20,000.00	0.00%		
Total Integrated Data System	-	-	20,000.00	-	20,000.00	0.00%		
Total Improve Coordination/Child Service	63,237.00	60,423.14	1,437,277.00	185,146.05	1,252,130.95	12.88%		
<i>Sponsorships</i>								
Nova/SE University			7,500.00		7,500.00	0.00%		
Sponsorship	2,917.00	6,000.00	35,000.00	14,525.00	20,475.00	41.50%		
Sponsorship-High Traffic	2,708.00		32,500.00	3,679.00	28,821.00	11.32%		
Total Sponsorships	5,625.00	6,000.00	75,000.00	18,204.00	56,796.00	24.27%		
<i>Educate Taxpayers</i>								
BECON			31,600.00		31,600.00	0.00%		
MNetwork	8,750.00	8,675.00	125,000.00	38,745.50	86,254.50	31.00%		
Marketing	37,333.00	13,069.00	447,700.00	48,175.46	399,524.54	10.76%		
Printing			4,000.00		4,000.00	0.00%		
Sponsorships			140,700.00		140,700.00	0.00%		
Outreach Materials			23,300.00	10,310.00	12,990.00	44.25%		
OPS			1,000.00		1,000.00	0.00%		
Unallocated - Educate Taxpayers			24,000.00		24,000.00	0.00%		
Total Educate Taxpayers	46,083.00	21,744.00	797,300.00	97,230.96	700,069.04	12.20%		
<i>Advocacy/Outreach</i>								
FLCSC Dues			80,000.00	80,000.00	-	100.00%		
Registration	199.00	199.00	199.00	199.00	-	100.00%		
Travel		575.35	16,427.00	2,073.18	14,353.82	12.62%		
Total Advocacy/Outreach	199.00	774.35	96,626.00	82,272.18	14,353.82	85.14%		
<i>Pub Communication w Sp Pop</i>								
ADA remediaton			80,000.00		80,000.00	0.00%		
Special Needs Interpreter			19,000.00		19,000.00	0.00%		
Unallocated - Public Comm w/ Special Population			14,700.00		14,700.00	0.00%		
Total Pub Communication w Sp Pop	-	-	113,700.00	-	113,700.00	0.00%		
Total Public Awareness & Advocacy	51,907.00	28,518.35	1,082,626.00	197,707.14	884,918.86	18.26%		
<i>Maximize Leveraged Funds</i>								
Consultant			30,000.00		30,000.00	0.00%		To be used as needed.
Total Maximize Leveraged Funds	-	-	30,000.00	-	30,000.00	0.00%		
Total Leveraging Resources	-	-	30,000.00	-	30,000.00	0.00%		
Grand Total System Goals	115,144.00	88,941.49	2,549,903.00	382,853.19	2,167,049.81	15.01%		
Unallocated General			1,552,971.00		1,552,971.00			
Program Goals Grand Total	\$ 7,761,783.00	\$ 5,069,054.72	\$ 104,554,665.00	\$ 10,822,602.36	\$ 93,732,062.64	10.35%		



Children's Services Council of Broward County
Notes to the Financial Statements
December 31, 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) Includes various pending contracts not yet encumbered such as new initiatives, Summer 2022, new RFP's occurring during the year, and other pending initiatives and items that do not lend themselves to be encumbered.
- (5) The reserved for administrative costs include projected expenditure for salary, fringe, travel, supplies, etc. for FY 2021/22
- (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) The accumulating balance in the Building Operations Budget to Actual is aggregating a reserve for capital improvements to be used as necessary.

TAB V

Issue: CSC Monthly Purchases for Administrative Operations

Action: Approve CSC Monthly/Annual Purchases

Budget Impact: See attached Report

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

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

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

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

Current Status: In accordance with policy, please find attached the Invoices, Travel, Purchase Orders, Sponsorships, etc. for the month of January, 2022. 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

Budget Impact: See attached Report



Vendor	Description	Amount	Comment (Back-up documentation is available upon request.)
Purchase Orders (greater than \$10,000):BackUp documentation is attached:			
A. Roy Construction	Remodel Project - Contract Overage costs; Build and install shelving	\$ 12,480.00	See Issue Paper
Purchase Orders (less than \$10,000):			
Accordis Int'l Corp	Security Feature for upgraded WEB-X phone system approved in NOV	\$ 2,944.00	
Accordis Int'l Corp	SMARTnet renewal-- Cisco Threat Defense 1yr subscription for 2 routers	\$ 4,080.00	
Cannon Corp	Machine rental for final month	\$ 600.00	
Corporate Graffiti	Shirts for PAOD Event staff	\$ 450.00	
CRA Hallandale Beach	CRA actual higher than estimate	\$ 7,306.00	from Unallocated
CRST International	Freight cost for return of plotter due to new contract / supplier	\$ 904.00	
Compensation Resources	Additional administrative fee	\$ 250.00	
Google Storage	PAOD Publication Storage (@\$8.33 / month for 12 months)	\$ 100.00	
Lenovo	T15-I5 Laptop computers - 7 @\$1,378.15 ea.	\$ 9,697.00	Not to Exceed Amount
New Directions	Employee Assistance Program (EAP) Annual Premium	\$ 2,200.00	
Noun Project.com	Annual Subscription	\$ 45.00	
Ross Leo	Consulting - IT security and HIPPA training	\$ 5,000.00	Blanket PO; paid as needed
Program Related Purchases:			
Cortney Plummer	4 -30 minute podcast interviews @ \$375 ea	\$ 1,500.00	System Goal 2.1.2
JDL Horizons, LLC	Eduvision; Live streaming and captioning	\$ 4,000.00	System Goal 1.2.2
Sistrunk Historical Organization	Booth rental - Feb 26, 2022	\$ 100.00	System Goal 2.1.2
Youth Summit Purchases:			
ArcCulinary	Food and beverage service for additional attendees - NOV event	\$ 895.00	NOV 2021; System Goal 1.2.1
Alexis Bitting Counseling Services, LLC,	Panel discussion on Dating & Relationships: Practicing Safety & Respect	\$ 250.00	MARCH 2022; System Goal 1.2.1
Broward Center for Performing Arts	Venue parking 150 cars @\$15 car: As needed	\$ 2,250.00	MARCH 2022; System Goal 1.2.1
Image 360	Printing of signage 4 events @ \$222 ea & 1 event @ \$161	\$ 1,049.00	Event 2, 3, 4, 5 and 6; System Goal 1.2.1
Interpreters University	Interpreter services; As Needed	\$ 5,000.00	Event 2, 3, 4, 5 and 6; System Goal 1.2.1
Facilities Operations:			
NABCO	Fix issue with front door	\$ 205.00	
Employee Travel and Training:			
Megan Turetsky	FL Legislature ; 11/30-12/2/21; Tallahassee	\$ 907.00	
Cindy Arenberg Seltzer	FL Chamber of Commerce; 2022 FL Economic Outlook & Jobs Solution Summit; Virtual; 1/7/22	\$ 199.00	
Kathleen Campbell & Monti Larsen	Annual Government GAAP update; 1/13/22; Livestream event	\$ 270.00	
Cindy Arenberg Seltzer	Adaptive Leadership network; 2022 Online Course; Personal Capacity to Lead & Stay Alive; Virtual; 1/17/22-4/25/22	\$ 1,100.00	
Maria Juarez	FL Mental Health Counselors Annual Conference; 2/3/22; Lake Mary, FL	\$ 190.00	
Kathleen Campbell	FGFOA; Leadership Class; 4/4/22-4/8/22; Tallahassee	\$ 1,297.00	
Trainers/Materials (Service Goal 1.1.X) (Provider names and courses may be subject to change):Instructor Led Unless Otherwise Indicated			
Meredith Gould	Creating Peaceable Classrooms	\$ 550.00	
Meredith Gould	How to teach a child to be antiracist	\$ 550.00	
Meredith Gould	Promoting Gender Equity	\$ 550.00	
Meredith Gould	Teen Dating Violence and Abuse	\$ 1,100.00	
Meredith Gould	White Privilege and Fragility	\$ 550.00	



Sponsorship			
Community Reinvestment Alliance of SFL	Summit 22; Building Florida's Just Economy One Vote One Dollar at A Time; Feb 24, 2022; Davie	\$ 1,000.00	Collaboration, partnership, and investment in the low to moderate income community between nonprofits, corporations, and the financial institutions. Participation in the issues concerning the community including affordable housing, transportation, climate change/gentrification, race, diversity and inclusion and small business.
Florida's Children First	20yr Celebration of Advocates for Children Awards; April 7, 2022; Ft Lauderdale	\$ 1,000.00	Celebrate the 20th anniversary by recognizing Broward's outstanding advocates for children. Celebrate the accomplishments of passionate community leaders who support the mission of Florida's Children First by making positive changes in the lives of disabled, disadvantaged, and homeless youth and those in foster care.
The Miami Foundation	10 Days of Connection Challenge-Broward; May 1st - 10th, 2022, Virtual	\$ 5,000.00	This year CSC, the Community Foundation of Broward, and the Jewish Federation are partnering to host a flagship event that will focus on racial equity, diversity, and inclusion in our multi-cultural community. We will also be offering mini-grants to participants to help them host connection experiences during the 10 Days. (High Traffic Sponsorship)
Memberships:			
Association for Talent Development (ATD)	2022 Annual Membership	\$ 439.00	
Florida Lobbyist Registration - Gov't Affairs Mgr	2022 Annual Membership	\$ 75.00	
SFL Digital Alliance	2022 Annual Membership	\$ 200.00	

For Council Meeting January 20, 2022

- Issue:** Office Remodel Additional Costs and Shelving Expansion.
- Action:** Approve additional funding for Roy Construction for office remodeling and to add new secure shelving.
- Budget Impact:** \$12,480 Of \$199,986 Available in Capital Budget for FY 21/22.
-
-

Background: On June 17, 2021, the Council approved the build-out of five new office spaces to meet the need for additional staff. With the many challenges that the persistent pandemic created, including supply issues, labor shortages, city inspector availability and changes, etc., the project took longer than expected and incurred additional costs.

Current Status: The remodel project is nearing completion and the final costs totaled \$9,730 over the initial projection. Some of these increases were for increased permitting fees, architectural services, carpet, and other miscellaneous costs.

In addition to the remodel project, staff has identified a need for additional secure shelving to store collateral materials for the PAOD department. The quote for this shelving is \$2,750.

Recommended Action: Approve additional funding for Roy Construction for office remodeling and to add new secure shelving

TAB W

**The Broward Reads Coalition - Campaign for Grade-Level Reading
Meeting Minutes
December 1, 2021**

9:30 a.m.

Meeting conducted via Zoom

I. Welcome

The meeting was called to order at 9:32 a.m. Commissioner Beam Furr welcomed everyone and then asked for a motion to approve the October minutes. Cindy Arenberg Seltzer gave the motion to approve, it was seconded by Lori Canning and passed with no objections.

II. Updates

a) Broward County Public Schools (Lori Canning; Nicole Mancini)

Commissioner Furr introduced Nicole Mancini, who he explained would replace Dan Gohl as Chief Academic Officer for BCPS. Dr. Mancini delivered a presentation titled "The Science of Reading." The presentation slides can be downloaded at the links below along with slides to access the crosswalks for Language & Literacy and Mathematics Standards.

- [Science of Reading](#)
- [Language & Literacy Standards](#)
- [Mathematics Standards](#)

b) Early Learning Coalition (Renee Jaffee, Allison Metsch)

Renee Jaffe reported that the ELC received \$25 million for infrastructure support grants for small childcare businesses. The amount granted would be dependent on the business' license capacity. Thus far, 565 businesses have applied, and some funds have already been disbursed. The high-end of those disbursements is approximately \$30K. In addition to infrastructure support, businesses that applied were able to request additional dollars to use for sign-on bonuses and retention stipends for new or existing staff.

Ms. Jaffe reported further that the ELC received \$2.3 million for workforce initiatives. The ELC has devised a plan for the distribution of those dollars and will seek approval from the Division of Early Learning under the Department of Education. Initial approval is required from the ELC Board, and that presentation will be made on December 20. The proposal is that the monies will be used to recruit, retain, and upskill early educators. The funding must be used by the end

of ELC's fiscal year – June 30. The Division of Early Learning is requesting an extension for those dollars.

A public relations and marketing campaign will be launched in January (funded by the CSC of Broward County) to include video and print ads to encourage people to enter the field of early learning. These collaterals will also inform the public about the services provided by the ELC. Ms. Jaffe reported further that there were funds to reimburse childcare providers that are closed or have had a site closed due to COVID-19.

There is also an effort to increase enrollment in VPK. Currently, there are 12,629 children enrolled compared to 11,800 last year. These numbers are still significantly lower than pre-COVID numbers of approximately 15,000 children enrolled.

c) CSC of Broward County (Cindy Arenberg Seltzer, Andrew Leone, Dr. Sharetta Remikie, Liza Khan)

Cindy Arenberg Seltzer introduced Dr. Sharetta Remikie to the meeting. Dr. Remikie was hired as the Chief Equity & Community Engagement Officer, the role created in the wake of Sandra Bernard-Bastien's retirement.

Andrew Leone reported that we had another successful Read for the Record. Having collected all the data from BCPS and HandsOn Broward, it was reported that there were over 900 volunteers. This year was mostly an in-person event, and reading sessions were hosted at 458 public and charter schools. 39,000 English language books and 2,500 Spanish language books were distributed. Mr. Leone shared a recap video that was prepared by the Florida Panthers, highlighting their participation in the initiative.

Cindy Arenberg Seltzer extended special thanks to Lori Canning and Layne Polakoff for their work. Lori Canning thanked all who expended efforts in making the initiative possible. Layne Polakoff reported that books are still being distributed.

III. Other Discussions

Real Men Read: Lori Canning reported that Real Men Read will occur in April 2022. There will be recruitment for volunteers for this activity. She shared that the State Attorney's Office will also be doing its own reading initiative for middle schools.

El dia de Los Ninos – This initiative will occur at the end of April 2022. "*The cat and the dog*" book will be utilized again for this effort.

DRAFT

New World Reading Initiative – Mildred Grimaldo, BCPS Director of Literacy and Shaunte Duggins (Univ. of Florida), will present on the New World Reading Initiative in the meeting scheduled for February 2, 2022.

IV. Meeting Schedule for FY 21-22:

Meetings will be conducted virtually unless otherwise stated. Next meeting is February 2 @ 9:30 a.m.

Subsequent meeting dates: April 6, June 1, August 3, October 5, December 7

V. Adjourn Meeting

Meeting adjourned at 11:20 a.m.

TAB X

DRAFT

**Special Needs Advisory Coalition (SNAC) of Broward
Meeting Minutes
Thursday, January 6, 2022 @ 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); **Andrea Knowles** (Broward Legislative Delegation & Broward Days, Inc)

CSC Council Member(s):

Maria Schneider, State Attorney 17th Judicial Circuit

SNAC Members in Attendance:

Advocacy Network on Disabilities (Ire Diaz); **Agency for Persons with Disabilities** (Milroy Senat); **Center for Hearing & Communication** (Olivia Angeli); **Dan Marino Foundation** (Susan Morantes); **Family Care Council** (Marty Norris); **Project 10** (Lisa Friedman-Chavez); **YMCA South Florida** (Shaymonica Jones, Alison Bregman-Rodriguez, Susan Feldman); **Nova-UM CARD** (Shantigra "Shae" Williams); **ELC Broward** (Allison Metsch, Debbie Kay); **University of Miami** (Nancy Torres); **The Journey Institute** (Dr. Harleen Hutchinson); **Children's Diagnostic Treatment Center** (Ellen Schrot); **Act 4 Me** (Floencia Tischler); **Broward County Public Schools** (Stacy Wolfe); **Helping Adults with Autism Perform and Excel** (Larry Rothman); **Broward County Parks & Rec** (Mary Palacios); **Federation of Broward County** (Jennifer Goldfaden); **Family Network on Disabilities** (Lisa Math); **GAPS Legal** (Michelle Kenney)

CSC Staff in Attendance:

Dr. Laura Ganci – Director of Research & Planning

- I. **Welcome & Introductions:** Andrea Knowles welcomed the members at 9:30 am.
- II. **Approval of Meeting Minutes:** Larry Rothman made a motion to approve meeting minutes, seconded by Shantigra Williams, and passed unanimously.
- III. **University of Miami, Family Navigator Program:** Nancy Torres, Director of Family Navigator Program of the University of Miami Medical Center for Child Development, shared that the program in Broward County connects families living with disabilities and chronic medical needs with different resources available in the community. The Family Navigator Program is free and serves Miami Dade and Broward County families. The program also offers disability training with coaching to community agencies to develop more skills and knowledge.

For more information on the Family Navigator Program, please contact Nancy Torres nlt33@miami.edu.

DRAFT

- IV. Advancing Equity:** Ire Diaz, Advocacy Network CEO/President, shared a news report regarding a mom who was arrested in Miami Dade County for putting her child in a dog cage. The child was diagnosed with oppositional defiant disorder. It appears the child may have been misdiagnosed. The Disability community must be aware that black and brown children, especially boys, who have autism are often misdiagnosed with oppositional defiant disorder. The child was not receiving the proper treatment or care. Ire shared that practitioners need to be aware of this inequity in diagnosing. One of the concerning things with diagnosing using the DSM-5 is that the inter-rater reliability is very low. The Advocacy Network with Disabilities is working with FIU to create a curriculum to train practitioners in the community and increase awareness of these issues to have more equity in diagnosing. Ire stated that she believes the pipeline to prison for black and brown boys starts with the misdiagnoses of some conditions. She encouraged SNAC members to take some action in the community and focus on the inequities.

Dr. Harleen Hutchinson proposes to advocate for clinicians to receive training in using the DC:05 as the appropriate diagnostic tool for the birth to five population, not the DSM-5 to diagnose young children.

To view the reported news article, click:

<https://www.nbcmiami.com/news/local/homestead-woman-locks-son-in-dog-cage-after-child-was-being-aggressive-police/2654890/>

V. Legislative Priorities:

Andrea Knowles reported that the legislative session begins on Tuesday, 1/11/2022, and runs for 60 days unless they extend it for a special session. Part of this session will include redistricting, which will affect the leadership of different areas. This redistricting is a result of the Census, which updates population data.

Budget committees are available on the Florida channel; you can watch and provide some input to legislators on these calls to see what may be done.

- VI. Break-Out Connections:** Members enjoyed a relationship building conversation about two things they would like to change in the New Year.

- VII. Special Needs Parent & Systems Assessment Results:** Dr. Laura Ganci, reported the analysis of the Special Needs Follow up assessment is not fully completed but had some preliminary results of the survey. There were 532 completed responses, 89% of the respondents attended Broward County Public Schools and the other 11% attended either a private school, charter school, or were homeschooled. The parents' top reported needs were financial assistance, childcare, and transportation. Marissa will be emailing a one-pager of the results to everyone within the month.

DRAFT

VIII. Community Meetings Updates:

Ellen Schrot, shared that the CSC Early Identification meeting is scheduled for Friday, January 14, 2022 at 9:30am. The workgroup is looking for system updates for early identification of developmental delays or handicapping conditions.

Mary Palacios, Broward County Parks, reported that services are in-person, but they are still offering virtual options. Refer to the Broward County Park local page for more information.

IX. Community Roundtable:

CSC Youth Summit with a focus on special needs is scheduled for Saturday, March 5, 2022, at the Broward Center for Performing Arts, from 9:15 am – 12:30 pm. The event will have three different presentations including a panel discussion on relationships and dating.

Dr. Harleen Hutchinson discussed the Equity, Diversity, and Belonging workgroup. One of the goals of the workgroup is to focus on inequities across systems as it relates to implicit bias and racism in the early care population to ensure children are receiving services. To get involved, contact Dr. Hutchinson at hhutchinson@thejourneyinstituteinc.com.

Larry Rothman, President of Helping Adults with Autism Perform Excel, shared the agency has five specific work-related trainings for people with autism, including an online supply chain logistics training and certification programs in eight different disciplines. For more information on additional trainings, please email Larry Rothman, l.rothman@haape.org or contact him by phone 732-586-7367. www.haape.org

Debbie Kay, from Early Learning Coalition, shared that ELC has been able to provide additional support to the early learning staff. ELC is paying for the first 45 hours of Child Care training to be eligible to work in the classroom.

Lisa Friedman-Chavez, from Project-10, shared Project-10 had a topical brief about transition legislative updates. Please click to view the document: <https://campaignlp.constantcontact.com/em/1114495419393/79c91062-d8f8-452c-b7ba-2fe5d820fd7a>

Shantigra Williams, from UM – NSU Card, is adding a training this summer for Diversity, Inclusion, and Equity for agencies. She thanked CSC for their partnership. The organization is working closely with agencies and organizations on trainings and they have seen significant progress and had a 207% increase in registrations from black and brown families within a three to four month period.

X. Next Meeting March 3, 2022, at 9:30 am via Zoom.

XI. Adjourn

TAB Y

Funders Forum Meeting Summary

December 3, 2021

Members Virtually Present:

Adamma DuCille, Children's Services Council (CSC); **Angelika Schlanger**, The Frederick A. DeLuca Foundation; **Darrell Cunningham**, Broward County Community Partnership Division; **Dion Smith**, Children's Services Council (CSC); **Janisee Rosario Schoepp**, Health Foundation of South Florida; **Judith Fletcher**, The Frederick A. DeLuca Foundation; **Keyonia Lawson**, CSC; **Lisa Bayne**, CSC; **Margaret de Cambre-Borges**, DCF; **Maria Hernandez**, United Way; **Maria Juarez Stouffer**, CSC; **Megan Turetsky**, CSC; **Melanie Burgess**, The Jim Moran Foundation; **Monica Menahem**, The A.D. Henderson Foundation; **Renee Jaffe**, Early Learning Coalition (ELC); **Sandra Veszi Einhorn**, Nonprofit Executive Alliance of Broward; **Silvia Quintana**, Broward Behavioral Health Coalition (BBHC); **Susan Cantrick**, Broward County Public Schools; **Susan Eby**, ChildNet; **Traci Schweitzer** for Dawn Liberta, Department of Children and Families (DCF).

Guests Virtually Present:

Cori Flam-Meltzer, CFM Mediation

Welcome & Introductions:

Maria J. S. welcomed members and self-introductions were completed.

Approval of the November 5, 2021 Meeting Minutes:

Maria H. made a motion to approve the minutes as presented. The motion was seconded by Janisee R. S. and passed with no opposing votes.

COVID-19 Impact on Non-Profit Report:

Sandra Veszi Einhorn, Executive Director for the Nonprofit Executive Alliance of Broward (NEAB) provided an overview of the "COVID-19, The Impact on Broward County Nonprofit Organizations Part II" report that showed that financial stability and maintaining human capital are the nonprofits' main concerns. She reported that that CEO's were dealing with unexpected expenses while trying to find ways to provide services and conduct donor events virtually, as well as the challenges of hiring and retaining qualified.

Information from 2-1-1 Broward was also included in the report. 2-1-1 calls have increased in comparison to previous years for food, housing, domestic abuse, suicide, behavioral and mental health concerns.

Sandra V.E. highlighted the increased housing market cost and its impact on homelessness. Affordable rental housing costs increased nationally by 17% making it almost impossible to save up to purchase a home.

Sandra V.E. also reported academic concerns with youth in reading, writing and that they are seeing a huge increase with children struggling with mental, emotional, and behavioral health challenges.

Sandra V. E. expressed how important the role of the nonprofit community is as a trusted community voice. Nonprofits continue to successfully reinvent themselves by moving to online programming, providing services they had not provided before, and serving more clients with more complex needs than before.

A question was raised about whether there was a universal data dashboard that collected and showcased the information in the report for the county. Sandra V.E. suggested 2-1-1 Broward has a data base they can access and Janisee R.S. suggested visiting Broward Regional Health Planning Council's website.

Sandra V.E. expressed gratitude to members from the nonprofit community as they would not have been able to sustain their business if it was not for the support that is provided from the funder community. Nonprofits did better than they thought they would do due to their support.

A copy of the report is attached and can also be found at www.npobroward.org.

Racial Equity Report – 10 Days of Connection:

Adamma D. introduced Cori Flam-Meltzer, President and CEO for CFM Mediation to present on the 10 Days of Connection initiative that began in Miami Dade County 6 years ago and was brought to Broward County 5 years ago with the support from the United Way, The Jim Moran Foundation, CSC, and the Community Foundation of Broward.

The 10-day initiative is cohosted by more than 100 organizations and provides opportunities to connect with others across lines of difference with the goal of building a stronger, united community.

During 2021 they created an initiative that allowed communities to safely adventure out of their bubbles, learn from and about others, have deep and meaningful conversations about pressing issues, build empathy and solidarity with their neighbors near and far, and create a stronger, more equitable and united world by staying committed to facilitating conversations, fostering belonging, and inspiring connections.

CFM Mediation is looking to raise \$50,000 that will fund mini grants to help support and inspire the local community to host events that will include a racial equity diversity and inclusion angle.

The 10 days of connection has helped to run a connection website that highlights trainings and provides a large number of resources at <https://www.10daysofconnection.org/resources>

To view the 10 days of Connection Report please visit:

https://issuu.com/radical.partners/docs/10_doc_impact_report_2021?fr=sMmYzMTQxNDQwODQ

For more information on this initiative and how you can host a connection experience, participate or spread the love please visit: <https://www.10daysofconnection.org/>

If members have any questions please contact Cori M.F at cori@cfmmediation.com or Adamma D. at aducille@cscbroward.org

Help the Helpers Initiative

During the November meeting Angelika Schlanger of The Frederick A. DeLuca Foundation presented the Help the Helpers Initiative that supports nonprofit front-line workers.

Broward community funders contributed to a pool of funding in the amount of \$655,000 that will be divided among eligible nonprofit staff in recognition of the dedication of front-line workers during COVID-19.

This collaboration was funded by The Frederick A. DeLuca Foundation, United Way of Broward, Community Foundation of Broward, the Health Foundation of South Florida, Children's Services Council of Broward and The Jim Moran Foundation.

Report out by Funders Forum Members:

Children Services Council

Legislative Update

Megan T. reminded members that this is a redistricting year which only happens every 10 years and will lead to legislative pausing.

This year one of CSC's priorities is adjusting the income thresholds for Kid Care due to the increase in minimum wage that will result in families earning over the poverty level causing them to be ineligible for Kid Care but without sufficient income to be able to afford private insurance.

Megan T. shared that she would have more to share in the coming weeks around childcare background screening.

Training and Capacity Building

Adamma D. reported that Grant Writing Trainings have had good attendance and participation.

Members suggested that the trainer stress the importance of reading the entire procurement and the issues of the disconnect between the financial and the programmatic pieces noted in some applications for funding. The staff that create the budget should understand what the program is intended to do.

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

Children's Services Council

Maria J. S. announced that CSC's Maximizing Out of School Time (MOST) RFP will close on December 13, 2021 at 4:00 p.m. The HEAL Trauma RFP to serve the Central East region was reissued in November and will close on January 11, 2022 at 4:00 p.m. The Diversion Alternatives for Youth RFP (New DAY) will be released in January 2022.

Broward County Human Services Division

Darrell C. announced that the Human Services Division will be releasing a housing services procurement for permanent supportive housing in January 2022. They recently received additional funding and also plan to release another procurement for rapid rehousing.

Additional Updates:

Maria J. S. shared that CSC is creating a document with the salary ranges of CSC-funded program staff who have a bachelors or master's degrees. This document will be presented to members during the February Funders Forum meeting. Members will be asked to input salary ranges for their similarly funded staff. After the funders salary ranges are collected, Funders Forum members will analyze the data and consider whether salary minimums are needed for their funded programs.

Melanie B. expressed her interest in reviewing the presentation as she is seeing a large rate of resignations and vacancies.

Next Meeting

Members agreed that the next meeting will be on January 7, 2021 from 2:00 p.m. to 4:00 p.m. and that meetings for 2022 the meetings will be monthly. If members have any items to include on the agenda should contact Keyonia Lawson at klawson@cscbroward.org.

The meeting adjourned at 4:00 p.m.

Next Steps, Tasks & Follow-up

➤ Next Steps:

- Keyonia L. will share the COVID-19 Nonprofit Impact Report with members.
- Keyonia L. will send out monthly calendar invites for 2022.

➤ Ongoing Tasks:

- A document is being created by CSC which will include the range of salaries for bachelor's degree and master's degree staff. This document will be shared in February with members to input salary ranges for their funded program staff positions.



Nonprofit Executive Alliance of Broward

ADVOCACY ♦ COLLABORATION ♦ EDUCATION

COVID-19 The Impact on Broward County Nonprofit Organizations Part II

December 2021



BOARD OF DIRECTORS

Heather Siskind, CEO

Jack & Jill Center
Chair

Cornell Crews, Executive Director

Community Reinvestment Alliance South Florida
1st Vice Chair

Scott Ehrlich, President and CEO

David Posnack Jewish Community Center
2nd Vice Chair

Nancy Robin, President and CEO

Habitat for Humanity Broward
Secretary

Pat Murphy, Chief Relations Officer

United Community Options of Broward
Treasurer

Lynne Kunins, Executive Director

FLIPANY
Board Member At Large

Frances Esposito, CEO

Broward Partnership for the Homeless
Immediate Past Chair

Sandra Veszi Einhorn

Executive Director

The Nonprofit Executive Alliance of Broward’s (NEAB) mission is to support health and human service organizations through a network of nonprofit CEOs that work together to promote advocacy, collaboration and education. Our focus is on improving the business of nonprofit work and changing the way the community views the sector.

NEAB’s membership reflects the finest and most well-respected nonprofit CEO’s in the county. Collectively, every aspect of the nonprofit continuum is influenced and together we strengthen the safety net for vulnerable populations. The pandemic has shown how critical our sector is in addressing the challenges our community faces and NEAB is at the forefront of these efforts.

Since COVID-19 first revolutionized our lives, NEAB immediately assumed a leadership role in providing valuable crisis communication and resource updates to its membership and community stakeholders. Together we have navigated these unprecedented times and provided support both personally and professionally to ensure that community needs are being met effectively, efficiently and with compassion and dignity.

In demonstration of NEAB’s collaborative efforts, we are proud to share our second, updated report on the status of COVID’s impact upon Broward County’s nonprofit community. The topics addressed in the report include but are not limited to managing staff, donors and volunteers; continuing to provide quality programming in a rapidly changing environment; ensuring financial stability and continuity of mission, among other shared circumstances.

Our commitment remains focused on supporting our stakeholders-employees, funders, clients and volunteers. While uncertainty remains, our unwavering duty to our mission is paramount. We will continue to lead the region in delivering tools, resources and support to our members and the community at large. We hope this report provides you with a deeper understanding of the impact that COVID has had in Broward.

Sincerely,

Heather Siskind
Chair

Sandra Veszi Einhorn
Executive Director

Contact:
Sandra Veszi Einhorn, Executive Director
Sandra@npobroward.org
(754) 224-0054 cell

Table of Contents

Contents

I.	Executive Summary	1
II.	The Importance of the Nonprofit Sector.....	2
III.	Broward 2020 Census Data	2
IV.	Impact Upon the Populations Served by Members of the NEAB	3
a.	Health and Behaviors	4
b.	Housing and Homelessness.....	5
c.	Youth and Families	6
V.	COVID’s Impact on NEAB member organizations	7
a.	Financial	7
b.	Outlook.....	9
c.	Employment Practices.....	9
d.	Human Resources (HR) Challenges	10
e.	Programmatic Changes	11
VI.	Stakeholder Engagement	12
VII.	Conclusion	13
	About the Nonprofit Executive Alliance of Broward	13
	Special thanks to our sponsors:	13

I. Executive Summary

The Nonprofit Executive Alliance of Broward (NEAB) published its first COVID-19 Impact on Nonprofits report in July 2020. The results of that report showed concerns and trepidation relating to organizational solvency, the impact of the pandemic on employees and clients, and uncertainty for the future. COVID-19 magnified the disparate effects that the economic and health crisis were having on low-income households, especially among vulnerable populations. The pandemic also highlighted the ability for many of our organizations to pivot, innovate, and adapt to the changing situation.

Eighteen months after COVID-19 upended everything and despite progress made with vaccinations and treatments, pandemic variants continue to amplify the uncertainty. Political disagreement regarding mask and vaccine mandates perpetuates cultural divisions that impact the ability to move forward. In our initial member survey last year, most nonprofits polled shared trepidation regarding their ability to continue to provide a quality continuum of care, citing funding and Human Resources as top concerns. However, a most recent survey indicated nearly 40% of organizations have managed better than expected.

The purpose of the updated COVID Nonprofit Impact report, published a year and a half after the inaugural, is to reflect on the impact of the pandemic, to better understand whether assumptions made last year were correct, and to determine the impact the pandemic is currently having. The federal government offered programs such as the Paycheck Protection Program, which proved to be a vital lifeline for many organizations. Vaccines and treatments for COVID-19 are now widely available, though rampant sharing of falsehoods, a distrust of the medical establishment, and other barriers to access threaten disadvantaged populations. However, it is noteworthy that nonprofits have become widely accepted as trusted voices that have worked within the communities they serve to address concerns related to COVID-19, including access and vaccine hesitancy. Perhaps the most relevant silver lining in the update was the formidable support from the local funding community, which provided welcome relief and support to nonprofits. This financial assistance was paramount to many organizations not only being able to keep their doors open, but also to increase program offerings, expand services to additional households, and develop services complimentary to existing programs at a time of heightened need.

This updated COVID report shows a shift in the top concerns of nonprofit leaders. The first report was focused more on financial uncertainty and additional expenses incurred due to pandemic procedures. Conversely, this report reflected a much greater concern around staffing, including employee recruitment, engagement and retention. As with the initial report, many factors were considered, from a programmatic, financial, and human resource standpoint. Though the road ahead is still filled with concern and uncertainty, the resiliency of the sector and its leaders is reassuring. Working together, our community proved its strength and resiliency.

To collect the data and responses for this report, the NEAB surveyed its membership on the continued impact of COVID on their organizations and those they serve over the last 18

months. In addition to the survey, there were follow up conversations and feedback/input requested of the membership. Special thanks to the Independent Sector, Broward County, Jorge M. Perez FIU Metropolitan Center, the Sun-Sentinel, United Way of Broward, 211 Broward, the Department of Children and Families, Broward County Public Schools and the Funders' Forum for sharing data that contributed to the COVID Part II report.

II. The Importance of the Nonprofit Sector

According to the Independent Sector, a nationally recognized nonprofit publication, the U.S. nonprofit sector is the underpinning of our society. Nonprofits provide a significant portion of the nation's health care, higher education, human services, arts and culture, conservation, and other vital services. They make up a vital part of our humanity — fueled largely by income from fees and service charges, government payments for services, and philanthropy. Nonprofits also have been the primary catalyst for major social change over the past 150 years. The nonprofit sector's economic recovery lagged slightly behind the growth in overall economy as measured by the gross domestic product (GDP) in the first quarter of 2021. Charitable giving typically correlates with economic activity. In Q1 2021, giving to Human Services, Environment, and Animals increased. Other causes experienced substantial decreases compared to previous years including those in cultural arts. More people gave in Q1 2021, compared to the same period last year. However, donations of \$500 or less increased, while giving above \$500 significantly decreased. There was an increase in small donations to social causes such as those centered around race equity.

A coalition of local funders known as The Funders' Forum, which includes the United Way, Children's Services Council, the Frederick A. DeLuca Foundation, and Broward County, has been tracking COVID-19 funding awards that have been provided to local nonprofits since the onset of the pandemic. These funders have provided over \$14,000,000 to support the nonprofit continuum. Nearly 58% of funding was for emergency assistance to support payment of rent and utilities. Over \$2,000,000 was spent to support efforts to address food insecurity and 11% of total funding was for direct organizational support. Additional funding efforts have helped employment efforts, purchasing of PPE, COVID testing and other health related services.

III. Broward 2020 Census Data

The total population for Broward County, Florida is 1,952,778, an 11.2% overall increase from 2010. Broward is a majority, minority county.

- 29.6% decrease in residents identifying as white, now representing 33% of Broward residents.
- 13.8% increase identifying as Black or African American, now 30% of Broward residents.
- 38.9% increase identifying as Latino or Hispanic, now 31% of Broward residents
- Median Household Income in Broward County, Florida is \$61,502, an increase from \$51,694 in 2010.

IV. Impact Upon the Populations Served by Members of the NEAB

The United Way recently published their ALICE COVID-19 Impact report. ALICE (Asset Limited, Income Constrained and Employed) represents more than half of Broward's households and many of these families relied on the nonprofit safety net of services to help support them during the pandemic. These families live above the poverty line; but struggled to make ends meet even before mandatory stay at home orders, interruptions of business and schools, and conflicting guidance from government. COVID has threatened economic stability, disrupted finances, and negatively impacted well-being for these households.

The number one apprehension of ALICE families during the pandemic has been catching the virus. The second most prevalent concern, impacting nearly two thirds (63%) of ALICE households, was paying household expenses during the pandemic. Additionally, nearly half (49%), reported concerns about paying off debt, 45% about job loss, 43% about providing enough food for all members of their household, and over a third experienced a reduction of hours or wages. These changes to employment had a significant impact on a household's ability to manage childcare responsibilities, which in turn exacerbated mental and emotional health. Housing instability also plagued many of these families with worries over the threat of eviction and the inability to pay household expenses without financial aid. Gaps in access to technology, critical throughout the pandemic, also increased distress for many ALICE families. The pandemic saw record numbers needing assistance with food needs, including 32% experiencing food insecurity during the pandemic. Of respondents with children under the age of 18, 74% said that they had experienced issues or concerns related to childcare and education during the pandemic.

Additional factors that impacted ALICE households included a disruption to public transportation schedules and the inability to meet health care needs. Sixty (60%) of ALICE households rely on at least one hourly paid worker for income and a third were working less hours during the pandemic. Reduction of wages due to COVID protocol such as mandatory quarantine and a hesitancy to seek medical attention due to the virus further threatened household stability. These concerns were exacerbated when the household included vulnerable populations such as the elderly and persons with disabilities.

Issues related to seniors were intensified. Many suffered from social isolation before the pandemic began and forced these older adults to be secluded as a precaution to the virus. This resulted in skyrocketing needs. Over 9,400 elderly clients were served through an emergency meal program led by the local Area Agency on Aging, serving more than 4.6 million meals, many that had to be delivered individually to clients. Broward also led the state in implementation of senior technology programs, providing over 500 elders with technology based support that allowed them to connect with loved ones and services. Call to the Senior Helpline have also considerably increased from 4,200 in February 2020 to more than 8,600 in May. Calls in 2021 average 20-25% more each month since before the pandemic began.

According to data from the Jorge M. Perez FIU Metropolitan Center, recovering from the pandemic recession has had strikingly different impacts for low wage workers, those earning

less than \$27,000 annually and whose employment levels are still down 30% nationally from February 2020. In contrast, high earners, with an income of \$60,000 or more, have fully regained lost jobs from the shutdowns of last year and have increased the labor force by more than 7%. Middle wage jobs, including many ALICE households, have been down more than 6% since the beginning of the pandemic. Wages and salaries grew by 2.9% in South Florida between June 2020 and June 2021, compared with 3.5% nationally, according to the U.S. Bureau of Labor Statistics.

Most organizations (60%) shared that many more clients suffered through the pandemic than originally expected, while 30% suggested that their clients fared better than anticipated. Organizations widely recognized the resiliency of their clients but acknowledged that many were already facing threats to their financial, emotional, and physical health before the pandemic. COVID-19 has also taken a human toll as many organizations have shared the pain and anguish of losing clients and employees who fell victim to the virus.

211, Broward's first call for helpline, has seen a startling increase for food assistance, financial assistance, mental health, and suicide related calls during the pandemic. Calls for food assistance skyrocketed during the stay-at-home order in March 2020, rising to an astounding 2,300 calls in the month of April, remaining higher than average throughout the summer and slowly declining for the next several months of 2020. 2021 has seen much lower call volume, averaging around 300 calls per month. Calls for financial assistance were also significantly higher than normal in 2020, double and triple the monthly average, with calls not seeing a decrease until 2021.

a. Health and Behaviors

Health disparities persist and have continued to plague racial and ethnic minorities. New areas of concern, such as vaccine hesitancy among minorities, are due to mistrust of the system. The barrier to access threatens to continue the pandemic length and severity in many communities. Food and financial insecurity coupled with COVID uncertainty has added additional stressors on physical and mental health. Organizations are continuing to provide food and other basic needs, services that were not being provided to clients before COVID, to keep families as stable as possible. Mental and behavioral concerns such as depression, isolation and anxiety have increased in all populations with concerning trends for youth and seniors. Calls to 211 for mental health referrals and suicide related needs have both remained alarmingly high throughout the pandemic. Mental health related calls have been up on average nearly 40% since the pandemic began.

Still a prevalent theme and concern among providers is abuse in all forms; physical, emotional, sexual and substance. Stay at home orders during the beginning of the pandemic forced victims to be home with their abusers. While calls of abuse were down during the lockdown, there was a staggering increase in verifiable abuse cases. In April of 2020 Broward County had 765 calls that had a follow up for suspicion of abuse. That number alarmingly swelled to 1,290 by May 2021. Domestic violence requests for injunctions for protection have increased 60% month over month, despite a temporary dip when the pandemic began as

victims were stuck at home with their abuser. Continued isolation was also a major concern for organizations that serve seniors. Isolation and uncertainty have exacerbated issues for many who struggle.

People struggling with substance abuse addiction have also increased during the pandemic. According to the United Way of Broward County Commission on Behavioral Health & Drug Prevention, national and state-level reports show an increased prevalence of prescription and illicit drug use during the pandemic in 2020. Compared to national-level data, Florida reports a higher prevalence of the use of all drug categories except for marijuana, including opioids, sedatives, stimulants, and other illicit drugs. Notably, data indicates that while the use of prescription drugs is declining, overdoses and deaths continue to increase. However, non-fatal opioid-involved emergency department visits in Broward declined in 2020 from 615 during the first quarter to 479 in the fourth quarter. Though numbers increased during the six months of 2021, they remained lower than what was recorded during the same time the previous year. Broward County recorded 3,208 emergency 911 calls for opioid related overdoses during 2020 and 1,816 administrations of naloxone. Data from the first half of 2021 are just about half of the totals recorded in 2020, suggesting calls will remain flat or slightly increase.

Persons with disabilities also suffered greatly through the pandemic. Many nonprofits who serve this population noted that due to the lack of in-person programming many of their clients experienced physical and cognitive declines. While many sought to implement virtual programming, the approach did not have the same outcome and it left providers concerned for the future. Many are frustrated by the loss of the gains that they worked so hard for with their clients.

b. Housing and Homelessness

Housing instability continues to plague ALICE households. While the eviction moratorium and several rounds of rental assistance funds have been made available throughout the pandemic, there is no concrete evidence to quantify how many households are on the brink of eviction and/or homelessness. Before the pandemic nearly half of Broward's households were considered cost burdened, spending more than 30% of monthly household income on housing expenses. Rental rates and median home sale prices have skyrocketed, further intensifying the crisis. Rents in Fort Lauderdale have increased more than 17% in the last year, and the average price of a home has gone up by more than \$100,000 since the beginning of the pandemic. These increased housing costs have detrimental impacts on the working class in Broward and ultimately threaten economic stability for most households. As wages are unable to keep up with the increases, many are forced to move out abruptly rather than being forced to be evicted, a permanent blemish on their financial records. Rental assistance programs have struggled with challenges that include bureaucratic barriers to access, landlords choosing not to participate, and vulnerable populations such as those who are undocumented fearful to apply for funding. Meanwhile, the consumer price index for housing in the area rose by 3.5%, making South Florida once again the most cost burdened region in the nation.

The pandemic has continued to present great challenges for the homeless system of care. In March 2020 when lockdowns were initiated in Broward County, street outreach activities ceased, and all of the shelters stopped new intakes. In late April 2020, the shelters brought in a limited number of new intakes made up of patients discharged from hospitals with COVID negative test results. In June 2020, street outreach activities resumed as the County launched a non-congregate shelter, located in a motel. New intakes were tested and quarantined, and then released to shelters once negative test results were obtained. During this time, the overall shelter census in Broward dropped to a staggering all-time low of approximately 25%. In October 2020, routine on-site testing was implemented in the shelters allowing the overall census to increase to a “COVID capacity” of approximately 65%. To date, the shelters continue to operate at “COVID capacity.”

c. Youth and Families

Due to the pandemic, children and families have been deprived of their education, work, and sport activities. Suddenly parents had to manage with their children at home from school, struggling to transition to online learning, while simultaneously working from home. Many parents also had to manage difficulties and pain related to having sick or dead relatives, wages reductions, or in some cases, loss of employment.

Families with school age children have also suffered in several ways. In addition to the struggle of managing employment and childcare, student performance has suffered greatly. Known as the COVID slide, school systems have lost educational gains it had made since the Florida Standards Assessments began in 2015. Formal school grades were not given in 2021 due to the pandemic. However, across Broward 24 schools would receive A’s if they were graded, down from 104 two years ago. Ds would increase from 13 two years ago to 82 in 2021 and Fs would increase from one to 58.

Additional results from 2021 show dramatic declines in math, with the proficiency rates for third to eighth graders declining from 63% in 2019 to 45% in 2021. It was the second largest decrease in the state. Language arts (grades 3 through 10) scores saw a smaller decrease, from 58% two years ago to 52% in 2021. Broward also had the lowest in person student rate at 40%, which impacted scores since in-person learning is indisputably more efficient than virtual learning in most cases.

Individual student grades suffered significantly as well. Records found that the combined percentage of F’s for middle and high school students was 11% in Broward, up from 4% a year ago. About 20,570 secondary students got two or more F’s during the first quarter of 2021, more than twice as many as last year during the first quarter of 2020. Broward County Public Schools also have battled increased absenteeism with 8,208 students missing 15 days or more of school in the first quarter, up from 1,754 a year ago. There is also saw a sizable dip in fourth and fifth grade math scores, though reading scores increased slightly, a small silver lining.

Family dynamics were also impacted by COVID. For children and families who have experienced prior trauma, the pandemic caused additional stress and trauma, compounding the impact of previous traumatic experiences. Children who were already receiving services from nonprofits saw reduced access to care and behavior regression. Although children are less likely than adults to be affected by the severe physical symptoms of COVID-19, the far-reaching impact of the pandemic may have lasting adverse effects on their physical, mental, and socio-emotional development.

V. COVID's Impact on NEAB member organizations

a. Financial

Thanks to a robust system of care and generous local community funding one-third of survey respondents noted that while they had their ups and downs, 50% felt their organizations fared better than initially anticipated. Less than 5% suggested no or very little impact. Responses were far more optimistic overall than from a year ago, though noted with growing concerns and threats. Many acknowledged the importance of being an active and engaged member of the Nonprofit Executive Alliance of Broward (NEAB) and the opportunity to connect with colleagues and share resources. Less than 7% of respondents suffered more than initially anticipated. However, the length of the pandemic has organizations concerned that funders and financial supporters might begin to feel fatigue and stop donating additional dollars, which are still needed to cover costly, unexpected COVID related expenses such as PPE and technology. The Nonprofit Executive Alliance of Broward (NEAB) provided several opportunities for nonprofits to receive PPE, and is reported to have relieved some of the burden. Some nonprofits noted an acceptance of current conditions and recognize that encouraging social distancing, online programming and hybrid work environments will continue. Others hope to return to pre COVID conditions in the next 12 months. Changing protocols and conflicting information led to leaders questioning their decisions and struggling to manage risks that change daily. Overall, the uncertainty and prolonged pandemic is what weighs heaviest on the minds of our CEO respondents.

Thanks to assistance such as Payment Protection Program (PPP), nearly 80% of those who completed the survey did better than expected financially or exceeded budget expectations and were able to increase staff or expand programs. Twenty percent experienced significant funding challenges resulting in layoffs and/or impacting their ability to deliver programming. Art and cultural organizations were impacted more than those in direct human services. Several noted a stronger than anticipated 2020 but have not seen that sustained in 2021. Future concerns include lack of continuity in funding to meet the increased need for services. As an example, one organization saw a 300% increase in need for services. They received funding to meet that need in the first several months of the pandemic, but that funding has dried up, though the increased demand has not waned. Others noted that while donations and revenue increased it did not match the pace of increased need and costs associated to meet demand.

More than 75% applied for and received the first round of the (PPP) funds while 42% also received the second round of PPP funds. Ten (10%) of organizations did not apply for any type of government aid, though most of those were volunteer run groups with no paid staff. Sixteen percent of respondents applied for Economic Injury Disaster Loan (EIDL), and several members received allocations of CARES Act funding and/or anticipate receiving ARP (American Rescue Plan) dollars. While these lifelines were dire in the first several months of the pandemic, the regulations and conflicting rules were difficult to manage and added an extra layer of stress for organizations who already balance multiple funding streams. Many sources of funds did not have considerations for expenses related to increased need that were not considered direct program expenses, such as the need to rent temporary space and technology investments. Budget planning has also been upended as financial forecasts vary on several unreliable factors associated with the pandemic.

Fundraising for nonprofits continued to be upended. More than 70% of organizations have cancelled events, a critical source of unencumbered revenue for nonprofits that covers administrative and other expenses typically not funded by grants. Half of the respondents moved events online and 44% increased their overall online presence. Individual giving decreased for more organizations (27%) than those who had an increase (20%), though many noted that last year had an increase but this year did not, reinforcing the donor fatigue effect of the pandemic. Last year's survey noted that all organizations anticipated a return to in person events in 2021, though many still have not. There has been varied success in producing online events, but development staff recognize that virtual is not sustainable for the long term. Successful online revenue generating ideas have ranged from online events and auctions as well as book clubs, mindfulness seminars and smaller online groups. One organization held an online ugly sweater party during the holiday season, and several had online happy hour and food pairings events where food was dropped off to the homes of event attendees ahead of time. Another creative idea was to partner with local artists to create face masks, with proceeds from the sales benefitting the nonprofit. An entire mission driven campaign was implemented to support the fundraising effort called "Let's Face It". Some of these strategies provided an opportunity for nonprofits to engage their volunteers.

Boards and event committees are often split on whether to remain online or return to in person events. Arts and cultural organization have suffered more as have organizations that rely on in person revenue and have fee for service models. The period of time between vaccine availability and the Delta variant provided a window of what some hoped would be the return to normal for events and other in person functions, but the threat of new variants has renewed a cause for caution.

More than half of organizations increased their number of grant submissions and amount of funding requested. More than a quarter found new revenue streams to support their mission. A concern among organizations was funders pivoting some of their dollars to support immediate COVID needs, which left less dollars for programs that were not COVID related.

The inability to resume many in person donor engagement opportunities is another growing worry. Many donors are still hesitant to perform site visits or even meet in person. Facility tours have not resumed and even those organizations that are open to public are doing so at a limited capacity. Cultural organizations that rely on in person engagements continue to be impacted by pandemic protocol despite pivoting to provide online programming. Providers of summer camps that received little to no revenue in 2020 did better in 2021, but were still unable to achieve pre COVID revenue expectations.

b. Outlook

More than 50% of respondents have a positive outlook for the next 12 months, reiterating that they did better in 2020 than anticipated and hope to continue to do so. Twenty eight percent noted that last year was difficult and they expect challenges will continue for at least the next 12 months. It should be noted that earlier in the year, before the Delta variant once again wreaked havoc on our health systems, organizations were more hopeful for the future. Only 15% of respondents felt like things will get worse before it gets better, a bright optimistic light. Organizations feel better prepared for the unknown but are concerned that there are no new funding streams available to nonprofits such as PPP, a critical lifeline at the beginning of the pandemic. Agencies who receive public funds for programs shared frustration with the complexity of funding shifts, changing qualification mandates, and conflicting guidance from government. While nonprofits are eligible for CARES and ARP Act funds, local government has not provided ample guidance in how to apply for funding. COVID fatigue also threatens future stability. The urgency, cooperation and other government interventions have recently ended while the need is still high. Funders who previously pivoted to provide emergency relief are considering the long-term impacts of funding changes. Many nonprofits also note less concern about financials and more concerns about staff being burnt out, a common theme among responses throughout the report. Another common theme is the hyper politicization of the pandemic, which made it more difficult to make decisions without fear of alienating those with strong differing opinions. This stress was felt with staff, board members, volunteers, as well as consumers.

As one respondent noted “At this point, it feels like we're going backwards and are almost starting at square one. I'm beginning to sense more frustration and less sense of hope among our team in the past couple months as cases exploded again. If vaccinations don't increase and masks aren't worn, I don't see things improving any time soon. There will be a negative financial impact on our organization if we are not able to hold any fundraising events again this year. The mental health impact on our community has increased steadily over the past year, which I'm afraid will explode and become catastrophic if COVID cases, hospitalizations, and deaths continue to go in the wrong direction. If a variant emerges that is completely resistant to vaccines, we truly are back to square one. People at this point are feeling anxious and defeated.”

c. Employment Practices

When asked a year ago how COVID has impacted their organization, nearly all respondents (86%) indicated changes in employee work habits and revenue streams, while nearly 89% reported changes in their service delivery model. A year later, most organizations anticipate permanent changes in their service delivery model (71%) while more than half anticipate keeping their updated HR policies such as flexible personnel schedules. More than 20% anticipate keeping their updated fundraising model by utilizing technology and online events, while 19% plan on making permanent the changes made to the physical location of their organization.

Health and human service organizations served more people than in years past, with many providing services to more than ever before. Art and culture organizations served less than in previous years. All organizations expect that trend to continue for 2021 and are working to adjust their infrastructure to meet the increased need for services. Organizations who provide mental or behavioral services saw the largest increase in demand. Organizations also noted that in addition to the increase in requests for assistance, needs are more complex and require extra time to provide services, which intensifies staffing challenges.

Unchanged from last year was how organizations were able to adapt. Organizations that rely on in person programming have struggled the most, finding it challenging to convert to a virtual model of program delivery and consider the needs of staff, many of whom were balancing childcare issues throughout the pandemic. The issue is widespread among those who provide services to persons with special needs, seniors and those experiencing homelessness. These populations rely on in person services and struggle more with access and ability to navigate technology.

d. Human Resources (HR) Challenges

Nearly 60% of agencies have updated their HR policies to include more flexible work policies. This was the most prevalent strategy to recruit and retain staff. Nonprofits have experienced a shortage of qualified, available staff. Half of organizations responding to the survey cited this as their greatest challenge. While the inability to recruit and retain staff was an issue before COVID, it has magnified the issue considerably. Throughout the survey this was a common theme, emphasized by many as having implications in all other areas of operations. Twenty five percent had no changes in staffing, while 27% increased their staff during the pandemic and 29% decreased staff through layoffs, resignations, or voluntary absences. Less than 10% decreased hours or pay and only one respondent had to reduce benefits. Ten percent increased volunteer, unpaid staff and others did not hire for open positions. Staffing challenges were amplified by agencies looking for employees that are currently in demand, such as nurses and licensed mental health providers who can earn significantly more income in the private sector than working for a nonprofit. Many organizations observed an increase in turnover and the impact of not having volunteer labor had a substantial impact on several nonprofits.

Vaccine hesitation also remains a top concern among organizations. Nearly 70% reported staff hesitancy to the vaccine, while more than half are also dealing with vaccine hesitant clients. Organizations who served clients who are predominately low income were

more likely to resist masks and/or vaccines. Less than 15% of organizations indicated vaccine hesitancy among volunteers or board members, though many also noted they weren't asking this question directly to this group of stakeholders. Some organizations, especially those who maintain group homes and/or work closely with vulnerable populations, have mandated vaccines despite the threat of exacerbating challenges in recruitment of skilled employees. The political nature of vaccines has also stressed organizations. This challenge was magnified in agencies working with small children, seniors, and those with immunocompromised clients, where a mandate that would potentially keep clients safer might conflict with personal belief of staff.

Employee burnout and fatigue also ranked as a top challenge for CEOs. Balancing workloads from home has been a persistent challenge for many, especially in homes where children are trying to learn virtually. Other employees struggled with working from home, especially baby-boomers and older employees that are not comfortable with online platforms. COVID protocols such as quarantining which happen suddenly, have implications for the employee and the workplace, especially when the employee is needed on-site. COVID outbreaks and extended quarantines at agencies, especially those managing group homes and those with onsite services, have created additional challenges. Some staff have refused to come into the office at all due to COVID, which has impacted HR protocol and left some nonprofits in a bind.

CEOs indicate a feeling of being overwhelmed in having to balance the changing and often conflicting directions from government and being forced to make decisions that impact them and their staff and then having to frequently change course. Acknowledging staff stress, listening, and providing a safe space to vent while balancing workloads has also been a challenge.

In contrast, many organizations also acknowledged a tremendous amount of resiliency within their work culture. Transitioning to an online workforce that has transferable skills and employees willing to adapt consistently ranked high among accolades that CEOs shared about their teams. Creativity was in abundance as organizations found unique ways to engage staff and clients. Organizations noted that passion for the cause in many cases promoted a culture that went above and beyond for the team and clients, even at the risk of their own self-care.

e. Programmatic Changes

Seventy percent (70%) of nonprofits have changed their program delivery model. However, the top programmatic challenge is the lack of qualified staff. This is plaguing nonprofits across the system. Equally as important were changes in delivering services, which include challenges with virtually operating programs. Half of the organizations were impacted by the increased need in services and the demand for additional programs. Several noted challenges with supply chain and vendor issues.

The top additional services that organizations continue to provide are food and financial assistance. Additionally, many have worked to increase the number of times they engage with a

client, especially those who provide mental and behavioral services. This is to balance any challenges with engagement online or delivering programming differently than pre COVID times. Decreased access to clients has created concerns about eroding the progress that has been made in previous years relative to household stability. Nonprofits expressed unease about the pandemic's impact on clients they serve and its effect on outcomes that are tied to funding, such as those in education and behavioral health. Organizations that rely on public funding have also experienced frustration with the lack of communication coming from government partners as well as conflicting information and delays in funding.

VI. Stakeholder Engagement

Most organizations (60%) have found creative ways to maintain their culture by engaging staff online and in new ways, though about 20% noted struggles to keep up morale. Board dynamics was mostly the same, with an equal number reporting that their board is more engaged since the onset of the pandemic than less. However, as the pandemic drags on many CEOs note board fatigue with organizations that have had an increase of engagement.

Volunteer engagement has seen dramatic changes. Organizations who rely on in-person volunteer engagement that does not allow for social distancing suffered the most. Just above 10% of organizations are unsure how to engage volunteers with pandemic protocols in place while 21% of organizations have put all volunteer opportunities on hold indefinitely. However, 36% have found new ways to engage. Thirty percent of groups saw a decrease in volunteers while 15% saw an increase. Organizations who relied on volunteers for food distribution and hands on activities had the biggest impact, as did those organizations who rely on volunteers to be active on site. One time engagement increased in many organizations, particularly at the beginning of the pandemic. Those engagements have waned as the pandemic drags on. Several organizations relied on vulnerable populations such as the elderly for regularly scheduled volunteer assignments, which has been nearly eliminated. Many note concerns about being able to re-engage their volunteers and keeping them active despite not being able to host them on-site. The absence of volunteers means increased expenses and limited program availability. The inability to do in person outreach also persists as an issue for many nonprofit organizations, such as for those who work with persons experiencing homelessness.

Nonprofits continue to leverage this pandemic as an opportunity to deepen their impact with the families they serve and support additional unmet needs. Being creative with engagement of stakeholders continues to be key. Some recognized that going virtual was a benefit in being able to provide telehealth and mental health services. When the digital divide did not hinder the effort, they have been able to eliminate other barriers to access, such as transportation, timing of programs and childcare. However, online programming has not been as successful for education service providers, who noted the struggles that people of all ages had with remote learning.

VII. Conclusion

While the prolonged effects of the pandemic continue to reverberate in all aspects of the nonprofit continuum, the sector in Broward has consistently shown a level of commitment that has been defined by resiliency and passion to serve. Organizations went above and beyond to balance the needs of their staff and clients and many survived thanks to community partnerships and government aid.

As one member noted “The pandemic has shown our community how resilient we are in terms of forging forward, building new relationships, pivoting into a new way of achieving our goals- thereby confronting a challenge and turning it into a success.”

About the Nonprofit Executive Alliance of Broward

The Nonprofit Executive Alliance of Broward’s mission is to promote health and human service organizations in Broward County through a network of nonprofit CEOs that work together to promote advocacy, education and collaboration. Our focus is on improving the business of nonprofit work and changing the way the community views the sector.

Special thanks to our sponsors:



Funders Forum Meeting Summary

January 7, 2022

Members Virtually Present:

Angelika Schlanger, The Frederick A. DeLuca Foundation; **Angelica Rosas**, Community Foundation of Broward; **Antoine Hickman**, Broward County Public Schools (BCPS); **Cassandra Evans**, Department of Juvenile Justice (DJJ); **Darrell Cunningham**, Broward County Community Partnership Division; **Dawn Liberta**, Florida Department of Children and Families (DCF); **Dion Smith**, Children's Services Council (CSC); **Elida Segrera**, Broward Behavioral Health Coalition (BBHC); **Keyonia Lawson**, CSC; **Larry Rein**, ChildNet; **Layne Polakoff**, BCPS; **Lisa Bayne**, CSC; **Margaret de Cambre-Borges**, DCF; **Maria Juarez Stouffer**, CSC; **Megan Turetsky**, CSC; **Monica King**, Broward Healthy Start Coalition (BHSC); **Renee Jaffe**, Early Learning Coalition (ELC); **Saemon Hollingsworth**, BCPS; **Sandra Veszi Einhorn**, Nonprofit Executive Alliance of Broward; **Silvia Quintana**, BBHC; **Stephanie Scott** for Maria Hernandez, United Way; **Susan Eby**, ChildNet; **Tara Gaudin**, Broward County Human Services Department

Welcome & Introductions:

Maria J. S. welcomed members and self-introductions were completed.

Darrell C. introduced new member Tara Gaudin as the new Director for Broward County Human Services Department.

Approval of the December 3, 2021 Meeting Minutes:

Margaret D.B. made a motion to approve the minutes as presented. The motion was seconded by Renee J. and passed with no opposing votes.

Children's System of Care Plan:

In March 2021, Silvia Q. and Elida S. shared that legislative House Bill 945: Children's Mental Health, requires BBHC, DCF, AHCA (Agency for Health Care Administration), MMA (Managed Medical Assistance) plans, and all children welfare organizations to work together to develop a more coordinated system of care for children which will be facilitated by each behavioral health managing entity.

The system must integrate services offered by providers funded by the state's child-serving systems, as well as other systems for which children and adolescents would qualify, and facilitate access by children and adolescents to needed mental health treatment and services at any point of entry. This also includes crisis response services provided through mobile response teams (MRT).

The bill requires DCF and AHCA to identify children and adolescents who are the highest users of crisis stabilization services, collaboratively take action to meet the behavioral health needs of such children, jointly submit a quarterly report to the legislature for a two year period, and requires AHCA to continually test the Medicaid managed care plan provider network databases to ensure that behavioral health providers are accepting enrollees and confirm that enrollees have access to behavioral health systems.

Stakeholders and providers came together and created a thorough Children's System of Care Plan that was presented to funders forum members. The presentation is attached for reference and House Bill 945 Managing Entity (ME) Plan can be found at: https://browardbehavioralhc-my.sharepoint.com/:b:/g/personal/tlawrence_bbhcfloida_org/EcWYqmrRvdpKjmO2OOBevukB47UBsNVefY-k-KIRh2PIIA?e=QVII6k The Children's System of Care plan will be updated on a yearly basis.

Larry R. emphasized his concerns regarding the limited serve capacity to fulfill the needs of both dependent and non-dependent children in Broward who need complex and high levels of intensive mental health services. Larry R. shared that there will be an upcoming meeting to discuss these issues. Members should notify Sandra V.E. if they would like to be included in the meeting invites.

Maria J. S. wanted to know what funders forum members can do to support the Children's System of Care plan needs. Maria J. S. suggested to invite someone to funders forum who can provide more details about the challenges engaging agencies who want to provide complex, intensive mental health services. Maybe by understanding the barriers to more agencies offering these services we can work together to address the barrier. Larry R. and Silvia Q. will identify potential presenters and invite them to a future funder's forum meeting.

Report out by Funders Forum Members:

Children Services Council

Dion S. provided an update on the status of the funded provider salary analysis spreadsheet. CSC's funded providers' salary information has been entered into the document and the next step it to share the document with Darrell C. so that Broward County's funded provider salary information can be entered into the spreadsheet. This spreadsheet will be shared across all funders forum members so we can collect Broward salary range information for both bachelor and master's degree level positions (life coaches, success coaches, parent educators, case managers, therapists, clinicians and other similar positions). Once all funders have the opportunity to enter their funded provider salaries into the document, funders forum members will analyze the salary ranges and discuss whether funders would like to require or recommend a minimum starting salary for certain funded provider positions.

Dion S. mentioned that in certain procurements CSC requires providers to pay a minimum salary to address agencies that pay low salaries which often result in high staff turnover and eventually impacts the consistency and quality of client services.

Legislative Update

Megan T. shared that the legislative session would begin on Tuesday, January 11th. Megan T. will provide members with an update during the February meeting.

Florida Department of Children and Families (DCF)

Dawn L. provided an update about DCF's Planning and Performance Measure Score Cards that are used to measure and determine how well Community Based Care (CBC) agencies, Child Protective Investigations (CPI), and Adult Protective Services are performing. The score cards are now being conducted monthly. This year's score card date range is from July 1, 2021 until the end of June 2022. Scores will be released in July 2022. More information will be discussed during the February CFLA (Children & Families Leadership Association) meeting.

Early Learning Coalition (ELC)

Renee J. announced that the Early Learning Coalition is actively enrolling children that are on the VPK and School Readiness waitlist. The waitlist is down to approximately 1,500. ELC is now in the process of conducting an outreach campaign to help enroll more children. Renee J. asked members to share the flyers attached with their community providers.

Renee J. raised awareness that all childcare providers are struggling to keep classes open due to the Omicron COVID variant. ELC is working on an initiative to get childcare providers testing kits for staff and families to help keep everyone safe and keep centers open and operating.

United Way

Stephanie S. provided an update on the Help the Helpers collaborative with The Frederick A. DeLuca Foundation, United Way of Broward, Community Foundation of Broward, the Health Foundation of South Florida, Children's Services Council of Broward, and The Jim Moran Foundation. Award letters were sent to approximately 120 nonprofit partners to recognize their front-line workers for their extraordinary efforts during COVID. Nonprofits shared much positive feedback about the initiative.

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

Children's Services Council

Maria J. S. announced that CSC's Maximizing Out of School Time (MOST) RFP closed on December 13, 2021 at 4:00 p.m. The HEAL Trauma RFP to serve the Central East region was reissued in November and will close on January 11, 2022 at 4:00 p.m. The Diversion

Alternatives for Youth RFP (New DAY) is expected to be released in January.

Broward County Human Services Division

Darrell C. announced that the Human Services Department will be releasing a housing services procurement for permanent supportive housing this month. They recently received additional funding and plan to release another procurement for rapid rehousing.

Next Meeting

The next meeting will be on February 4, 2022 from 2:00 p.m. to 4:00 p.m. Meetings are now scheduled monthly. Members should contact Keyonia Lawson at klawson@cscbroward.org to include any additional agenda items.

The meeting adjourned at 3:45 p.m.

Next Steps, Tasks & Follow-up

➤ **Next Steps:**

- Larry R. and Silvia Q. will identify who can be invited to funders forum to provide additional information about the barriers and challenges which have led to limited serve capacity in the provision of complex intensive mental health services.
- Members are to notify Sandra V. E. if they would like to be included in the upcoming meetings regarding the Children's System of Care Plan.
- Keyonia L. to send the Children's System of Care HB-945 link and presentation to members.
- "2022 United Way of Broward Consensus Legislative Agenda" will be added to the February agenda.
- United Way will provide a report on how the Help the Helpers funds were utilized that will include success stories.
- Keyonia L. to send out ELC's VPK and SR flyers to members.

➤ **Ongoing Tasks:**

- A document is being created by CSC which will include the range of salaries for funded providers' bachelor's degree and master's degree staff. This document will be shared with members to input salary ranges for their applicable funded program staff positions.

Children System of Care Plan

HB-945

HB-945 Language

Each managing entity shall lead the development of a plan that promotes the development and effective implementation of a coordinated system of care which integrates services provided through providers funded by the state's child-serving systems and facilitates access by children and adolescents, as resources permit, to needed mental health treatment and services at any point of regardless of the time of year, intensity, or complexity of the need, and other systems with which such children and adolescents are involved, as well as treatment and services available through other systems for which they would qualify

BBHC Timeline

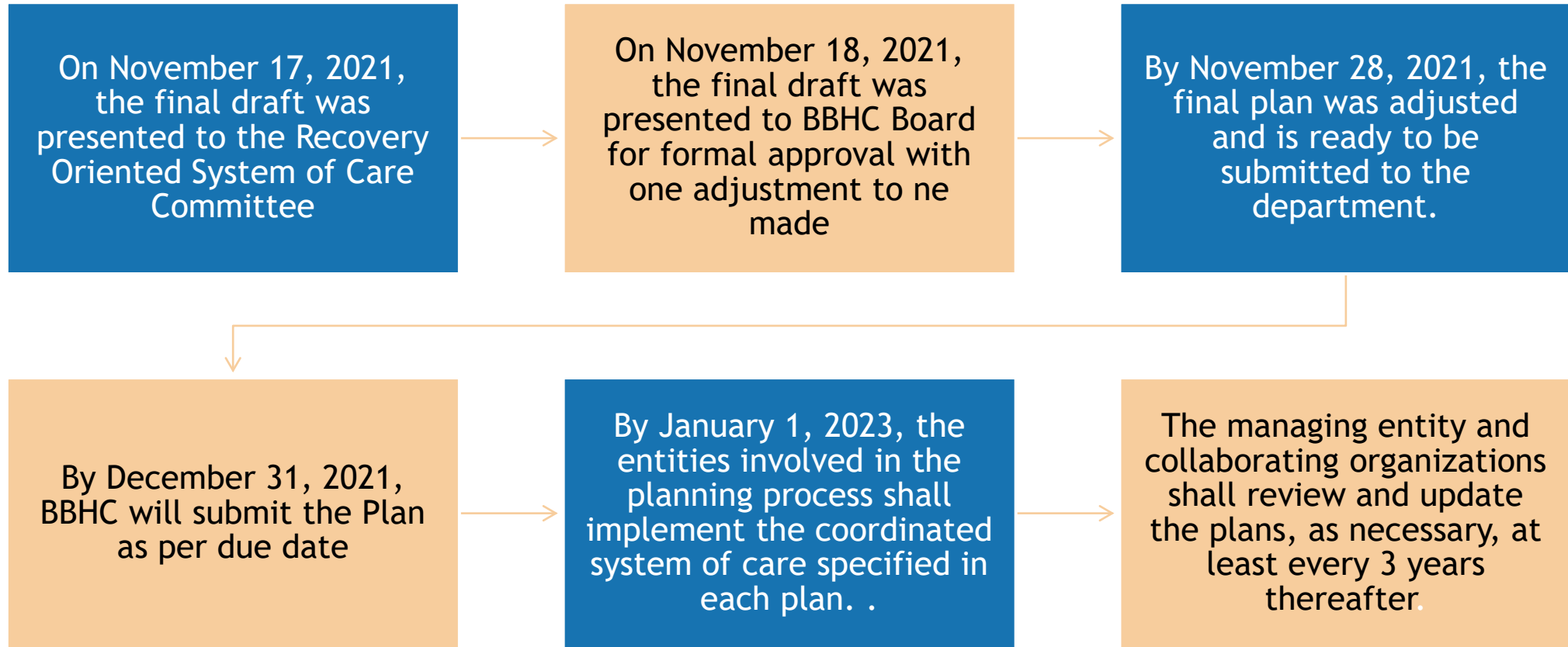


Table of Content

CONTENTS ^α	
EXECUTIVE PLANNING SUMMARY ^α	5 ^α
SECTION 1: Person-Served Guidance ^α	6 ^α
SECTION 2: Planning for a Coordinated System of Care ^α	8 ^α
Definitions ^α	8 ^α
Geographical Considerations ^α	8 ^α
Planning Strategy ^α	9 ^α
SECTION 3: INTEGRATION WITH LOCAL PLAN(S) ^α	10 ^α
Review of Special Needs and Behavioral System of Care Assessment ^α	10 ^α
Review of CJMHSA Technical Assistance Center Needs Assessment ^α	11 ^α
Review of OCP3 System of Care Disparity Impact Statement ^α	12 ^α
Review of Broward Behavioral Health Coalitions Triennial Needs Assessment ^α	12 ^α
Review of Broward County's Transportation Plan ^α	13 ^α
Review of Children Service Council Children Strategic Plan Update ^α	14 ^α
Review of Healthy Start Service Delivery Needs Assessment and Plan ^α	14 ^α
SECTION 4: COMPREHENSIVE ARRAY OF SERVICES AND SUPPORTS ^α	16 ^α
Service Array ^α	16 ^α
Comprehensive Coordinated Care ^α	20 ^α
Broward Data Collaborative Project ^α	20 ^α
Welcoming, Engaging, Culturally and Linguistically Appropriate Care ^α	21 ^α
Prevention ^α	22 ^α
Intervention ^α	23 ^α
LGBTQ youth ^α	24 ^α

Broward County Community Partnerships Division ^α	25 ^α
Care Coordination ^α	27 ^α
Mobile Response Team ^α	29 ^α
Community Action Treatment (CAT) Team ^α	31 ^α
Receiving Facilities ^α	33 ^α
Telehealth ^α	35 ^α
SECTION 5: INTEGRATED SERVICE DELIVERY APPROACHES ^α	36 ^α
Child Welfare Integration ^α	36 ^α
Broward County Public Schools Integration ^α	40 ^α
Early Learning Coalition Integration ^α	41 ^α
Healthy Start Coalition Integration ^α	42 ^α
Juvenile Justice Integration ^α	44 ^α
Agency for People with Disability Integration ^α	47 ^α
Medicaid Managed Care Plans Integration ^α	48 ^α
Youth Served by Multiple Systems ^α	50 ^α
Training Needs ^α	51 ^α
SECTION 6: REGIONAL, EVIDENCED-INFORMED, INNOVATIONS FOR CHILDREN AND YOUTH ADULTS ^α	53 ^α
Recovery Oriented System of Care (ROSC) ^α	53 ^α
Peer Support Services ^α	54 ^α
Transition to Independence Process (TIP) Model ^α	56 ^α
High Fidelity Wraparound ^α	57 ^α
Individual Placement and Support (IPS) Supported Employment ^α	58 ^α

Table of Contents (cont.)

Suicide Prevention Initiative ^α	59 ^α
Trauma-informed Care ^α	61 ^α
SECTION 7: DATA SYSTEMS AND EVALUATION ^α	62 ^α
Continuous Quality Improvement ^α	62 ^α
Data & Performance Outcomes ^α	63 ^α
SECTION 8: BARRIERS ^α	65 ^α
SECTION 9: COORDINATED SYSTEM OF CARE ^α	67 ^α
Coordinated Plan: Early Intervention ^α	69 ^α
Coordinated Plan: Broward School System ^α	71 ^α
Coordinated Plan: Child Welfare System ^α	72 ^α
Coordinated Plan: Juvenile Justice ^α	72 ^α
Coordinated Plan: Out-of-Home Placements ^α	73 ^α
Coordinated Plan: Housing ^α	74 ^α
Coordinated Plan: Evidenced-Based Supported Employment ^α	75 ^α
Coordinated Plan: Wraparound ^α	75 ^α
Feedback from Meetings/Surveys/Individuals and Families Served ^α	76 ^α
Summary and Next Steps ^α	76 ^α
List of Appendix ^α	77 ^α

Broward Children System of Care Plan 2021

IDENTIFIED NEEDS

- Limited access to and availability of supportive, transitional, and permanent housing for people who do not have stable housing.
- Limited access to and availability of evidence-based supported employment and education services for people that are unemployed.
- Individuals in our community lack awareness of community resources available (including transportation) this includes not only potential consumers, but parents and support services professionals.

Broward Children System of Care Plan 2021

IDENTIFIED NEEDS

- Limited access to and awareness of perinatal psychiatric and substance use disorder services.
- People in our community have limited options regarding access to services because no one provider may meet all of a person's needs, such as time, location, and method, as applicable.
- Limited focus on racial equity in access to services as well as cultural competency of service providers.

Broward Children System of Care Plan 2021

IDENTIFIED NEEDS

- Lack of step-down options following crisis hospitalization discharge or Statewide Inpatient Psychiatric Program, such as crisis respite, Specialized Therapeutic Group Home (STGH), Special Therapeutic Foster Care (for community children) and SRT for children
- Lack of authority on the part of the Managing Entity to implement this HB945 plan.
- Managing Entity's lack of access to AHCA's proprietary claims data.

Broward Children System of Care Plan 2021

IDENTIFIED NEEDS

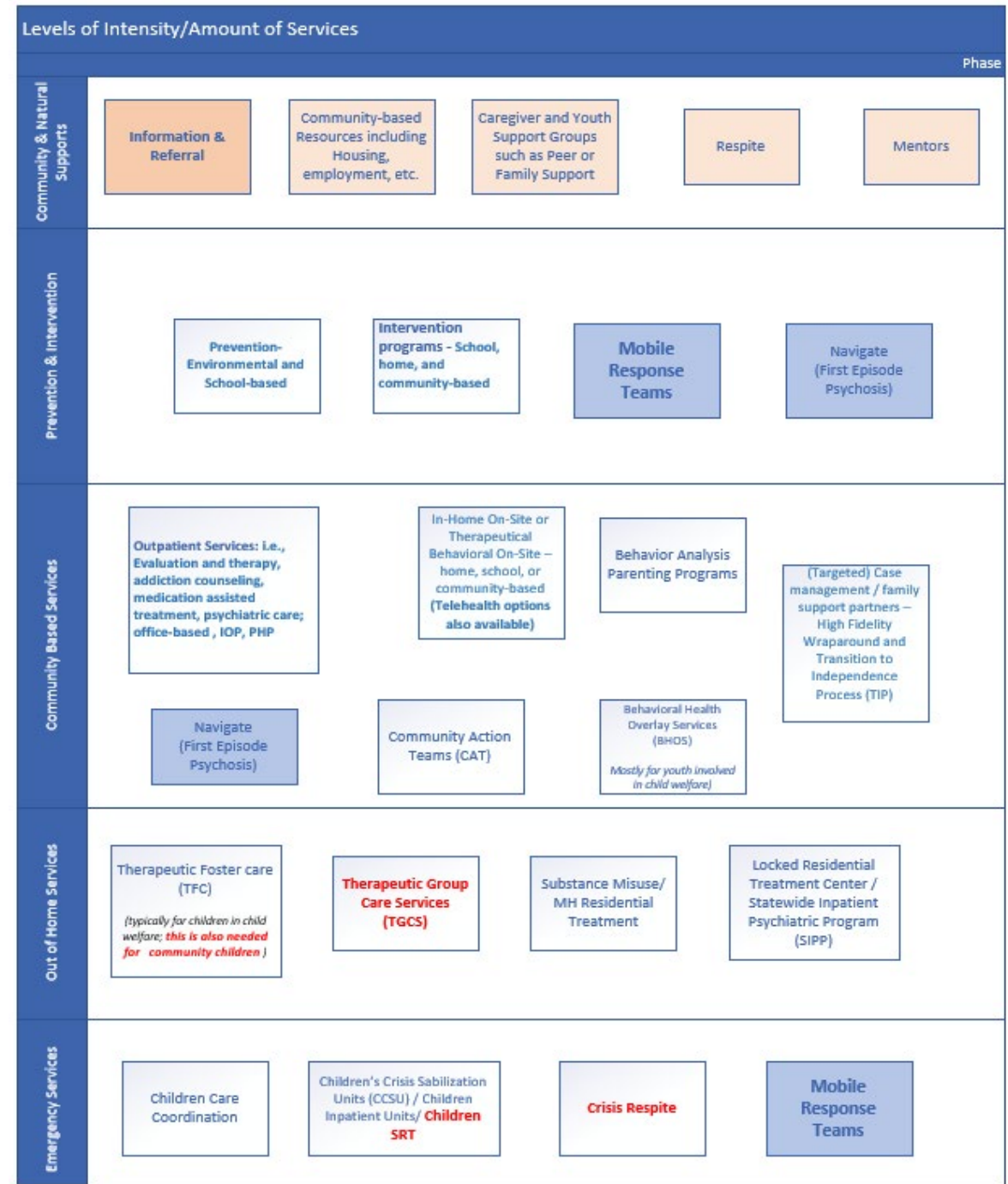
- Absence of a universal level of care assessment and bio-psychosocial evaluations that can facilitate movement between funding sources and service providers.
- Limited connection and collaboration between major organizations and systems that provide services to youth. This results in children having services duplicated and pertinent information lost between systems.
- Lack of sufficient supervision at group homes that put youth at an increased risk of human trafficking (HT) or are formally or informally identified as HT hotspots.

Broward Children System of Care Plan 2021

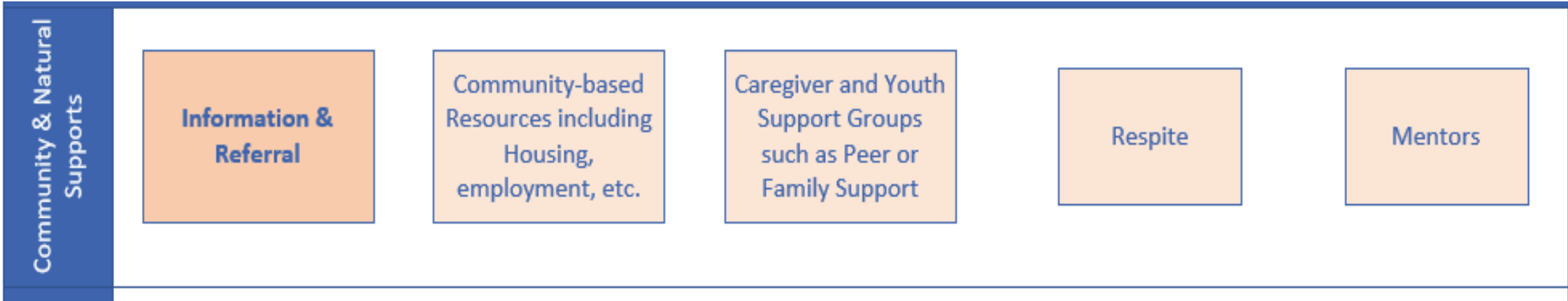
IDENTIFIED NEEDS

- Inadequate coordination of care/discharge planning when it comes to stepdown from Statewide Inpatient Psychiatric Program and placements back into the community.
- Limited offerings and participation in best practices training and continuing education on the part of service providers to ensure quality-of-service delivery, an important example is significant shortage in Wraparound trained providers and availability across the BBHC network
- Medicaid Reimbursement rates have not increased in more than 20 years and are especially low for innovative, evidence practices programs. This results additional burdens by the system in finding, hiring, and maintaining qualified staff as the employment outlook continues to be bleak and programs are faced with severe staffing shortages
- The Broward Data Collaborative has been able to build out mature governance, technology, and research infrastructures. However, it lacks the necessary legal agreements to wholistically integrate data from the various educational and human service partners.

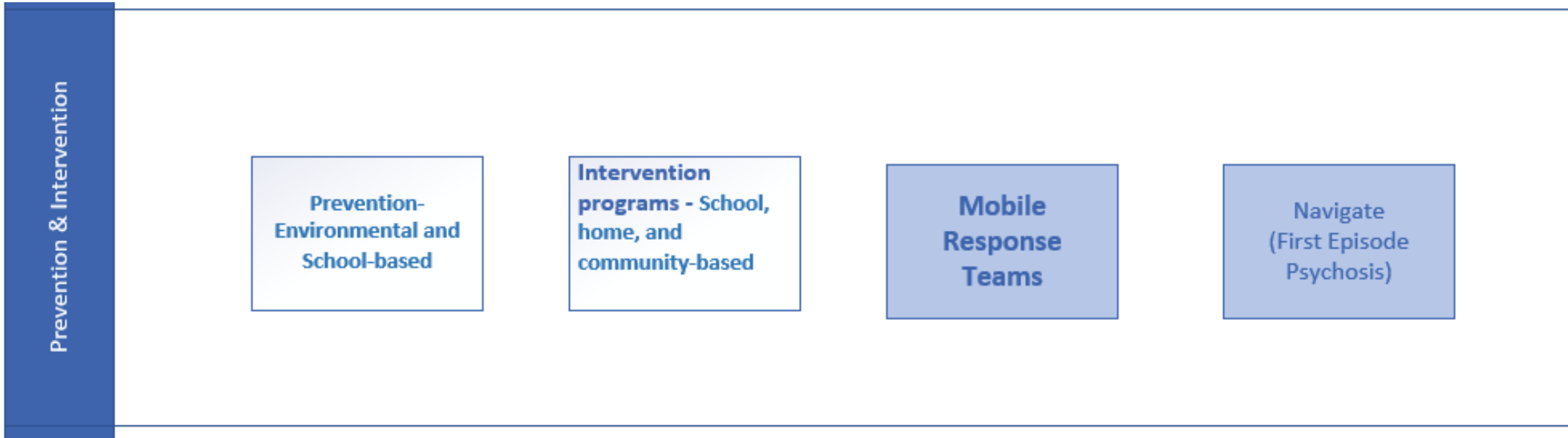
Broward Children System of Care



Levels of Intensity/Amount of Services - detail



Levels of Intensity/Amount of Services - detail



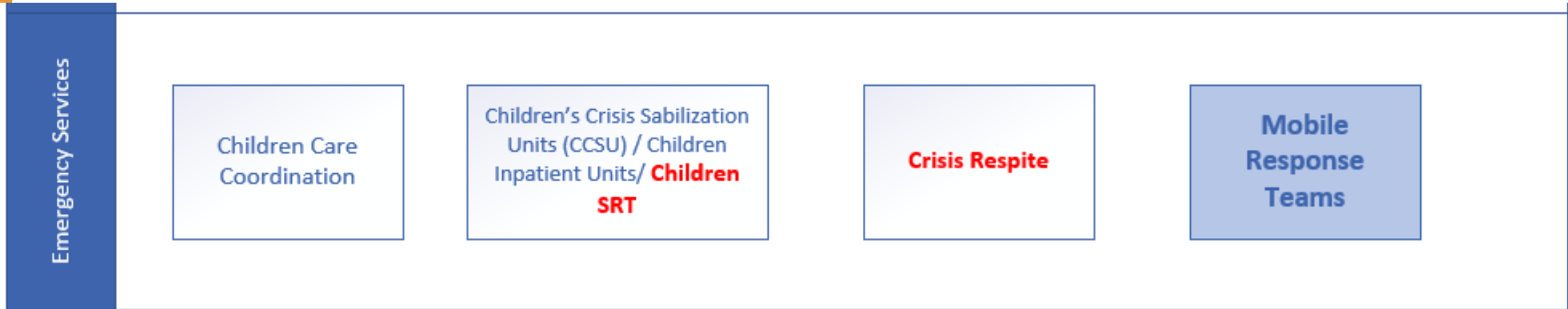
Levels of Intensity/Amount of Services - detail



Levels of Intensity/Amount of Services - detail



Levels of Intensity/Amount of Services - detail



Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

- Access to care for children and adolescents with mental health and substance use disorders will require the engagement of all major funders to work on revision of rates based on true cost of service delivery.
- Ensure that all network providers are fully trained on MMA's products and covered services as well as the processes for claims, authorization, denials and appeals
- Data sharing is paramount to ensure success on any efforts to coordinate a system of care. Broward County has a project actively pursuing this, the Broward Data Collaborative. This collaborative needs to continue working on developing the necessary legal agreements to wholistically integrate data from all systems

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

- Expansion of access to care. We believe the fastest and best way to meaningfully improve access is to expand Medicaid.
- Community stakeholders strongly recommend that the legislature approves the expansion on Medicaid to 138% of the Federal Poverty level. This will allow a larger number of low-income young adults and their families to be insured which results in facilitating their engagement in services earlier in the development of their problems.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan for Early Intervention Collaboratives

The Children's System of Care must focus on perinatal, neonatal, and infants. With purpose, BBHC has initiated and will expand the following strategies.

- ▶ **Healthy Start** Coalition to train OBGYN physicians to identify mental health and substance use disorders of the pregnant women under their care. Provide the women with care coordination, peer support, treatment, and other supportive services as needed. The goal of these interventions will support a healthy pregnancy and delivery of a healthy, drug-free infant. This initiative has started.
- ▶ Expand these services from birth up to children aged 5. Initiative will require additional and continued funding
- ▶ **Early Learning Coalition**, BBHC conducted a pilot which trained staff and directors from the Early Learning Coalition and selected Child Care Centers in Infant Mental Health to identify infant mental health issues. Initiative completed.
- ▶ Expand Infant Mental Health training to all Child Care Centers directors and staff to identify infant mental health issues to support parent-child bonding and address trauma, therefore supporting a healthy relationship between parent and child. Initiative will require continued funding

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan with Broward County Public Schools

- ▶ OCP3 collaborative receives referrals from BCPS for youth at risk of expulsion or having severe behavioral health issues to provide BH services. Ongoing initiative
- ▶ BBHC will collaborate with Broward County Public Schools to establish a School Focused Care Coordination Team (SF-CCT). The SF-CCT will be a coordinated effort to strengthen the communication and coordination for students identified by school staff who need behavioral health services.
- ▶ BCPS will contract directly with BBHC for the coordination and service provision oversight of the SF-CCT. BBHC will utilize a HIPAA and FERPA approved care coordination electronic system that will allow school, BBHC and community behavioral health network staff to upload and share information regarding students' behavioral health services. Electronic system funded by BBHC. BCPS funding will fund the CCT and BBHC Network provider services.
- ▶ Based on the Best Practices Response Protocol for Schools to use Mobile Response Teams (MRT), BBHC and the Mobile Response Team will work with BCPS to strengthen school and community crisis intervention coordination. This increased coordination will improve successful de-escalation so that students can return to class after a crisis.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan with Child Welfare System

Current collaborations:

- ▶ FIT: Family Intervention Treatment team, multidisciplinary team focusing on parents of children with SUD disorders
- ▶ FEP: Family Engagement Program, family peer specialty program connecting parents with CW involvement to SUD treatment.
- ▶ CCT-CW; Care coordination team for Child Welfare involved families. Supports and connects families to treatment and natural supports
- ▶ Family CPR: Family Connections thru Peer Recovery focus changing the child advocate focus from a child safety only approach to a comprehensive family building approach, using family peer specialist support.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan with Child Welfare System

Family CPR grant continues to focus on sustainability and infrastructure changes.

- ▶ Sustain the Family CPR approach by hiring a Family CPR Behavioral Health Consultant that will be responsible for providing training and staffing across ChildNet.
- ▶ Advocate for a higher rate of pay for peer work through Medicaid. This enhanced rate would allow for Child Welfare to have dedicated peers working directly with families and Child Welfare Staff.
- ▶ Advocate to have the Broward Dependency Courts review the progress of these families more often, minimally once a month to accelerate the process of case resolution to permanency.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan with Juvenile Justice System

- ▶ Broward County currently has services in place for juveniles with mental health, substance Misuse, and co-occurring disorders involved in the criminal justice system (BYRP) and has repeatedly demonstrated its commitment to adopting or devising ways to divert those individuals from arrest and incarceration.
- ▶ BBHC will continue collaborating with DJJ through the Broward Youth Reentry Program 2 (BYRP2), scheduled to commence in July 2022. BYRP2 will expand the services to high-risk youth by including youth with a mental health or substance use disorder who have a history of serious and violent chronic offenses with a prolific arrest history leading to repeated detainment or commitment.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan to Address Out of Home Placements

- ▶ Children Short-Term Residential Treatment (SRT): There are long Statewide Inpatient Psychiatric Program waitlists which means a youth has about a 4-5 week wait until admittance to a Statewide Inpatient Psychiatric Program. BBHC is working on developing a children SRT (one to three months) placement in a therapeutic facility where the youth could thrive and not be subjected to triggers for another episode until a SIPP bed becomes available
- ▶ Children Care Coordination Team: Discharges from the Statewide Inpatient Psychiatric Program into the community and at times the transition is not supported enough as to secure the stability and wellbeing in the community. BBHC is developing a new Children CCT team to provide this support and ensure proper transition to lower levels of care.
- ▶ Lack of Children Substance Use Disorder Residential Treatment: BBHC will explore residential substance use treatment options for female youth and young adults to ensure that those needing inpatient substance use treatment receives the necessary care.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan with Housing

- ▶ Carrfour Supportive Housing, an affordable housing developer, in collaboration with BBHC, applied for and was awarded RFA 2021-106 from the Florida Housing Finance Corporation. Southwest Hammocks will be a 100-unit affordable housing apartment complex built on a vacant lot within the Howard C. Foreman Campus in Pembroke Pines.
- ▶ Oxford Homes for Women with children
- ▶ FARR certified homes for Women with Children

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan to Address Supported Employment

- ▶ BBHC was the first in Florida to implement the Individual Placement and Support (IPS) Supported Employment evidence-based model for individuals living with serious mental illness who want to work.
- ▶ BBHC will work with Medicaid and the Department of Vocational Rehabilitation to braid funding for Individual Placement and Support employment services. Braiding Individual Placement and Support funding will allow for services and support to be integrated and connect across all three payers.
- ▶ BBHC aims to advocate with DCF for funding for the Supported Employment position at the Managing Entity level. Like with housing, having a dedicated employment oversight position at the Managing Entity level will allow for training, technical assistance and fidelity reviews in employment to take place as a priority focus.

Broward Children System of Care Plan 2021

RECOMMENDATIONS & PLAN

Coordinated Plan to Address Wraparound

Lack of Wraparound Trained Staff: BBHC aims to work with community providers and funders of behavioral health services to build coaching capacity in the community.

Broward County funders will discuss the requirements for certification and coaching in the Wraparound process. BBHC will develop a process for monitoring Wraparound principles and facilitate a discussion around what contract requirements should looklike in terms of Wraparound.

In addition, BBHC will participate in the Statewide Wraparound Learning Community and encourage other funders to become members.

List of Appendix

LIST OF APPENDIX		
Appendix-1.1	Frequent Scenarios	79
Appendix-1.2	Front-Door-211-Broward	86
Appendix-2.1	HB-945-Definitions	92
Appendix-2.2	HB-945-Meeting-Tracker	97
Appendix-2.3	HB-945-List-of-Planning-Members	107
Appendix-3.1	Special-Needs-and-Behavioral-System-of-Care-Assessment	109
Appendix-3.2	CJMHSa-Technical-Assistance-Center-Needs-assessment	148
Appendix-3.3	System-of-Care-Disparity-Impact-Statement	153
Appendix-3.4	Broward-Behavioral-Health-Coalition-Triennial-Needs-Assessment	162
Appendix-3.5	Broward-County-Transportation-Plan	226
Appendix-3.6	Success-for-All-Broward's-Children-CSC--Children-Strategic-Plan	266
Appendix-3.7	Healthy-Start-Service-Delivery-Needs-Assessment-and-Plan	291
Appendix-4.1	BBHC-Cultural-Competence-and-Diversity-Plan	516
Appendix-4.2	Comprehensive-Prevention-Action-Plan	523
Appendix-4.3	Children's-Service-Council-of-Broward-Budget-Book	673
Appendix-4.4	Guidance-Document-4-Care-Coordination	766
Appendix-4.5	Mobile-response-team	776
Appendix-4.6	FMHI-Best-Practices-Protocol-Final	785
Appendix-4.7	Guidance-32-CAT	810
Appendix-4.8	List-of-CSU-with-contact-info	827
Appendix-4.9	List-of-Telehealth-Providers	829
Appendix-5.1	Child-Welfare-Practice-Model	831
Appendix-5.1a	Childnet-Program-Location	872
Appendix-5.2	School-District-Mental-Health-Plan	874
Appendix-5.3	Early-Learning-Coalition-Plan	886
Appendix-5.4	Juvenile-Justice-Process	891
Appendix-5.5	APD-Statement-of-Agency-and-Operation	893
Appendix-5.6	Family-Services-Planning-Team-Staffing-Form	905
Appendix-6.1	ROSC-Regional-Action-Plan	910

Appendix-6.2	ROSC-Language-Card	914
Appendix-6.3	Transition-to-Independence-Process-Outcome-Study	916
Appendix-6.4	Infographic-TIP-Model-Outcomes	941
Appendix-6.5	Wraparound-randomized-control-trial	944
Appendix-6.6	Broward-County-IPS-Site-Locations	956
Appendix-6.7	Suicide-in-Broward-County-&-The-Suicide-Deep-Dive-Project	961
Appendix-6.8	Suicide-BSPC-Strategic-Plan-(Final)	991
Appendix-7.1	BBHC-Annual-CQI-Report-Fiscal-Year-20-21	993
Appendix-7.2	BBHC-Performance-measures-fiscal-year-20-21	1002
Appendix-9.1	Children's-System-of-Care-Overview-Diagram	1004



Comments & Questions

The time to enroll your child into VPK is now!

Florida VPK



Florida's Voluntary Pre-Kindergarten Program

Florida's Voluntary Prekindergarten Education Program, or VPK, is a **free** educational program that prepares 4-year-olds for success in kindergarten and beyond. Children must live in Florida and be 4 on or before September 1 of the school year they enroll. Parents whose children are born between Feb. 2 and Sept. 1 of the calendar year may postpone enrolling their 4-year-old until the following year when their child is 5.

Why Choose VPK?



- There are no income requirements**
- You choose the program best suited for your child**
- High-quality early learning centers have availability**

Help prepare your child for educational **SUCCESS!**

To enroll into VPK, go to www.elcbroward.org



Thank you to our partners!





Apply
Today!

Need Help Paying for Child Care?

Financial Assistance is
available to families
who qualify!

**THE
SCHOOL READINESS
PROGRAM**

The School Readiness program offers financial assistance to low-income families for early care and education so families can become financially self-sufficient and their young children can be successful in school and beyond. If you are working, in school or in a job training program, you may be eligible to enroll your child in our School Readiness program.

For more information or to apply, go to www.elcbroward.org
or call 954-377-2188.

Thank you to our partners!



CSC In The NEWS

CAREERSOURCE BROWARD RECRUITING EMPLOYERS FOR SUMMER YOUTH EMPLOYMENT PROGRAM

Dec 17, 2021 | [SF STAT!](#)

December 16, 2021 – CareerSource Broward (CSBD) is actively recruiting Broward County employers to participate in its 2022 Summer Youth Employment Program (SYEP). Companies can be assigned a young adult at **NO COST** – a savings of nearly \$3,500 per youth hired – thanks to the Children's Services Council of Broward County and additional funders. Applications for youth workers opened on December 13, 2021, and will remain open until February 18, 2022.

Participating employers will have the opportunity to boost workplace productivity with an extra set of hands and invest in the community through a positive influence on Broward County's future workforce. Economically disadvantaged youth between the ages of 16 and 18 will earn a wage of \$10.00 per hour and can work up to 30 hours per week over an **eight-week period that runs from June to August**. Each youth's wage, worker's compensation insurance and all program costs are funded through the program.

"Studies show summer jobs have long been a way for youth to enter into the workforce, start earning paychecks and begin to understand what it means to earn a living through the world of work," said Carol Hylton, President/CEO of CareerSource Broward. "This is a valuable first step toward becoming a full-time employee and also to learn money management. We strongly encourage employers to participate and be a part of shaping our future workforce."

The SYEP has provided work experience to local youth for over 16 years. During the 2021 program, SYEP placed over 860 Broward County youth with local private and non-profit businesses and at government and municipal offices. With worksites that span a variety of business sectors, the program creates opportunities for youth employees to work in industries that align with their career interests.

"The Children's Services Council of Broward County is proud to once again be the principal funder of the Summer Youth Employment Program (SYEP), which is well-managed by CareerSource Broward," said Cindy Arenberg Seltzer, President & CEO of Children's Services Council of Broward County. "SYEP is an important public-private partnership that provides low-income youth an opportunity to learn the soft skills employers are looking for. By giving youth an opportunity to learn on the job at no or low cost to the business, participating businesses contribute to growing their future workforce."

WHAT OUR PAST YOUTH PROGRAM EMPLOYERS ARE SAYING:

"...without the help of the youth workers, the project plans would have fallen short along the line of productivity. Thank you CareerSource Broward for your dedication in support of youth success and the agency's goals."

"My experience with the program is always great. The program is a map to success for our youth. Thank you and keep up the good work that you provide for our youth."

"Each year, we look forward to participating in the program because we enjoy the opportunity to affect the lives of the next generation. CareerSource Broward is doing an amazing job in shaping, molding and preparing the youth for success."

Broward Employers who want to save \$3,500 in summer salaries per youth and provide a positive mentoring influence in the community should complete the short registration to host a youth during the 2022 Summer Youth Employment Program by visiting <https://careersourcebroward.com/syep-emp-form>.

For more information about the SYEP, contact Program Manager Latema King at (954) 202-3830, ext. 3021, or by e-mail at lking@careersourcebroward.com.

Youth who are interested in participating in the program should visit our SYEP website for more information about the program and how to apply at: <https://careersourcebroward.com/syep>.

Source: [CareerSource Broward Recruiting Employers for Summer Youth Employment Program - Florida Hospital News and Healthcare Report \(southfloridahospitalnews.com\)](#)

THE BUSINESS JOURNALS

PEOPLE ON THE MOVE IN SOUTH FLORIDA

PROMOTION GOVERNMENT ADMINISTRATION NOVEMBER 18, 2021



Adamma DuCille

Director of Equity & Organizational Development at Children's Services Council of Broward County

Adamma DuCille was promoted to the Director of Equity and Organizational Development at the Children's Services Council of Broward County. Bringing her passion and expertise, Adamma will serve in this newly created position and advance equity-driven training and capacity building for emerging community-based non-profits that serve children and families. Additionally, she will grow and enhance partnerships across Broward to accelerate diversity, equity, inclusion, and belonging outcomes.

Source: [Adamma DuCille | People on The Move - South Florida Business Journal \(bizjournals.com\)](#)

CSC Correspondence



**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

November 17, 2021

To Whom It May Concern:

The Children's Services Council of Broward County (CSC) is pleased to support the City of Lauderhill in their grant application for the National League of Cities Youth Excel Cohort application. The objective of this application aligns with the City of Lauderhill's effort to empower youth and families residing within its city limits. Through promoting timely access to STEM careers, education and training, the City of Lauderhill strives to reduce the inequities that exist for BIPOC youth in its city.

The CSC supports the city's efforts to improve outcomes for young people who are marginalized from economic success by building strong pathways to quality jobs in STEM industries and by promoting long term community economic security for youths. The CSC's mission is to provide leadership, advocacy, and resources necessary to enhance the lives of the children of Broward County and empower them to become responsible, productive adults. We will promote this initiative to the children and families we serve each year in the City of Lauderhill.

We look forward to supporting the city in this endeavor to foster the participation and success of BIPOC youth in the field of STEM.

Sincerely,

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



January 6, 2022

**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*

Ms. Tamica C. Gaynor
Human Services Administrator
Broward County Human Services Department
Crisis Intervention & Support Division
624 NW 15th Way
Fort Lauderdale, FL 33311

Dear Ms. Gaynor:

On behalf of the Children's Services Council of Broward County (CSC), I am pleased to provide this letter of support to Broward County Human Services Department's Crisis Intervention and Support Division's Justice Services Section to collaboratively partner with Group Victory to research the impact of judicial policy to reduce racial and ethnic disparities in juvenile arrests through diversion of juveniles who commit misdemeanor offenses to the Broward County Juvenile Civil Citation Program. This research will examine the extent to which the policy influences fair administration of justice, particularly for youth from communities of color. Research methods will employ secondary data analysis and qualitative inquiry to measure Civil Citation Program utilization, systemic conditions, and promising practices. The translation of this evaluation will guide future policies and practice as well as future research. In addition, developing scholars will be included on the research team to grow the field of well-trained researchers studying the intersection of race, crime, and justice in the United States.

CSC is committed to this three-year partnership, which will strengthen the stakeholder's capacity to plan, align, and execute comprehensive community, and data driven approaches to help to reduce racial and ethnic disparities in juvenile arrests through diversion of juveniles who commit misdemeanor offenses to the Broward County Juvenile Civil Citation Program.

Further, we agree to support the following goals and objectives of the W.E.B Dubois Reducing Racial and Ethnic Disparities in the Justice System Initiative.

Goals:

- Establish county-wide policies that assist jurisdictions in promoting law enforcement practices and justice systems that result in more equitable outcomes for communities of color.
- Advance research knowledge and methods while growing the field of competent researchers engaged in justice administration evaluation.

Objectives:

- Identification of policy interventions that have the potential to reduce racial and ethnic disparities in the justice system and guide future research and testing of promising practices;
- Translation and dissemination of findings to a diverse community of stakeholders in order to improve practice and policy; and
- Building capacity to conduct rigorous justice research by mentoring new and emerging junior scholars.

All de-identified data derived from, provided to, or obtained through this project will be archived by the grant recipient with the National Archive of Criminal Justice Data (NACJD) at the conclusion of the award.

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY agrees to:

1. Work with community stakeholders to review Missed Opportunities, identify barriers to issuance, and to provide input on policy development.
2. Work collaboratively with Broward County and in cooperation with the Research Team to ensure the goals and objectives of the project are successfully implemented.

CHILDREN'S SERVICES COUNCIL OF BROWARD COUNTY understands that the provision of the services described in this Letter of Support is contingent upon the funding of the grant award requested by Broward County from the U.S. Department of Justice Office of Justice Programs, National Institute of Justice.

Should you have any questions, please do not hesitate to contact me at 954-377-1000.

Respectfully submitted,



Cindy Arenberg Seltzer
President/CEO



November 24, 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

Ms. Laurel Lee
Secretary of State
Florida Department of State,
Division of Arts and Culture
329 North Meridian Street
Tallahassee, Florida 32301

Re: Letter of Support – Urban League of Broward County Grant
Application

Dear Secretary Lee:

I strongly support the Urban League of Broward County's application for the African American Cultural and Historical Grant to renovate the Community Empowerment Center. The Center is part of a vital hub of the African American community - situated next to the African-American Research library and the Reverend Sam Delevoe Memorial Park. As such, it serves an important role in the Children's Services Council of Broward County's (CSC) partnership with the Urban League to provide needed services in an extremely economically and socially challenged community.

In 2009, the Urban League of Broward County negotiated a long term lease with the County Commission, launched a capital campaign, and constructed the Community Empowerment Center. In 2012, the doors opened with great anticipation and it has risen to the occasion of service to our community in a variety of ways. The Center serves as a community space for individuals, groups, and government entities to come together to showcase the contributions the African American community has made to Broward County and to address important issues that impact our community.

The CSC provides leadership, advocacy, and resources necessary to enhance the lives of the children of Broward County and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of quality care. We fund close to one hundred programs that serve children and families, advocate for policies that protect the interests of future generations, and provide leadership that brings the child-serving community together.

Over the years, CSC has worked closely with the Urban League as a thought leader, funder, and partner in serving the children and families of Broward County. Through the use of the Community Empowerment Center, the Urban League has hosted meetings with CSC on children's issues, particularly tackling challenges of child welfare and maternal health disparities. Due to the central location of the Center and the Urban League's commitment to the community, they opened their doors to serve as a summer enrichment program site for CSC-funded programs when schools were not available due to COVID-19 restrictions. They also stepped up as a hub for emergency assistance, COVID-testing, and food.

As the Urban League's Community Empowerment Center approaches its 10th year since its doors opened, the CSC looks forward to continuing our deep and rich partnership in a post COVID environment to address the economic and social challenges of our children. Therefore, having a renovated and appropriately maintained facility available in the community to continue to serve the needs of the families is very important and is the reason we strongly support their application to ensure the Community Empowerment Center remains a beacon.

Sincerely,

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



MUSEUM
OF DISCOVERY
& SCIENCE
AUTONATION IMAX THEATER
401 SW Second Street
Fort Lauderdale, FL 33312
Phone: 954.467.6637
mods.org

BOARD OF TRUSTEES

Robert B. Lochrie, III, Esq.
Chairman

Rick J. Burgess, Esq.
Vice Chair

Johnathan Robertson
Secretary

Brian Clay
Treasurer

Kenneth Stiles
Immediate Past Chair

Joseph P. Cox
President/CEO

- Scott Ballina
- Joshua Bass
- Dr. Ana Benedetti, DMD, MSD
- Ronald L. Book, Esq.
- Cressman Bronson
- Ryan P. Cronin
- Kathleen DeLong
- Jonathan P. Ferrando, Esq.
- M. Austin Forman
- Wayne Gilmore
- Madison S. Gulley, CPA
- Debra Hixon
- David Kolan, CPA
- Chip LaMarca
- Diane Leighton
- John Magee
- Dominick Miniaci, Esq.
- Iwan Mohamed
- Kelly Phillips
- Juliet Roulhac, Esq.
- Erick Strati
- Shane Strum
- Jon Swergold, Esq.
- Nicky Tesser
- Shawn Thornton
- Jean-Pierre Turgot
- Philip Verde
- Patty Hooley Zimmerman

RECEIVED NOVEMBER 19 2021

November 19, 2021

Ms. Cindy Arenberg J. Seltzer
Children's Services Council
6600 W Commercial Blvd
Lauderhill, FL 33319

Dear Cindy:

Robots sing. Tornados twirl. River otters frolic. When the wonders of science come to life, inspiration is born and anything is possible, thanks to you and your generosity.

We are extremely grateful for your contribution of \$15,451.49 in support of the TIL program at the Museum of Discovery and Science. Your gift is already at work inspiring today's future scientists and their families while also helping equip the Museum with the tools necessary to provide a lifetime of exploration for future generations.

In recognition of your kind gift, we will add your name to our Annual Report and Circle of Giving Donor Wall. If you have any questions, please contact us at development@mods.org or 954.712.1172. We'd love to hear from you.

Thank you for sowing the seeds of discovery and inspiring young minds to think, learn and grow through science.

With gratitude,

Joe Cox
President/CEO

Greatly appreciate your support!

Meredith Ray Feder, CFRE
Deputy Director

Happy Thanksgiving!

PS: We always have wonderful events and activities going on at MODS, so please visit our website at www.mods.org or sign up to receive our eNewsletter. We look forward to seeing you at an upcoming Museum event.

Your gift is tax-deductible as a charitable donation to the fullest extent allowed by law. Goods or services received are valued at [\$0]. The Museum of Discovery and Science is a 501(c) (3) organization; Tax ID 59-1709542. A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling 1-800-435-7352, toll-free within the state. Registration does not imply endorsement, approval or recommendation by the state.



Sharing the vision through leadership investing





401 SW Second Street
Fort Lauderdale, FL 33312
Phone: 954.467.6637
mods.org

BOARD OF TRUSTEES

Robert B. Lochrie, III, Esq.
Chairman

Rick J. Burgess, Esq.
Vice Chair

Johnathan Robertson
Secretary

Brian Clay
Treasurer

Kenneth Stiles
Immediate Past Chair

Joseph P. Cox
President/CEO

- Scott Ballina
- Joshua Bass
- Dr. Ana Benedetti, DMD, MSD
- Ronald L. Book, Esq.
- Cressman Bronson
- Ryan P. Cronin
- Kathleen DeLong
- Jonathan P. Ferrando, Esq.
- M. Austin Forman
- Wayne Gilmore
- Madison S. Gulley, CPA
- Debra Hixon
- David Kolan, CPA
- Chip LaMarca
- Diane Leighton
- John Magee
- Dominick Miniaci, Esq.
- Iwan Mohamed
- Kelly Phillips
- Juliet Roulhac, Esq.
- Erick Strati
- Shane Strum
- Jon Swergold, Esq.
- Nicky Tesser
- Shawn Thornton
- Jean-Pierre Turgot
- Philip Verde
- Patty Hooley Zimmerman

MODS 2021-2022

November 19, 2021

Ms. Cindy Arenberg J. Seltzer
Children's Services Council
6600 W Commercial Blvd
Lauderhill, FL 33319

Dear Cindy:

Robots sing. Tornados twirl. River otters frolic. When the wonders of science come to life, inspiration is born and anything is possible, thanks to you and your generosity.

We are extremely grateful for your contribution of \$8,962.26 in support of Eco Explorers at the Museum of Discovery and Science. Your gift is already at work inspiring today's future scientists and their families while also helping equip the Museum with the tools necessary to provide a lifetime of exploration for future generations.

In recognition of your kind gift, we will add your name to our Annual Report and Circle of Giving Donor Wall. If you have any questions, please contact us at development@mods.org or 954.712.1172. We'd love to hear from you.

Thank you for sowing the seeds of discovery and inspiring young minds to think, learn and grow through science.

With gratitude,

Joe Cox
President/CEO

Thank you so very much!

Meredith Ray Feder, CPRE
Deputy Director

Thank you for your work at MODS!

PS: We always have wonderful events and activities going on at MODS, so please visit our website at www.mods.org or sign up to receive our eNewsletter. We look forward to seeing you at an upcoming Museum event.

Your gift is tax-deductible as a charitable donation to the fullest extent allowed by law. Goods or services received are valued at [\$0]. The Museum of Discovery and Science is a 501(c) (3) organization; Tax ID 59-1709542. A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling 1-800-435-7352, toll-free within the state. Registration does not imply endorsement, approval or recommendation by the state.



Sharing the vision through leadership investing





401 SW Second Street
Fort Lauderdale, FL 33312
Phone: 954.467.6637
mods.org

BOARD OF TRUSTEES

Robert B. Lochrie, III, Esq.
Chairman

Rick J. Burgess, Esq.
Vice Chair

Johnathan Robertson
Secretary

Brian Clay
Treasurer

Kenneth Stiles
Immediate Past Chair

Joseph P. Cox
President/CEO

Scott Ballina
Joshua Bass
Dr. Ana Benedetti, DMD, MSD
Ronald L. Book, Esq.
Cressman Bronson
Ryan P. Cronin
Kathleen DeLong
Jonathan P. Ferrando, Esq.
M. Austin Forman
Wayne Gilmore
Madison S. Gulley, CPA
Debra Hixon
David Kolan, CPA
Chip LaMarca
Diane Leighton
John Magee
Dominick Miniaci, Esq.
Iwan Mohamed
Kelly Phillips
Juliet Roulhac, Esq.
Erick Strati
Shane Strum
Jon Swergold, Esq.
Nicky Tesser
Shawn Thornton
Jean-Pierre Turgot
Philip Verde
Patty Hooley Zimmerman

NOV 22 11:53 AM '21

November 19, 2021

Ms. Cindy Arenberg J. Seltzer
Children's Services Council
6600 W Commercial Blvd
Lauderhill, FL 33319

Dear Cindy:

Robots sing. Tornadoes twirl. River otters frolic. When the wonders of science come to life, inspiration is born and anything is possible, thanks to you and your generosity.

We are extremely grateful for your contribution of \$5,674.93 in support of Eco Explorers at the Museum of Discovery and Science. Your gift is already at work inspiring today's future scientists and their families while also helping equip the Museum with the tools necessary to provide a lifetime of exploration for future generations.

In recognition of your kind gift, we will add your name to our Annual Report and Circle of Giving Donor Wall. If you have any questions, please contact us at development@mods.org or 954.712.1172. We'd love to hear from you.

Thank you for sowing the seeds of discovery and inspiring young minds to think, learn and grow through science.

With gratitude,

Joe Cox
President/CEO
Thank you!

Meredith Ray Feder, CFRE
Deputy Director

PS: We always have wonderful events and activities going on at MODS, so please visit our website at www.mods.org or sign up to receive our eNewsletter. We look forward to seeing you at an upcoming Museum event.

Your gift is tax-deductible as a charitable donation to the fullest extent allowed by law. Goods or services received are valued at [\$0]. The Museum of Discovery and Science is a 501(c) (3) organization; Tax ID 59-1709542. A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling 1-800-435-7352, toll-free within the state. Registration does not imply endorsement, approval or recommendation by the state.



Sharing the vision through leadership investing



