

# BOARD OF DIRECTORS Virtual Meeting

Thursday, February 25, 2021

# 2/25/21 CSCF BOARD VIRTUAL MEETING DETAILS

## Meeting Details

### Meeting Agenda

### Welcome

### Spotlight Story

### Roll Call

### Public Comment

### Consent Agenda

### Information / Discussion / Action Items

### Insight

### Other Business

### Adjournment

**What:** Board of Directors Virtual Meeting

**When:** Thursday, February 25, 2021  
9:00 a.m. – 10:30 a.m.

**Where:** Virtual: Zoom Meeting

**Link:** <https://careersourcecf.zoom.us/j/94989300944?pwd=S1dFR2VNVmQvdkYyT3U5amc3VGtDZz09>

Dial In: 1 (929) 205-6099

Meeting ID: 949 8930 0944

Passcode: 877919

# 2/25/21 CSCF BOARD VIRTUAL MEETING AGENDA

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Agenda Item	Topic	Presenter	Action Item
1.	Welcome	Mark Wylie	
2.	CSCF Spotlight Story		
3.	Roll Call / Establishment of Quorum	Kaz Kasal	
4.	Public Comment		
5.	Consent Agenda	Mark Wylie	X
	A. <a href="#">12/17/20 Board Meeting Draft Minutes</a>		
	B. <a href="#">Committee Action(s)</a>		
	1) <a href="#">Acceptance of 2 CFR-200 Audit Report (Audit)</a>		
	2) <a href="#">DEO Monitoring Results: FY 2019-2020 (Audit)</a>		
6.	Information / Discussion / Action Items		
	A. Chair's Report	Mark Wylie	
	B. <a href="#">President's Report</a>	Pam Nabors	
	1) <a href="#">Finance Report</a>	Eric Ushkowitz	
	C. <a href="#">Sunshine Law Presentation</a>	Heather Ramos	
	D. Committee Reports		
	1) Executive ( <i>met on 2/18/21</i> )	Mark Wylie	
	2) Audit ( <i>met on 2/9/21</i> )	Larry Walter	
	3) Career Services ( <i>met on 1/28/21</i> )	Dr. Kathleen Plinske	
	4) Community Engagement ( <i>met on 1/12/21</i> )	Jody Wood	
	5) Facilities Ad Hoc ( <i>no meeting currently scheduled</i> )	Matt Walton	
	6) Finance ( <i>met on 2/9/21</i> )	Eric Ushkowitz	
	a. <a href="#">Budget Adjustment</a>		X
	7) Governance ( <i>meeting on 1/20/21</i> )		
	a. <a href="#">Board Engagement (7/1/20 thru 12/31/20)</a>	Richard Sweat	
	8) Revenue Diversity Ad Hoc ( <i>meeting on 3/10/21</i> )	Eric Jackson	

# 2/25/21 CSCF BOARD VIRTUAL MEETING AGENDA (CONTINUED)

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Agenda Item	Topic	Presenter	Action Item
7.	Insight Central Florida Educational and Economic Challenges & Solutions: Present & Future	Dr. Sanford Shugart President, Valencia College	
8.	Other Business		
9.	Adjournment		
<b><u>Upcoming Meetings:</u></b>			
<b>Board Meeting &amp; Retreat</b>		4/23/21	9:00 a.m. - 12:00 p.m.
<b>Committee Meetings (Virtual Meetings):</b>			
<b>- Revenue Diversity</b>		3/10/21	2:00 p.m. – 3:30 p.m.
<b>- Career Services Committee</b>		3/25/21	3:00 p.m. – 4:30 p.m.
<b>- Finance Committee</b>		4/13/21	2:30 p.m. – 4:00 p.m.
<b>- Executive Committee</b>		4/15/21	3:00 p.m. - 4:30 p.m.



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# WELCOME

# PLEDGE OF ALLEGIANCE

The background of the image is a close-up, slightly blurred view of the American flag, showing the stars and stripes in a wavy pattern. The text is overlaid on this background.

**I pledge allegiance  
to the flag  
of the United States of America  
And to the Republic  
for which it stands,  
One nation, under God,  
indivisible,  
With liberty and justice for all**

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# SPOTLIGHT STORY

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# ROLL CALL / ESTABLISHMENT OF QUORUM

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# PUBLIC COMMENT

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# CONSENT AGENDA



## Board of Directors Meeting

**Thursday, December 17, 2020, 9:00 a.m.**

### MINUTES

#### CONSORTIUM MEMBERS

##### PRESENT:

Commissioner Leslie Campione, Commissioner Lee Constantine, Mayor Jerry Demings, and Commissioner Gary Search

#### CONSORTIUM MEMBERS

##### ABSENT:

Commissioner Peggy Choudhry

**BOARD MEMBERS PRESENT:** Mark Wylie, Andrew Albu, Paul Bough, Glen Casel, Diane Culpepper, Keira des Anges, Wendy Ford, John Gill, Nicole Guillet, John Gyllin, Mark Havard, Jeff Hayward, Eric Jackson, Brooke Morris, Sheri Olson, Bryan Orr Kathleen Plinske, David Sprinkle, Jim Sullivan, Richard Sweat, Jane Trnka, Al Trombetta, Eric Ushkowitz, Larry Walter, Matt Walton, Sharron Washington, and Jody Wood

**BOARD MEMBERS ABSENT:** Eric Jackson, Wendy Brandon and Christopher Wilson

#### STAFF PRESENT:

Pam Nabors, Mimi Coenen, Leo Alvarez, Lisa Burby, Dyana Burke, Steven Nguyen, Nilda Blanco, Cliff Marvin, Carla Sosa, Kierstyn Bishop and Kaz Kasal

#### GUESTS PRESENT:

McKenzie Frazer / CSCF Participant; Chris Carmody, Thomas Wilkes / GrayRobinson

Consortium-Board Meeting		
Agenda Item	Topic	Action Item / Follow Up Item
1	<b>Welcome</b> <ul style="list-style-type: none"> <li>Commissioner Campione, Consortium Chair, called meeting to order at 9:03 am and welcomed attendees.</li> <li>Commissioner Campione recognized Commissioners Arrington, Butler and Constantine for their service on the Consortium.</li> <li>Commissioner Campione welcomed the following successors on the Consortium: Commissioners Peggy Choudhry and Gary Search; and noted Commissioner Andria Herr will be joining the Consortium in 2021, at its next meeting.</li> <li>Ms. Annmarie O'Brien reviewed CSCF's recent veteran events.</li> </ul>	
2	<b>CSCF Spotlight Story</b> <ul style="list-style-type: none"> <li>Ms. McKenzie Frazer, CSCF Participant via CARES Act Funds/"Help Is Here" program, thanked CSCF for helping her attain a paid internship with Central Florida Community Arts where she gained many skills working on a myriad of projects.</li> </ul>	
3	<b>Roll Call / Establishment of Quorum</b> <ul style="list-style-type: none"> <li>Ms. Kasal, Executive Coordinator, reported a quorum present on the Consortium and over two-thirds quorum on CSCF Board.</li> </ul>	
4	<b>Public Comment</b> <ul style="list-style-type: none"> <li>A member of the public, Mr. Mohamed Chaoudi, provided his comments.</li> </ul>	





Consortium-Board Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
5	<b>Approval of Minutes – 6/25/20 Consortium Meeting</b> <ul style="list-style-type: none"> <li>Reviewed draft minutes from 6/25/20 Consortium Meeting (attachment).</li> </ul>	<b>Commissioner Constantine made a motion to approve minutes from the 6/25/20 Consortium meeting. Commissioner Search seconded; motion passed unanimously.</b>
6	<b>Approval of Board Appointments</b> <ul style="list-style-type: none"> <li>Reviewed appointments of CSCF Board (attachment)</li> </ul>	<b>Commissioner Constantine made a motion to approve appointments to CSCF Board, as presented. Mayor Demings seconded; motion passed unanimously.</b>
7	<b>Adjournment of Consortium</b> <ul style="list-style-type: none"> <li>Consortium adjourned at 9:25 am.</li> </ul>	
8	<b>Consent Agenda</b> <ul style="list-style-type: none"> <li>Mr. Wylie asked the Board if any item on consent agenda, as listed below, should be moved off for further discussion:               <ul style="list-style-type: none"> <li>Draft Minutes of 9/24/20 Board Meeting</li> </ul> </li> </ul>	<b>Mr. Hayward made a motion to approve all items on the consent agenda. Mr. Walter seconded; motion passed unanimously.</b>
9	<b>Information / Discussion</b> <u>Chair's Report</u> <ul style="list-style-type: none"> <li>Mr. Wylie thanked the Consortium for approving the following appointments to CSCF Board:               <ul style="list-style-type: none"> <li>Kari Conley, Government &amp; Community Relations Manager, Duke Energy</li> <li>Stella Siracuza, CFO, Tomato Express, Inc.</li> <li>Manuel Rascon, Human Resources Assistant Director / Business Partner, AdventHealth, Kissimmee</li> </ul> </li> </ul> <u>President's Report</u> <ul style="list-style-type: none"> <li>Ms. Nabors, President/CEO, provided highlights from the President's Report (attachment) to include:               <ul style="list-style-type: none"> <li>Revenue diversity streams to date</li> <li>Scorecard through 9/30/20, 1<sup>st</sup> quarter</li> <li>"Help Is Here" activities to date</li> <li>Sterling update: review of Sterling management framework, timeline of CSCF transformation, and next steps.</li> </ul> </li> </ul>	



Board Meeting		
Agenda Item	Topic	Action Item / Follow Up Item
	<ul style="list-style-type: none"> <li><u>Finance Report</u> <ul style="list-style-type: none"> <li>Mr. Alvarez, CFO, reviewed financials through 9/30/20, 1<sup>st</sup> quarter, trending on target at 22% expended.</li> </ul> </li> </ul> <p><u>Committee Reports</u></p> <p><u>Executive:</u> Mr. Wylie, Executive Committee Chair, reported on the following:</p> <ul style="list-style-type: none"> <li>Met on 12/10/20.</li> <li>Reviewed CSCF updates and committee reports.</li> <li>Approved to forward to Board action item to select Valencia College to provide customized diversity and inclusion training to CSCF's staff (attachment). This action item requires two-thirds vote of the CSCF Board, which has already been established earlier in this meeting.</li> </ul> <p><u>Audit</u> Mr. Walter, Audit Committee Chair, reported on the following:</p> <ul style="list-style-type: none"> <li>Met jointly with Finance Committee on 10/13/20.</li> <li>Reviewed Charter – concurred no changes needed at this time.</li> <li>Reviewed conduct of the audit, objective and plan.</li> <li>Audit results will be reviewed at Audit &amp; Finance Committees' meeting on 2/9/21.</li> </ul> <p><u>Career Services</u> Dr. Plinske, Career Services Committee Chair, reported on the following:</p> <ul style="list-style-type: none"> <li>Met on 11/19/20.</li> <li>Reviewed performance scorecard for 1<sup>st</sup> quarter.</li> <li>Reviewed HHH activities to date.</li> <li>Discussed how to connect with businesses to understand and best support their current and long term needs.</li> </ul> <p><u>Community Engagement</u> Ms. Wood, Community Engagement Committee Chair, reported the next meeting is scheduled for 1/12/21.</p> <p><u>Facilities Ad Hoc Committee</u> Mr. Walton, Facilities Committee Chair, reported on the following:</p> <ul style="list-style-type: none"> <li>Met on 10/1/20.</li> <li>Reviewed CSCF Seminole County's office current lease terms, market rates and renewal options.</li> </ul>	<p><b>Mr. Gill made a motion to approve to allow staff to contract with Valencia College to deliver the customized diversity and inclusion training. Mr. Walton seconded, with Dr. Plinske abstaining; motion passed unanimously.</b></p>



	<ul style="list-style-type: none"> <li>Concurred renewing lease most viable option and recommended Finance Committee approve staff to continue lease negotiations with landlord.</li> </ul>	
	<p><u>Finance Committee</u> Mr. Ushkowitz, Finance Committee Co-Chair, reported on the following:</p> <ul style="list-style-type: none"> <li>Met jointly with Audit Committee on 10/13/20</li> <li>Reviewed financials through 8/31/20.</li> <li>Reviewed Charter – concurred no changes needed at this time.</li> <li>Approved for staff to continue lease negotiations with landlord for 5-year renewal and forward to Board for final approval (attachment).</li> </ul> <p><u>Governance</u> Mr. Sweat, Governance Committee Chair reported on the following:</p> <ul style="list-style-type: none"> <li>Met on 10/7/20.</li> <li>Reviewed Charter – made one minor adjustment; concurred no other changes needed.</li> <li>Reviewed Board’s current composition and discussed gaps and ways to promote for greater diversion and equity.</li> <li>Reviewed and concurred with adjustments to description section of the Board Engagement Metrics (attachment).</li> </ul> <p><u>Revenue Diversity Ad Hoc</u> Ms. Nabors, on behalf of Mr. Jackson, Revenue Diversity Ad Hoc Committee Chair, reported following:</p> <ul style="list-style-type: none"> <li>Met on 11/12/20.</li> <li>Reviewed “Career Passport” – an initiative Mr. Sweat is spearheading and sponsoring to develop a platform and app where students/job seekers, schools and employers can connect with each other.</li> </ul>	<p><b>Mr. Walter made a motion to approve for staff to continue CSCF’s Seminole County office’s lease negotiations for a 5-year renewal, prior to the June 30, 2021 renewal. Mr. Sullivan seconded, with Dr. Gyllin abstaining; motion passed unanimously.</b></p>
10	<p><b>Insight</b> <u>Legislative Update</u></p> <ul style="list-style-type: none"> <li>Chris Carmody with GrayRobinson provided a legislative update (attachment).</li> </ul>	
11	<p><b>Other Business</b></p> <ul style="list-style-type: none"> <li>During 2<sup>nd</sup> half of fiscal year, Board will partake in on-line training, as required by DEO. Stay tuned for further information.</li> </ul>	
12	<p><b>Adjournment</b> Meeting adjourned at 10:46 am.</p>	

Respectfully submitted,

Kaz Kasal  
Executive Coordinator

Board of Directors Meeting  
December 17, 2020  
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RETURN TO AGENDA

# CareerSource Central Florida Audit Wrap Up Fiscal Year End 6/30/2020

David Caplivski, CPA  
Partner



# Agenda

- Role of External Auditor
- Opinion on Financial Statements and Statement of Expenditures of Federal Awards (SEFA)
- Financial Statements
- Compliance Reports
- Questions

# Role of the External Auditor

- Performs Single Audit
  - Financial Statement
  - Compliance
- Performs audit under Government Auditing Standards and Uniform Guidance
- Issues an opinion on the following;
  - financial statements and the schedule of expenditures of federal awards (SEFA) in relation to the financial statements
  - compliance of each major program



**Grau & Associates**  
CERTIFIED PUBLIC ACCOUNTANTS

# Role of the External Auditor

- Does not issue an opinion on;
  - Effectiveness of internal controls (financial reporting and compliance)

# Opinion

- Financial Statements
  - Unmodified Opinion
- Statement of Expenditures of Federal Awards
  - Unmodified Opinion



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CERTIFIED PUBLIC ACCOUNTANTS



# Statement of Financial Position 6/30/2020

## ASSETS

### Current assets:

Cash	\$ 3,649,034
Grant receivable	1,517,914
Other receivables	108,920
Prepaid expenses and other current assets	406,818
<b>Total current assets</b>	<u>5,682,686</u>

### Property and equipment:

Leasehold improvements	2,039,577
Software	1,340,164
Data processing equipment	737,569
Vehicles	43,670
<b>Total Property and equipment</b>	<u>4,160,980</u>
Less accumulated depreciation	<u>(3,965,000)</u>
<b>Property and equipment, net</b>	<u>195,980</u>

Deposits	99,198
<b>Total assets</b>	<u><u>\$ 5,977,864</u></u>

## LIABILITIES AND NET ASSETS

### Current liabilities:

Accounts payable and accrued expenses	\$ 237,053
Accrued compensation	1,087,026
Grant advances	2,217,760
Deferred rent	25,011
<b>Total current liabilities</b>	<u>3,566,850</u>

<b>Net assets without donor restrictions</b>	<u>2,411,014</u>
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<b>Total liabilities and net assets</b>	<u><u>\$ 5,977,864</u></u>
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# Statement of Activities for the Fiscal Year Ended 6/30/2020

## Revenues:

Federal financial assistance	\$ 26,900,607
Contributions and other revenue	519,831
Interest income	<u>3,014</u>
Total revenues	<u>27,423,452</u>

## Expenses:

Program services	24,917,923
Management and general	<u>2,574,808</u>
Total expenses	<u>27,492,731</u>

Change in net assets	(69,279)
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Net assets without donor restrictions, beginning of year	<u>2,480,293</u>
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Net assets without donor restrictions, end of year	<u><u>\$ 2,411,014</u></u>
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# Compliance Reports

- Yellow Book
  - No instances of noncompliance noted
  - No material weaknesses or significant deficiencies
  - No other findings
- Uniform Guidance
  - Major Program = WIOA Cluster (Adult, Dislocated Worker, Youth)
  - Unmodified opinion on compliance
  - No material weaknesses or significant deficiencies
  - No other findings

# Committee Questions



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[RETURN TO AGENDA](#)



## MEMORANDUM

**To: CareerSource Central Florida Board of Directors**

**From: Audit Committee**

**Subject: Fiscal Year 2019-20 DEO Monitoring**

**Date: February 25, 2021**

**Purpose:** The purpose of this memo is to summarize the Fiscal Year 2019-20 DEO monitoring results for both the program and fiscal.

**Background:** Below is a summary table extracted from the DEO monitoring report for discussion purposes:

**Fiscal Monitoring:**

2019-20 Financial Monitoring Results				
Category	Repeat of Prior Year	Reference(s)		
Prior Year Corrective Action Follow-Up	None	Prior year issues of non-compliance #12-19-01 and #12-19-02 resolved		
Category	Findings	Issues of Non-Compliance	Observations	Technical Assistance Provided
Property Management			1	
Disbursements			1	
<b>TOTAL</b>	0	0	2	0

- There were 0 findings and 2 observations
  1. Property Management - DEO Monitor reported that it was undeterminable whether the property management system captures all the data elements required in 2 CFR 200.313(d)(1).
    - CSCF currently captures seven of the ten required elements when using the Sage Fixed Asset System (FAS). The missing items are as follows:
      - Source of funding for the property
      - Percentage of Federal participation
      - Condition of acquired property
    - CSCF staff is working with FAS system (Fixed Asset Software Provider) to add the required fields.
  2. Disbursements – There were disbursements to three organizations who also had individuals serving on the LWDB's Board of Director, lacking evidence of two-thirds vote.
    - This item was incorrectly included as an observation and staff has requested DEO to remove from the report.

## Program Monitoring

N=No. Y=Yes. N/A=Not Applicable.

2019-2020 Monitoring Results					
Workforce Program	Issue	Prior Year Finding	Current Year Finding	Prior Year Other Noncompliance Issue (ONI)	Current Year Other Noncompliance Issue
WT	Individual Responsibility Plans (IRPs) did not include safety plan elements for victims of domestic violence.	Y	Y		
	No attempt to contact several participants orally and in writing, missing forms notifying participants of two failures within 30 days, as well as delays in requesting penalties and sanctions.	Y	Y		
	IRPs did not include all required elements/components.			Y	Y
<b>WT Totals</b>		<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
SNAP E&T	Sanctions not requested when there was cause to do so.	N	Y		
	Participant engaged in Job Search activity more than 12 consecutive months.			Y	Y
	Initial appointment status codes not ended timely in OSST.			N	Y
<b>SNAP E&amp;T Totals</b>		<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
TAA	IEP was recorded the same day that the participant started training.	N	Y		
	Referral to support services not documented.	N	Y		
	Training benchmarks not documented and/or not conducted timely.			N	Y
<b>TAA Totals</b>		<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>
WP	Migrant and Seasonal Farmworkers (MSFW) incorrectly coded in Employ Florida.	Y	Y		
	Permission not documented to create Employ Florida registrations, job seeker referrals, and incomplete applications for participants.	Y	Y		
	Job orders and job seeker placements were missing several required elements and/or supporting documentation.	Y	Y		
	Verification of new employers not documented by staff.	N	Y		
	Wage rate for multiple placements not recorded on job orders.	Y	Y		
	The "Referral Pending Review" list had not been reviewed by staff within 72 hours.			N	Y
	Job seekers did not meet minimum job qualifications specified on job orders and/or documentation was missing to verify they met the qualifications.			Y	Y
	Staffing (private employment) agency job orders did not contain the phrase "Position offered by no-fee agency".			N	Y
MIS	Employees' access to OSST or Employ Florida had not been revoked and/or terminated following separation from employment.	N	Y		
<b>WP Totals</b>		<b>4</b>	<b>6</b>	<b>1</b>	<b>3</b>
<b>Results-All Programs</b>		<b>6</b>	<b>11</b>	<b>3</b>	<b>7</b>

- There are 5 main programmatic grants (programs) that are monitored annually
- There were 0 findings in all the WIOA program areas – this program is mostly associated with putting clients into training, which is a major portion of our service delivery.
- There were 0 findings related to disallowed costs – all expenditures were justified and done correctly

- Errors found related to administrative issues – missing documents, signatures, case notes
  - New policy in May of 2019 – required documented permission from clients to get staff help when trying to register in our system.
  - New policy in May of 2019 - also required client permission to receive job referrals from staff
  - While following these new policies are cumbersome and slow down the effectiveness of the workforce system – they do provide an opportunity for us to improve.

***Approved:***

- Audit Committee: 2/9/21

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# INFORMATION / DISCUSSION / ACTION ITEMS



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# CHAIR'S REPORT

Mark Wylie  
CSCF Board Chair

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# PRESIDENT'S REPORT

Pam Nabors

# SCORECARD

PROGRAM YEAR 20-21  
JULY 1 – DEC. 31, 2020

# BOARD PRIORITIES

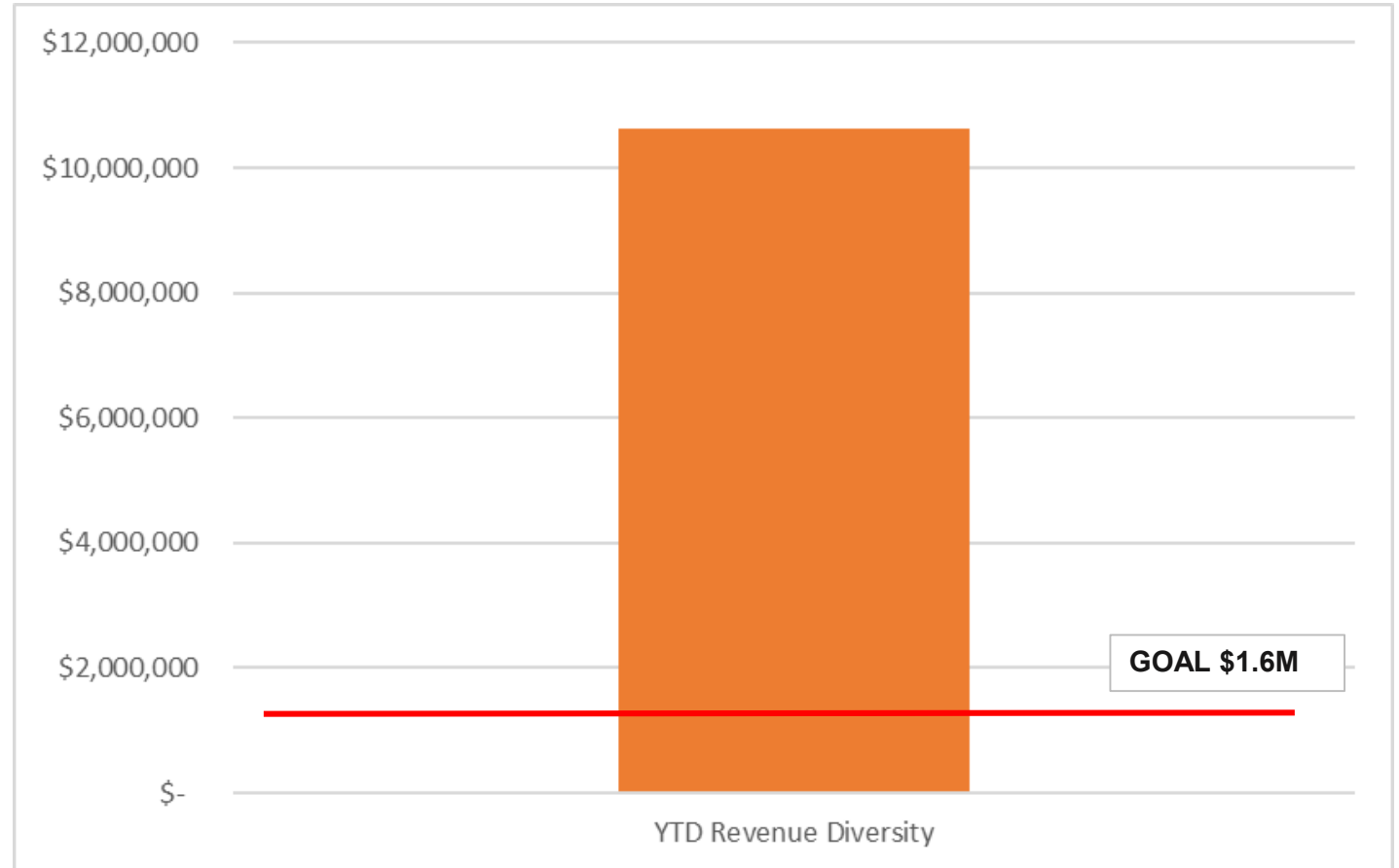
DIVERSIFY REVENUE STREAMS TO ADJUST FOR  
VARIABLES IN FEDERAL FUNDING

DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

DELIVER TALENT ACQUISITION STRATEGIES FOR  
BUSINESSES IN SIX HIGH GROWTH INDUSTRIES

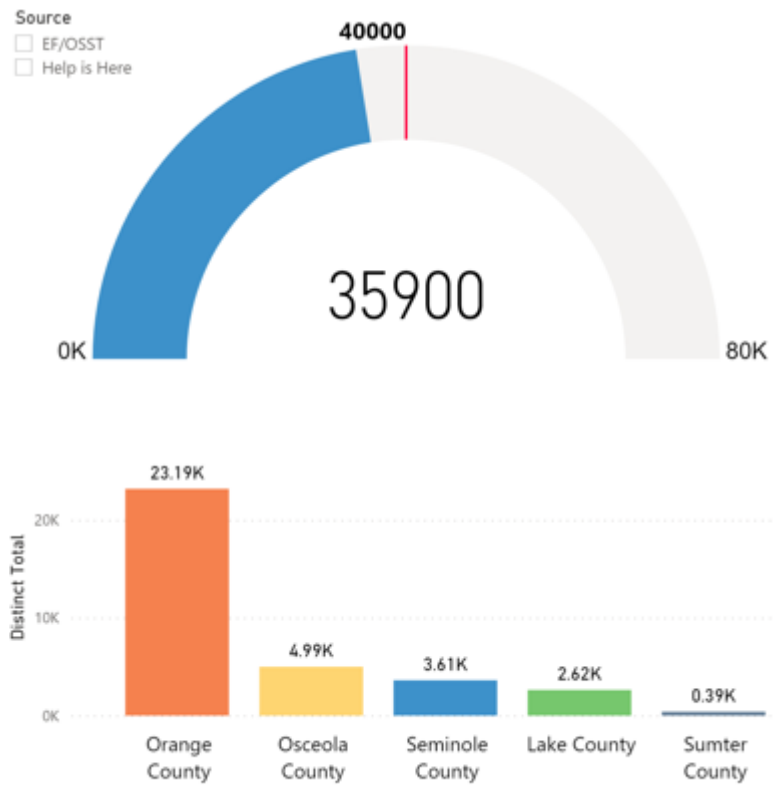
## DIVERSIFY REVENUE STREAMS TO ADJUST FOR VARIABLES IN FEDERAL FUNDING

<b>Revenue Diversity Goal</b>	<b>\$ 1,600,000</b>
<b><u>Grant Funding</u></b>	
Help is Here - Orange County	\$ 7,500,000
Veterans Award	\$ 32,206
Project Opioid	\$ 2,700,000
	<b>\$ 10,232,206</b>
<b><u>Public Funding</u></b>	
Orange County (Youth Grant)	\$ 99,000
<b><u>Ticket to Work</u></b>	<b>\$ 164,103</b>
<b><u>Private Funding</u></b>	
Board Member Contributions	\$ 18,000
Additions Financial Bank	\$ 40,000
	<b>\$ 58,000</b>
<b>YTD Revenue Diversity</b>	<b>\$ 10,553,309</b>



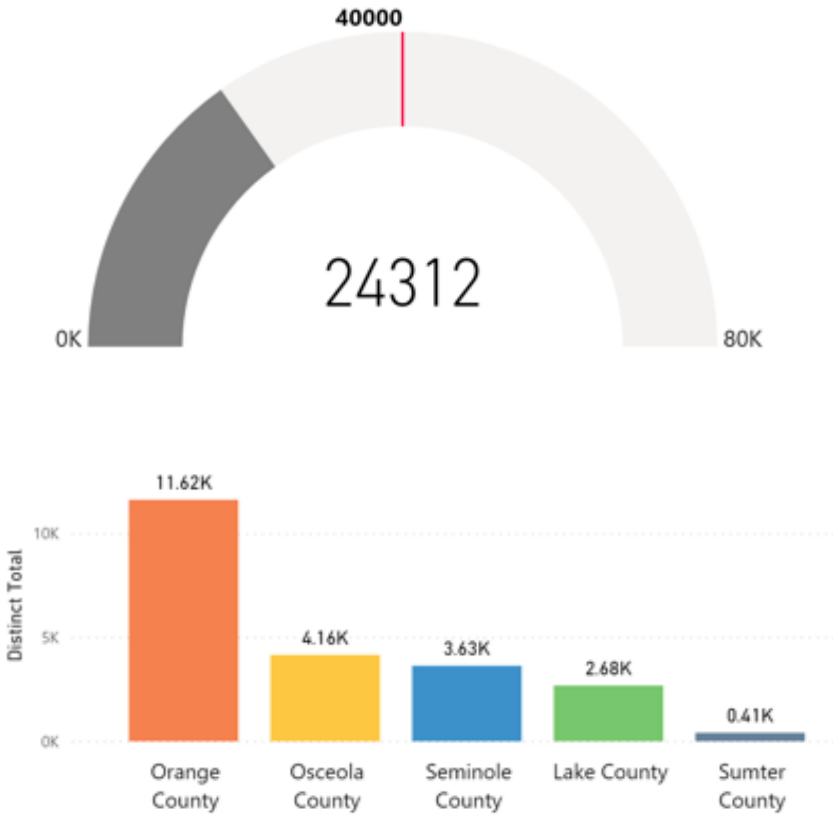
DELIVER TALENT SOLUTIONS  
TO IGNITE POTENTIAL

Customers Served  
Q1-Q2: 2020-2021



— = PY Goal Line

Customers Served  
Q1-Q2: 2019-2020



Data Source: Employ Florida SQL Server, OSST SQL Server, and Help is Here CareerEdge

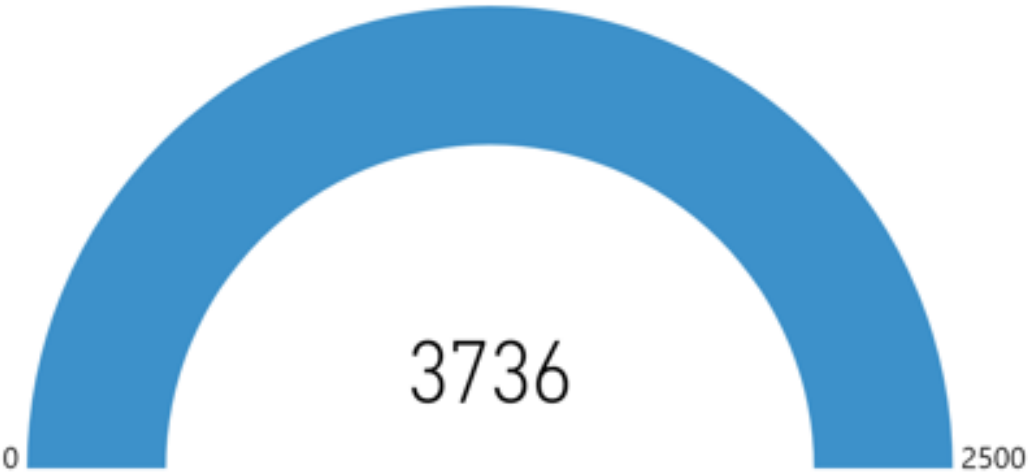
Data Start Date: July 1, 2020

Data Through: December 31, 2020

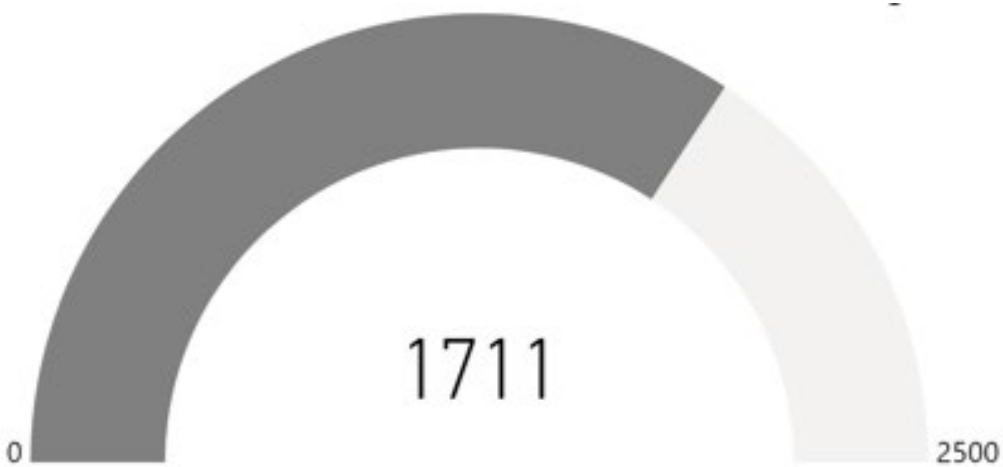


DELIVER TALENT SOLUTIONS  
TO IGNITE POTENTIAL

Career Seekers in Training  
Q1-Q2: 2020-2021

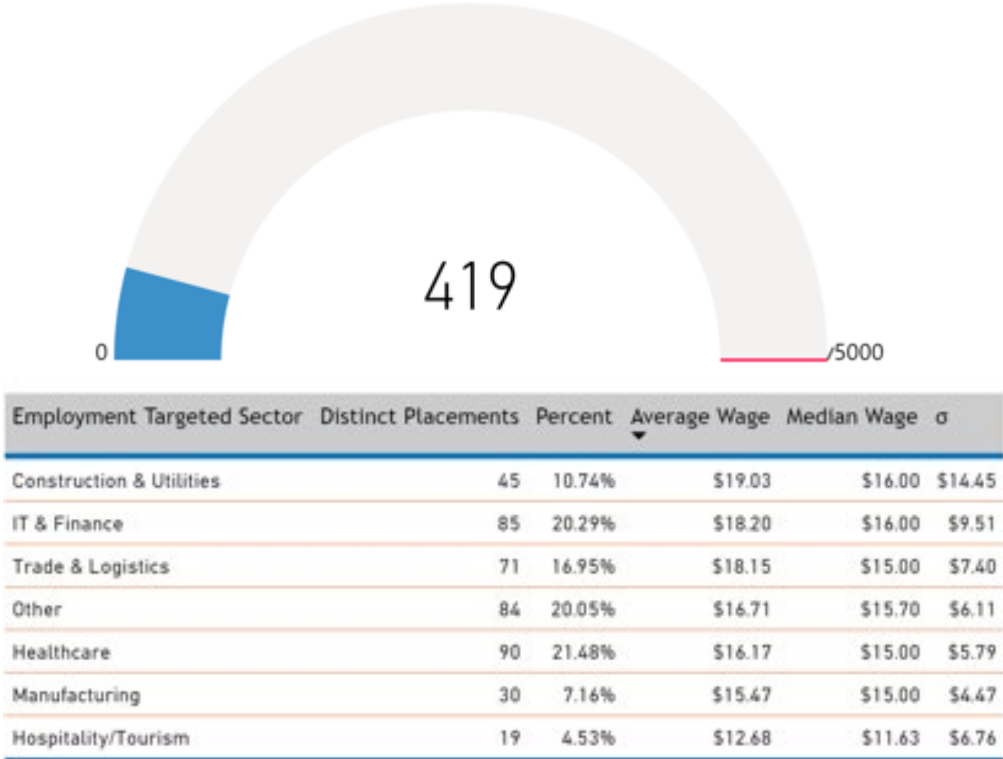


Career Seekers in Training  
Q1-Q2: 2019-2020



DELIVER TALENT SOLUTIONS  
 TO IGNITE POTENTIAL

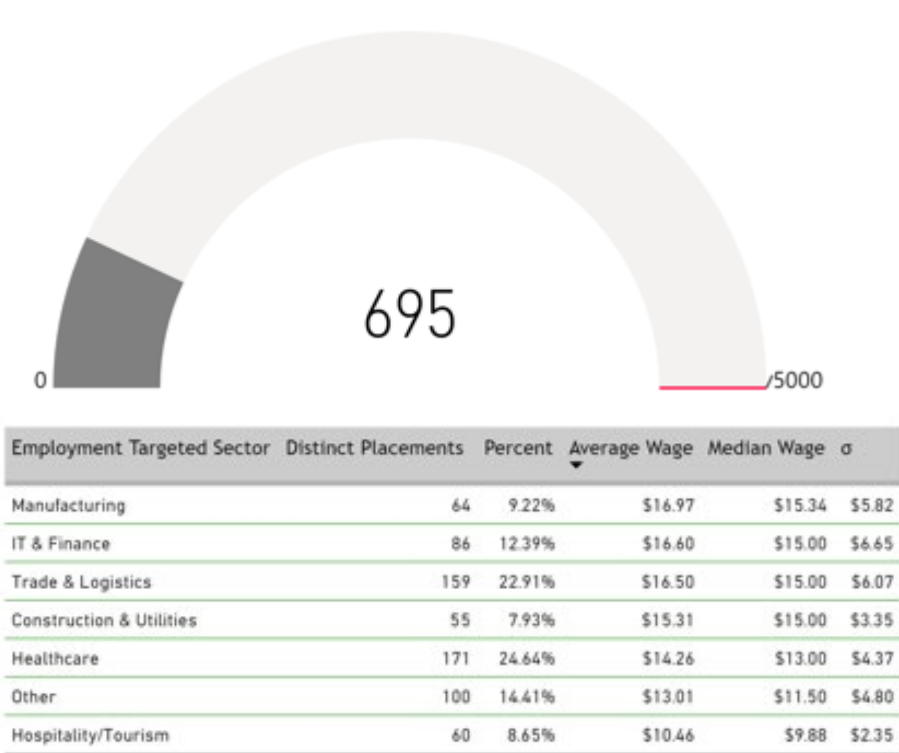
Career Seekers Trained and Placed  
 Q1-Q2: 2020-2021



\$17.11  
 Average Wage

\$15.00  
 Median Wage

Career Seekers Trained and Placed  
 Q1-Q2: 2019-2020



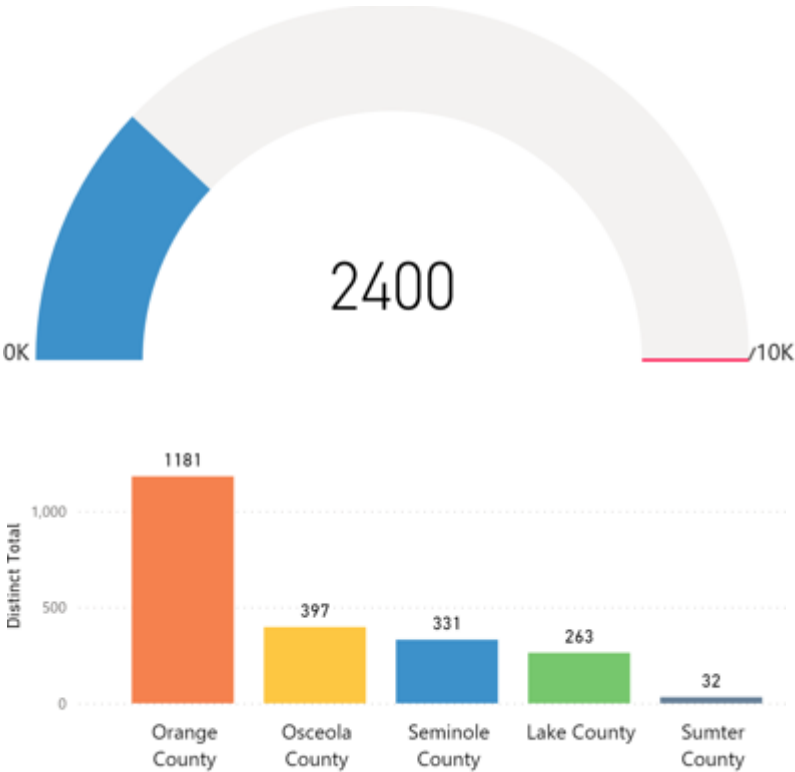
\$14.91  
 Average Wage

\$13.97  
 Median Wage

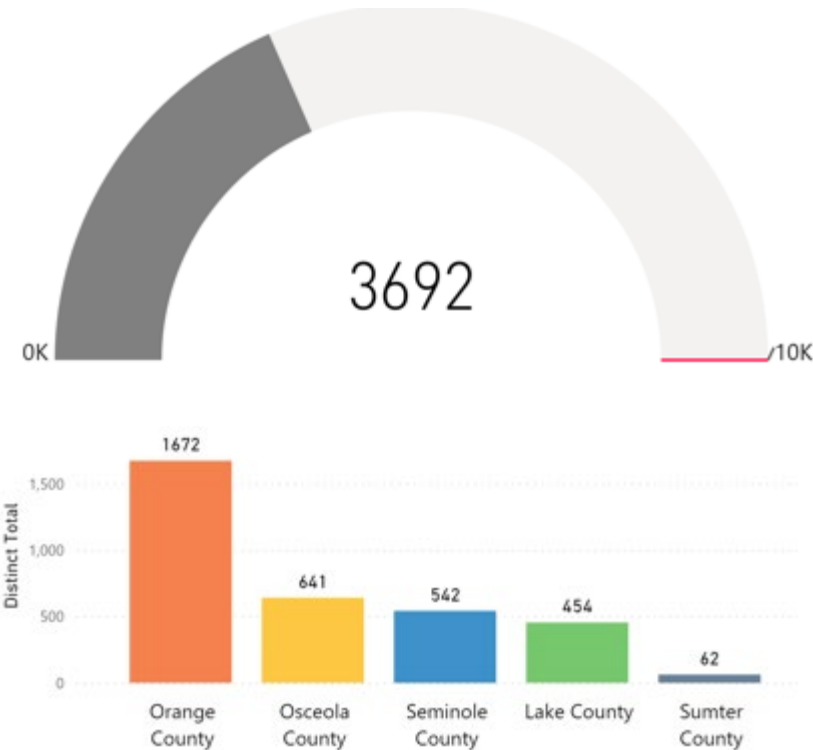


DELIVER TALENT SOLUTIONS  
TO IGNITE POTENTIAL

Career Seekers Placed  
Q1-Q2: 2020-2021



Career Seekers Placed  
Q1-Q2: 2019-2020



Data Source: Employ Florida  
and OSST SQL Server

Data Start Date  
July 1, 2020

Data Through  
December 31, 2020



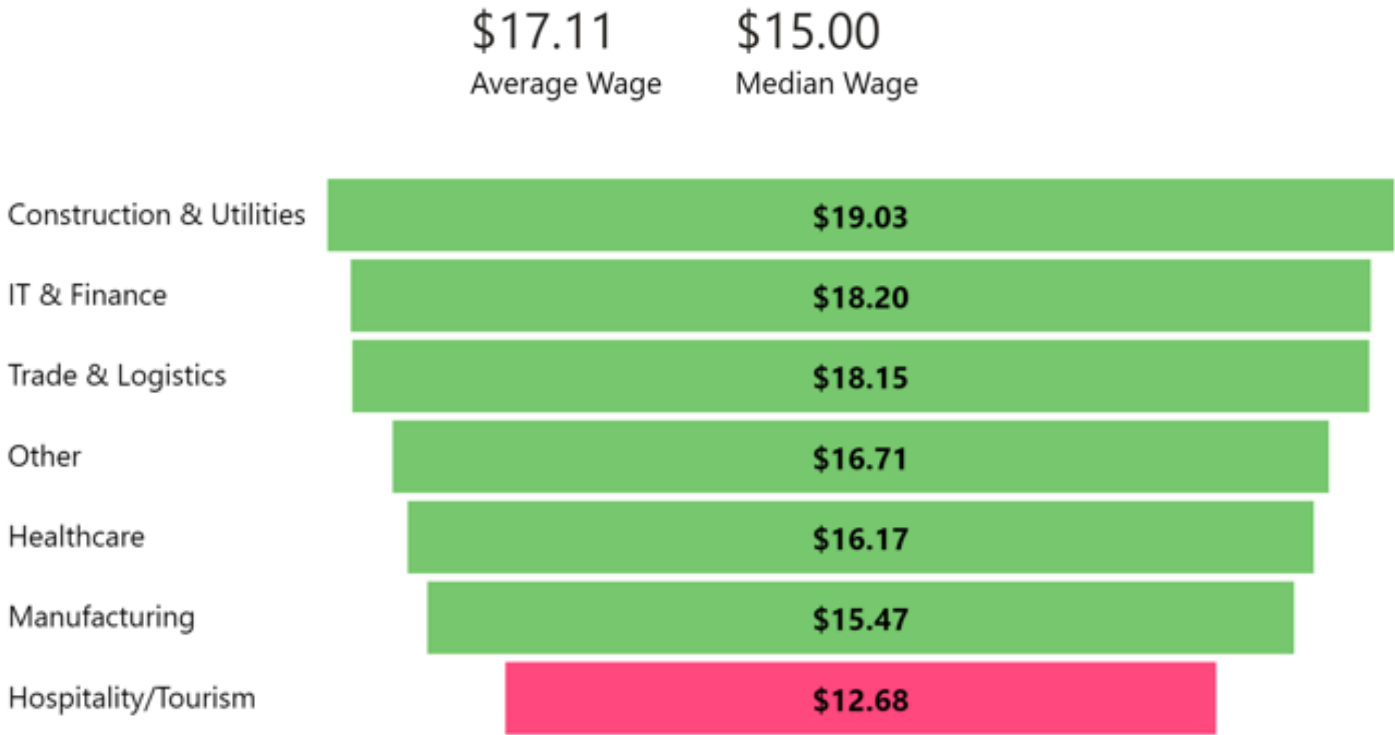
DELIVER TALENT SOLUTIONS  
TO IGNITE POTENTIAL

Data Source: Employ Florida  
SQL Server

Data Start Date  
July 1, 2020

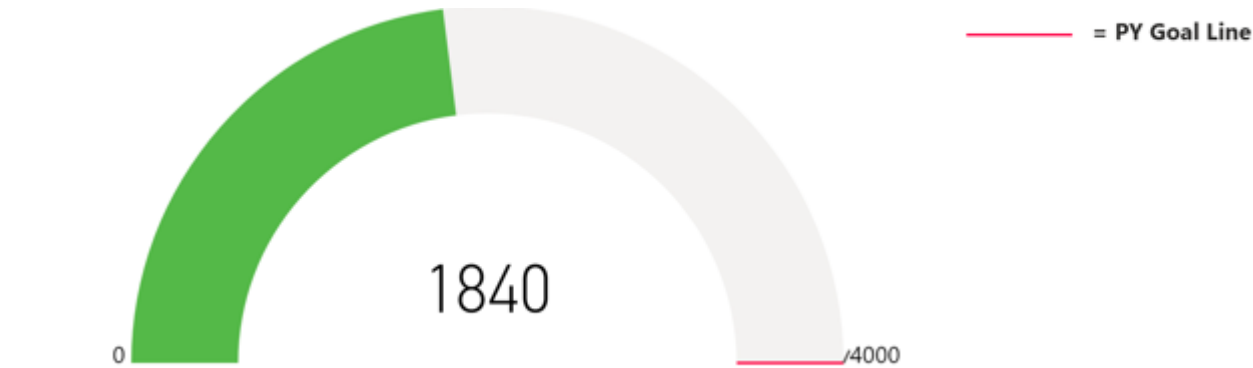
Data Through  
December 31, 2020

Average Wages By Employment Targeted Sector

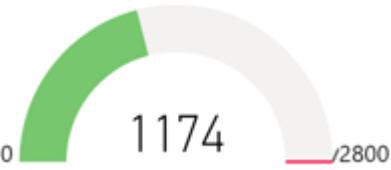
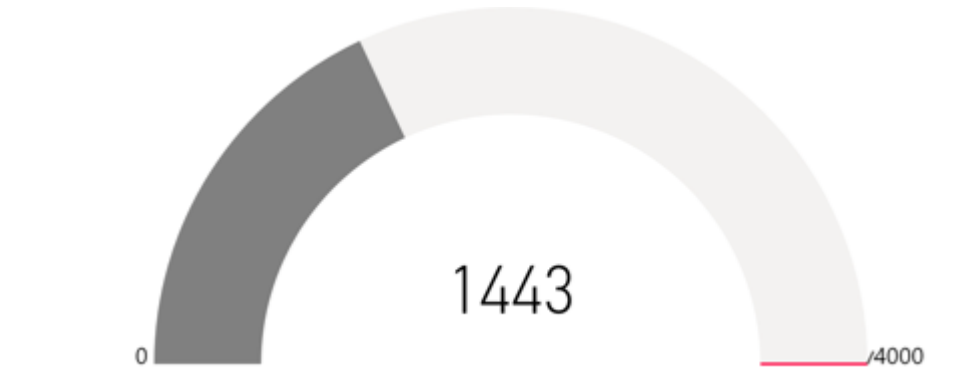


DELIVER TALENT ACQUISITION STRATEGIES FOR BUSINESSES IN HIGH GROWTH INDUSTRIES

Businesses Served  
Q1-Q2: 2020-2021



Businesses Served  
Q1-Q2: 2019-2020



Loyalty Businesses



New Businesses



Loyalty Businesses



New Businesses

# HELP IS HERE - ORANGE COUNTY

AS OF FEB. 23, 2021

Help is Here - Orange County

Data Source: CareerEdge - Help is Here Data  
Extract and Communications Data

Data Through  
February 23, 2021

Refreshed On:  
February 23, 2021



Refresh Cadence: Weekly on Friday Morning

Cumulative  
Communication  
Outreach

Career Seekers  
Total Reached

87,009

Businesses Total  
Reached

27,004

Unique Website  
Visits

65,872

Total Audience  
Reached (Media)

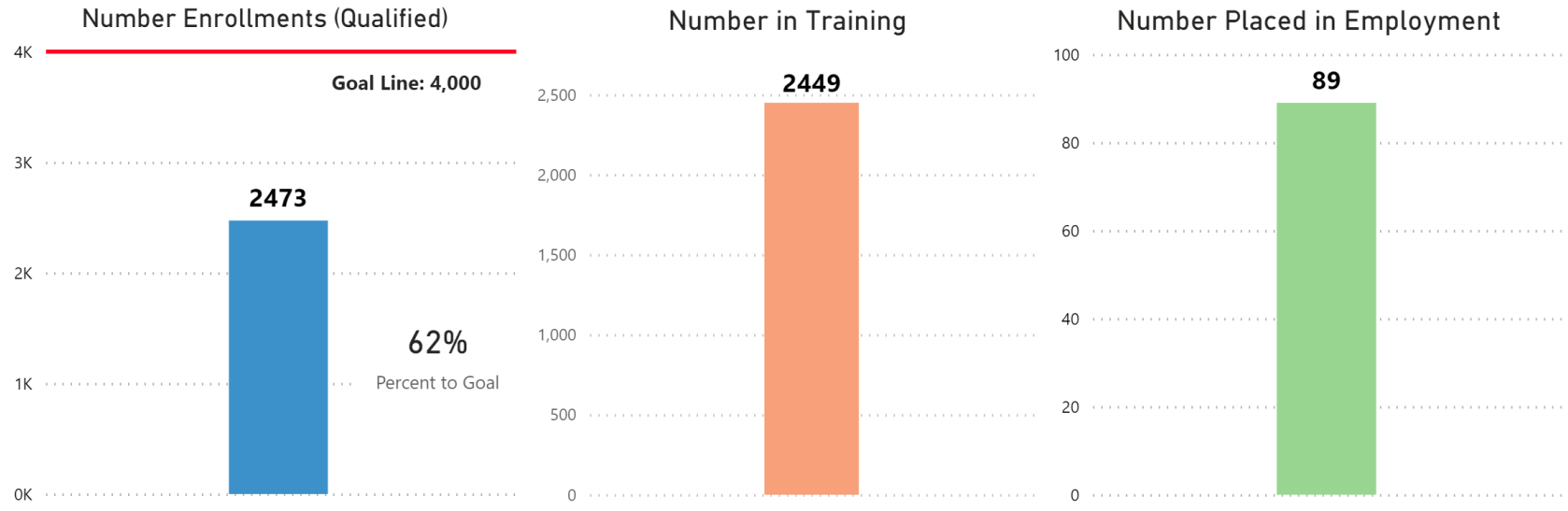
144.8M

Social Media  
Impressions

1,139,980

Total Unique  
Applications

7413



# OTHER UPDATES

# STERLING JOURNEY

## Timeline & Next Steps

- Now – April 2021: Sterling Examination Period
  - Thank You to Sterling Examiners Joining Today's Board Meeting
  - CSCF Cross-Functional Teams are Participating in Weekly Ongoing Calls with Examiners
- Week of March 15, 2021
  - Sterling Examiners Conduct Field Virtual Meetings
- May 2021:
  - Feedback Report Delivered
- June 2021:
  - CSCF Develops Action Plans Established for Continued Transformation

# SUMMER YOUTH PROGRAM

- Applications Now Open
- Helps Young Adults in High School (Ages 15-19)
  - Explore - Gain Exposure to College Experiences
  - Experience - Receive Professional Internships
  - Accelerate - Take Part in Specialized Career Training
- Earn Wages and Incentives
- Goal = 1,500 Young Adults
- Securing Sponsorships Now; Referrals Welcomed

**EXPLORE****EXPERIENCE****ACCELERATE**



# “Support to Communities: Fostering Opioid Recovery through Workforce Development Grant” from DEO

**\$2.7M  
4-Year  
Grant**

2020-2024

## Next Steps:

- **Provide Career & Business Services: Training; Recruitment, Retention**
  - Those Who Seek to Transition to Professions that Support Individuals with Substance Use Disorder
  - Need New or Upgraded Skills in Opioid Recovery and Health-related Professions
  - Those Recovering from Substance Use Disorder
    - Support their Skill Development and Continuous Employment
    - To Become a Peer-to-Peer Drug Treatment Advisor
  - Assist Businesses:
    - Train HR Professionals in Opioid Recovery
    - Help Address Substance Use Disorder Needs as a Component of the Organization’s Employee Assistance Program
- **Deliver NARCAN Training**
  - Community Facilitators, Social Service, Faith-based Organizations
- **Develop a System of Care Approach**
  - Provide Labor Market Analysis to Support In-Demand Careers and Drive Effective Training Programs related to Opioid Recovery
  - Engage and Convene Community Leaders and Training Providers

- ✓ **Implementation Plan Underway**
- **Partnership and Vendor Fulfillment**
  - **Staffing Hired to Support Grant**



RETURN TO AGENDA

Meeting Details

Meeting Agenda

Welcome

Spotlight Story

Roll Call

Public Comment

Consent Agenda

Information /  
Discussion /  
Action Items

Insight

Other Business

Adjournment

# FINANCE REPORT

Eric Ushkowitz

Treasurer / Finance Committee Chair

## Meeting Packet Page 47

Agenda Item 6B 1)

Agenda Item 6B 1)

CSCF Budget FY 2020 - 2021			INDIRECT COST	NEG HURRICANE													UNRESTRICTED	Actual Expenditures	% of Expenditures
Funding Sources	Total Revenue	WIOA Adult/DW		Youth 22	TANF 60	WP 90	HH-OC	NEG COVID	MARIA 33	TAA 81	SNAP 85	DVOP 94	UC 96	LVER 98	RESEA 119				
Carry In Funds From FY 19 - 20	9,984,811	5,264,905		1,123,471	1,086,428	61,563		1,308,127	789,933	16,119	159,391	61,627	25,621	69,865	17,761				
FY 20 - 21 Award	40,522,210	9,769,667		3,263,429	7,522,916	2,159,033	7,500,000	8,500,000	-	156,762	692,583	150,000	-	93,018	714,803				
Award Total - Available Funds	50,507,021	15,034,572		4,386,900	8,609,343	2,220,596	7,500,000	9,808,127	789,933	172,881	851,974	211,627	25,621	162,882	732,564				
LESS planned Carryover For FY 21 - 22	(8,007,021)	(3,006,914)	(652,686)	-	-	-	(4,347,421)	-	-	-	-	-	-	-					
Total Available Funds Budgeted	42,500,000	12,027,658	3,734,214	8,609,343	2,220,596	7,500,000	5,460,706	789,933	172,881	851,974	211,627	25,621	162,882	732,564					
PROGRAM	Authorized Budget																		
Salaries/Benefits	15,180,000	941,937	1,808,226	1,162,231	1,319,694	238,970	153,113	167,106	144,296	2,981	252,537	76,346	3,119	49,309	298,784	51,706	6,737,592	44.4%	
Program Services	20,800,000	2,239	2,100,742	745,192	2,327,066	3,408	5,952,999	584,580	493,285	13,156	826	806	-	489	909	134	12,439,234	74.0%	
Professional Services	1,190,000	126,642	63,772	32,325	207,900	31,673	367,182	34,777	4,689	402	8,355	8,639	5	4,840	8,096	44,539	946,023	79.5%	
Outreach	500,000	3,703	26,445	15,827	65,246	14,590	48,626	2,178	2,350	179	3,930	3,856	-	2,190	4,100	2,763	191,015	38.2%	
Infrastructure/Maintenance & Related Cost	3,275,000	114,230	106,863	42,218	187,519	582,762	9,700	6,934	6,023	496	10,625	10,863	-	10,253	10,522	3,004	1,104,766	33.7%	
IT Cost/Network Expenses	1,200,000	84,673	138,356	84,665	90,260	83,745	28,274	11,113	13,287	987	20,276	18,976	-	10,734	20,704	3,305	614,517	51.2%	
Staff Development & Capacity Building	355,000	12,414	37,444	12,354	10,710	7,214	1,871	1,357	1,118	79	2,023	1,722	(77)	103	2,338	36,845	128,011	36.1%	
Indirect Cost (10%)		(1,909,127)	403,650	202,812	408,572	46,761	569,512	79,594	64,151	1,815	29,552	11,892	305	7,270	34,202	14,283			
EXPENDITURES	42,500,000	(623,289)	4,685,499	2,297,623	4,616,967	1,009,121	7,131,279	887,639	729,199	20,095	328,124	133,101	3,351	85,189	379,654	156,579	22,161,158	52.1%	
FUNDING DECISIONS	-	-	275,461	57,093	(3,430)	(2,655)	(64)	(57,694)	(432)	(39)	1,511	(729)	(3,351)	(341)	2,684	(26,000)	(0)		
TOTAL BUDGET/EXPENDITURES	22,161,158	(623,289)	4,960,960	2,354,717	4,613,538	1,006,466	7,131,215	829,946	728,767	20,056	329,635	132,372	-	84,848	382,339	130,579	22,161,158	52.1%	
TOTAL AVAILABLE FUNDS (Before Training Obligations)	20,338,842	(623,289)	7,066,697	1,379,497	3,995,806	1,214,130	368,785	4,630,761	61,166	152,824	522,338	79,255	25,621	78,034	350,226				
% OF FUNDS EXPENDED BY GRANT	52.1%		41.2%	63.1%	53.6%	45.3%	95.1%	15.2%	92.3%	11.6%	38.7%	62.5%		52.1%	52.2%				
Total Training Obligations			714,092	313,830	167,777	-	318,124	2,698,193	34,167	-	-	-	-	-	-				
TOTAL AVAILABLE FUNDS		(623,289)	6,352,605	1,065,667	3,828,029	1,214,130	50,661	1,932,568	26,999	152,824	522,338	79,255	25,621	78,034	350,226				
% OF FUNDS EXPENDED (INCLUDING OBLIGATIONS)			47.2%	71.5%	55.5%	45.3%	99.3%	64.6%	96.6%	11.6%	38.7%	62.5%	0.0%	52.1%	52.2%				
	ACTUAL	TARGET																	
ITA % (Adult DW)	47.8%	30.0%																	
ITA% (Youth)	28.8%	20.0%																	
ADMINISTRATIVE COST %	8.6%	10.0%																	

**CareerSource Central Florida**  
**Current Year Budget and 2 yr Expenditure Comparison**  
**As of 12/31/20**

	CY	PY	\$	%
Funding Sources	Revenue	Revenue	Difference	Difference
Carry In Funds From FY 18 - 19	10,000,000	6,500,000	3,500,000	
FY 19 - 20 Award	40,500,000	26,000,000	14,500,000	
Award Total - Available Funds	50,500,000	32,500,000	18,000,000	
LESS planned Carryover For FY 20 - 21	(8,000,000)	(2,300,000)	(5,700,000)	
Total Available Funds Budgeted	42,500,000	30,200,000	12,300,000	40.7%

	Budget	CY Expenditures	PY Expenditures	\$ Difference	% Difference
Salaries/Benefits	15,180,000	6,737,592	6,683,516	54,075	0.8%
Career & Youth Services	20,800,000	12,439,234	6,293,425	6,145,809	97.7%
Professional Fees	1,190,000	946,023	256,432	689,592	268.9%
Outreach	500,000	191,015	186,842	4,173	2.2%
Infrastructure/Maintenance & Related Cost	3,275,000	1,104,766	1,312,036	(207,270)	-15.8%
IT Cost/Network Expenses	1,200,000	614,517	518,819	95,698	18.4%
Staff Development & Capacity Building	355,000	128,011	203,320	(75,309)	-37.0%
<b>TOTAL EXPENDITURES</b>	<b>42,500,000</b>	<b>22,161,158</b>	<b>15,454,391</b>	<b>6,706,767</b>	<b>43.4%</b>

	BUDGET	CY ACTUAL	PY ACTUAL
ITA %	50.0%	47.8%	53.8%
ADMINISTRATIVE COST %	8.0%	8.6%	9.0%

RETURN TO AGENDA

# Government in the Sunshine Public Records Ethics

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**A Briefing for the  
CareerSource Central Florida  
Board of Directors  
February 25, 2021**

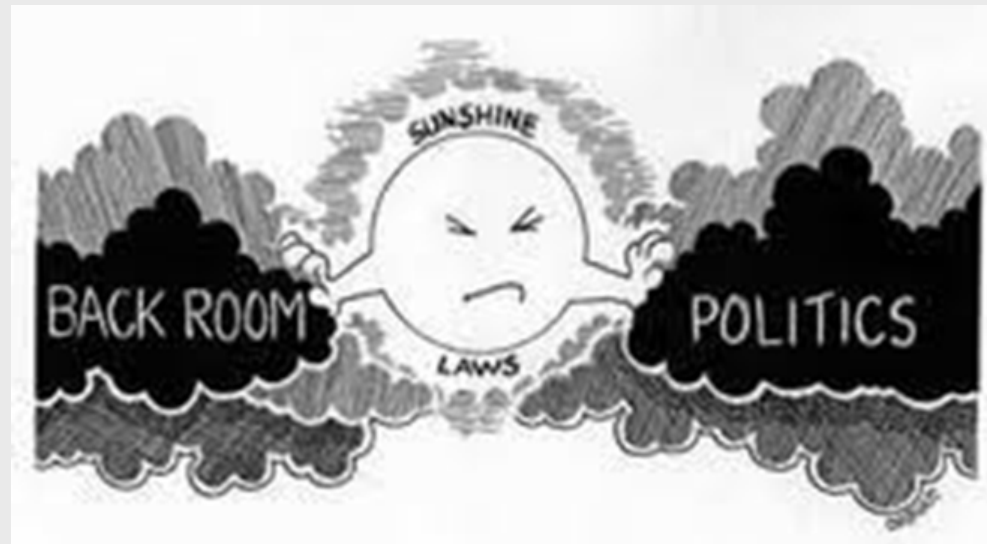


**GRAY | ROBINSON**  
ATTORNEYS AT LAW

# Overview

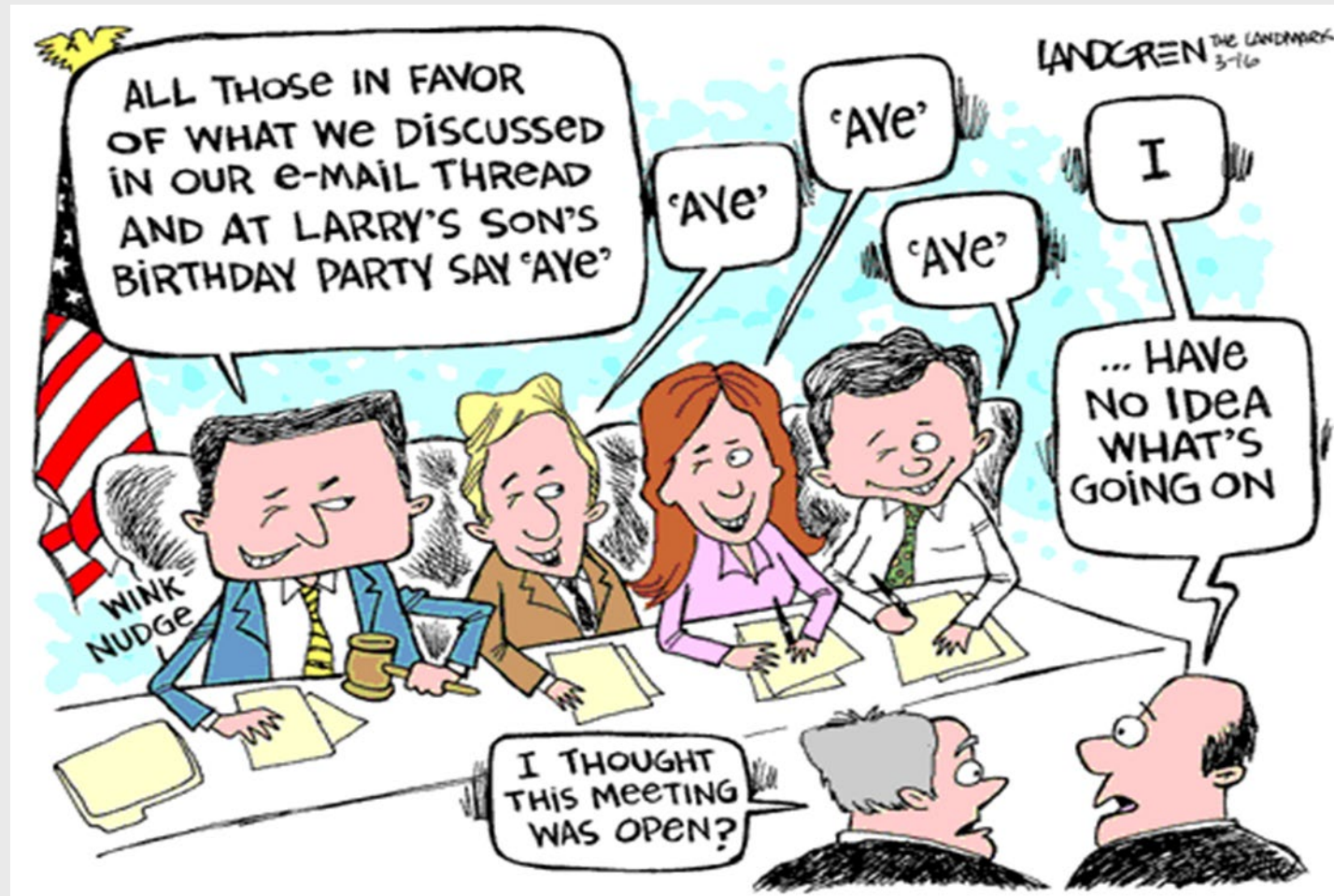
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1. Government in the Sunshine Law — *Chapter 286, Fla. Stat.*
2. Public Records Law — *Chapter 119, Fla. Stat.*
3. Code of Ethics — *Part III of Chapter 112, Fla. Stat.*





# SUNSHINE LAW



# SUNSHINE LAW

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## Basic requirements:

1. Meetings must be open and accessible to the public.
2. Meetings must be noticed.
3. Written minutes must be taken.

*§286.011 Florida Statutes*



# SUNSHINE LAW

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## **Applicable to:**

- **CSCF Board**
- **Committees of the Board**

When such committees have been delegated “**decision-making authority**” as opposed to mere “**information gathering or fact-finding authority**”.

# SUNSHINE LAW

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## Things to remember:

- If 2 or more board members need to discuss CSCF related business, a meeting must be officially noticed.
- Do not call, text or e-mail each other on CSCF related business -- all discussions must be in an open, noticed meeting.
- You cannot have a person act as a “go-between”.
- Whispering and passing notes at a noticed meeting could be considered an unnoticed meeting if discussing CSCF business.
- Once a meeting is adjourned, don’t talk about CSCF business on your way out of the room.
- Members of the public must be provided an opportunity to address the board during the decision-making process, and **before** a decision is made.

# SUNSHINE LAW

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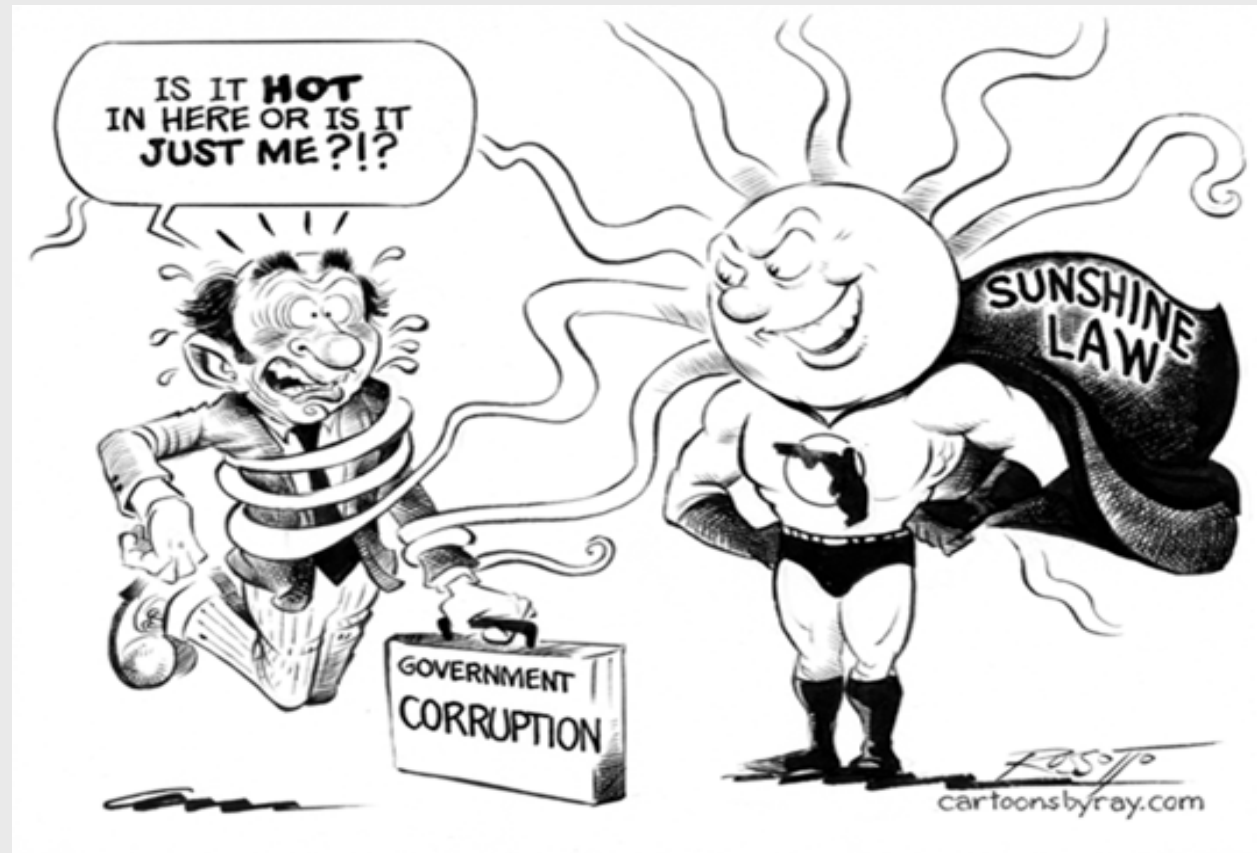
## Meetings do *not* include:

- Discussions with Consortium members
- Discussions with state legislators
- Discussions with CareerSource Florida board members
- Discussions with CSCF staff

# SUNSHINE LAW

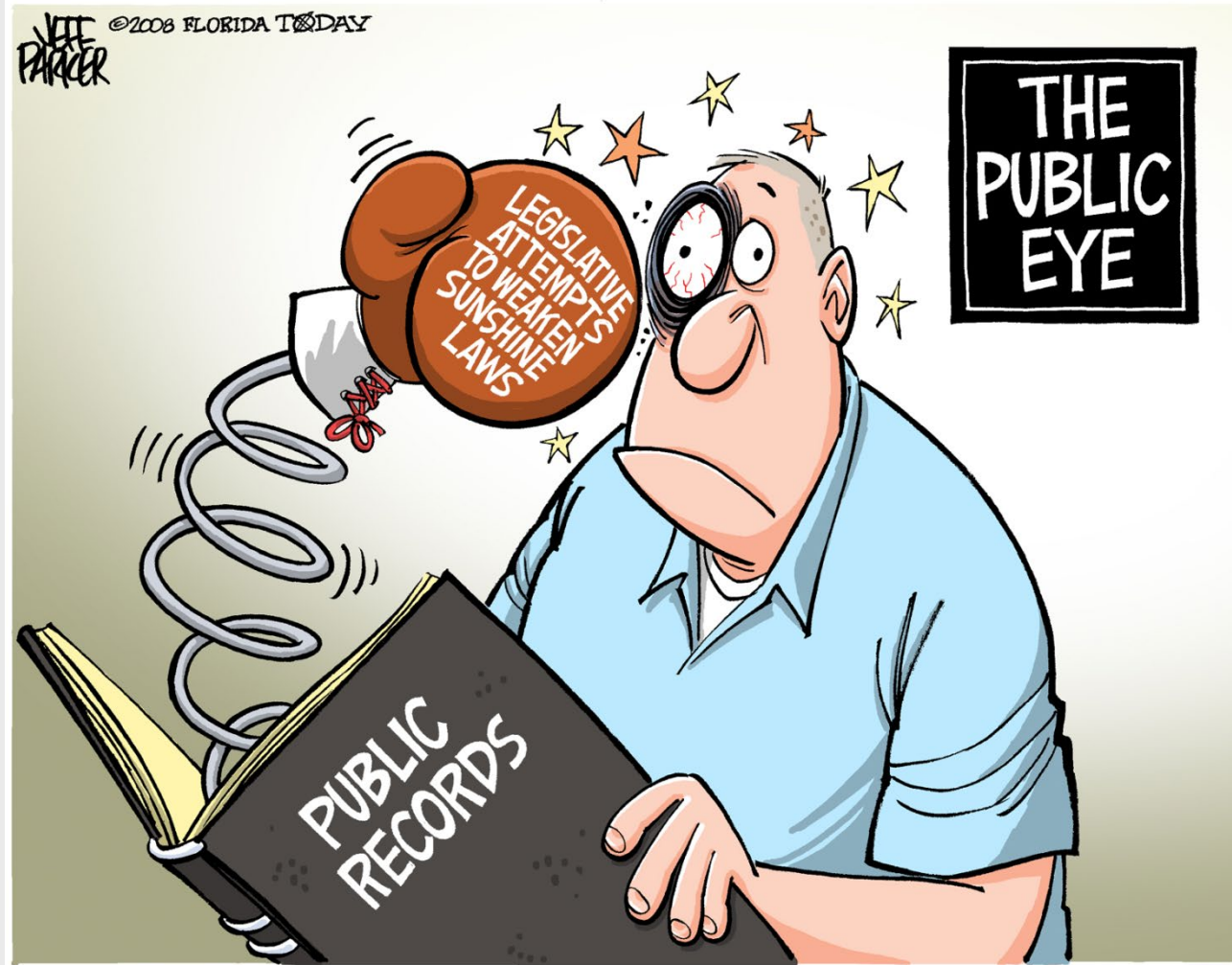
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Questions?



# PUBLIC RECORDS LAW

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# PUBLIC RECORDS LAW

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## Important things to know:

- Every record made or received in connection with CSCF business.
- All CSCF board members and CSCF employees must permit inspection and copying of public records.
- NOT limited to traditional written documents.
- Includes texts and emails made or received in connection with official business.
- Includes YouTube videos, Facebook posts, tapes, photographs, videos and sound recordings.



# PUBLIC RECORDS LAW

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## Important things to know:

- Public records can only be destroyed in accordance with a specific process under state law.
- Public records must be retained for certain periods of time.
- The law applies to communications with residents, members of the public, employees, consultants, contractors and legal counsel and others involving CSCF business, **even if it is on your private computer, laptop or phone**. It is the nature of the record – not the location.
- Purely personal e-mails are not public records, but there is no “expectation of privacy” for communications on a CSCF owned computer.

# PUBLIC RECORDS LAW

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## Important things to know:

- Public records include metadata.
- There is **no “unfinished business” exemption** – drafts and notes can be a public record.
- A public records request may be verbal, written, e-mailed, by any person at any time for any or no reason.
- You cannot require the requester to provide his or her name, and he or she does not have to say why the records are requested.
- If you receive a public records request, let Pam know immediately.



# SUNSHINE AND PUBLIC RECORDS LAW

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*For violations of the law -*

- **The State Attorney or a Grand Jury can be involved**
- **Private parties can sue**
- **Penalties can include:**
  - Jail time – 1 year in jail for a knowing violation
  - Fines -- \$500 for an unintentional violation
  - Attorney's fees
  - Trial
  - Nasty press coverage



# PUBLIC RECORDS LAW

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## Questions?



# CODE OF ETHICS

## ETHICS/FINANCIAL DISCLOSURE/GIFTS



# ETHICS

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## Basic principle of Ethics in Florida

*Legislative Intent – Part III of Chapter 112:*

“It is declared to be the policy of the state that public officers and employees, state and local, are agents of the people and hold their positions for the benefit of the public. . . . promoting the public interest and maintaining the respect of the people in their government must be of foremost concern.”

# ETHICS

## Applies to:

- CSCF Board Members
- Committee members
- Employees



# ETHICS

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\*\*\*The following is a [brief summary](#) of the Ethics Code. If you are in a situation where something may apply to you, please ask!\*\*\*



# ETHICS

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## What to remember:

Do not use your position with CSCF to secure anything **special** for yourself, your family, friends, or anyone else.



# ETHICS

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## Caution areas:

- Doing business with CSCF – you or your family should not do business with CSCF. *[Sec. 112.313(3), Fla. Stat.]*
- Secondary employment – there cannot be any conflict with your CSCF position. You cannot take a job with a company doing business with CSCF. *[Sec. 112.313(7), Fla. Stat.]*
- Using information -- Don't use information (now or in the future) which you learned from your CSCF position to gain a special advantage for you or your family or anyone else. *[Sec. 112.313(8), Fla. Stat.]*



# ETHICS

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## Caution areas:

- Honoraria – you cannot accept a payment to speak or write for an organization. Reasonable expenses can be paid. [Sec. 112.3149, Fla. Stat.]
- Nepotism – you cannot hire, promote, or advocate for your relatives to get a job with CSCF. [Sec. 112.3135, Fla. Stat.]



# ETHICS

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## GENERAL RULES ABOUT VOTING:

- You **must vote** on all CSCF issues.
- *Unless* you have “conflict of interest” or there appears to be a “possible conflict of interest”. [Sec. 286.012, Fla. Stat.]
- “Abstentions” are not allowed.



# ETHICS

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## VOTING CONFLICTS:

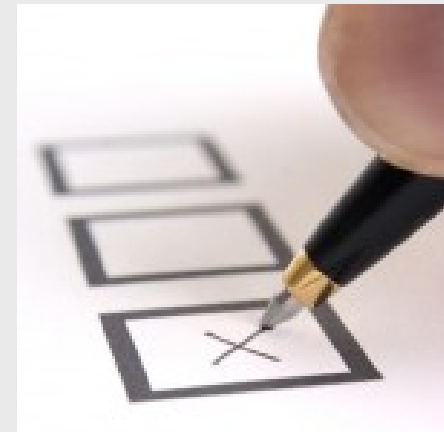
- Must disclose if, on *any* issue, the Board's vote would benefit ... or hurt ...
  - You
  - Your relative
  - Your business partner
  - Your employer
  - Your client/customer
  - The parent company, subsidiary company, or sister company of ...
    - Your employer
    - Your client

# ETHICS

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## If you have a voting conflict:

- Do not vote!
- Must file Form 8B (with Kaz) within 15 days after the vote.
- May participate in the discussion if the conflict is first disclosed (but why would you?)



# ETHICS

# VOTING CONFLICTS

- **MUST** abstain:
  - conflict of interest
- **MAY** abstain:
  - appearance of a conflict of interest
- If you abstain for either reason, file Form 8B

<b>FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS</b>	
<b>LAST NAME—FIRST NAME—MIDDLE NAME</b>	<b>NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE</b>
<b>MAILING ADDRESS</b>	<b>THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF</b>
<b>CITY</b> <b>COUNTY</b>	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
<b>DATE ON WHICH VOTE OCCURRED</b>	<b>NAME OF POLITICAL SUBDIVISION:</b>
	<b>MY POSITION IS:</b> <input type="checkbox"/> ELECTIVE <input 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 equally 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 the reverse side 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 inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate 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 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 otherwise may participate 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 other side)

# ETHICS

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## CSCF Board Member-Related Contracts

**\*\*\*EXCEPTION\*\*\*** *Sec. 445.007(11), Fla. Stat.*

- CSCF may contract with a Board member or a Board member's relative
- Approval by 2/3 vote of the Board of Directors, a quorum having been established
- Board member must disclose and abstain from voting *[do not have to leave the room]*
- Disclosed to DEO and DEO approves [over 25k]
- DEO Forms and Form 8B

# ETHICS

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## **Penalties** (*employees, officers, candidates*):

Impeachment, removal from office or employment, suspension, public censure, reprimand, demotion, reduction in salary level, forfeiture of one-third salary per month for twelve months, a civil penalty up to \$10,000, restitution of any pecuniary benefits received, and triple the value of a gift from a political committee.

# FINANCIAL DISCLOSURE

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## What is disclosed and where?

- Form 1: certain assets and liabilities, sources of income, and certain other information.
- Form 1F: financial disclosure statement ... from January 1 to your last day in office.
- Both filed with the Supervisor of Elections in the county you reside

*Sec. 445.007(1), Fla. Stat.*





# FINANCIAL DISCLOSURE

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## Penalties:

- Fail to file by July 1<sup>st</sup>: delinquency notice.
- Fail to file, then, by September 1<sup>st</sup>: **\$25-per-day** fine.
- Max fine: **\$1,500**.

*Note: The Commission on Ethics must send Form 1 to Board members no later than June 1<sup>st</sup> of each year. F.S. 112.3145(6)(b)*

# GIFTS

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## What is a “gift”?

- money
- real estate
- use of real estate
- tangible personal property
- intangible personal property
- use of personal property
- food or beverages
- membership dues
- transportation
- plants & flowers
- admission tickets (sports, concerts, cruises, theme parks, etc.)
- forgiveness of debt
- a preferential rate or price on a debt, loan, goods or services
- any other thing having value
- any other service having value

# GIFTS

---

## Caution areas:

- Taking gifts – taking anything of value for you or your family **over \$100** can be an ethics violation. *[Sec. 112.3148, Fla. Stat.]*
- Asking for gifts – don't ask people **working with** or **associated with** CSCF business for anything -- lobbyist, vendor, customer, or anyone doing business with CSCF. *[Sec. 112.313(2), Fla. Stat.]*

# GIFTS

---

## DISCLOSURE OF GIFTS BY YOU:

- Any gift which is accepted AND worth **over \$100**
- Exceptions:
  - Gifts from relatives
  - **Prohibited** gifts (*i.e.*, from lobbyists and vendors)



# GIFTS

---

## GIFTS DISCLOSED ... BY LOBBYISTS AND VENDORS:

- All gifts to you worth **over \$25**.
- Disclosed quarterly ... by the lobbyist or vendor, not you.



# FLORIDA COMMISSION ON ETHICS

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- Available for advice: ethics / gifts / financial disclosure
- Phone: 850-488-7864
- Website: [www.ethics.state.fl.us](http://www.ethics.state.fl.us)

# ETHICS/FINANCIAL DISCLOSURE/GIFTS

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# COMMITTEE REPORTS



# REPORTS BY COMMITTEE CHAIR

Executive

Mark Wylie

Audit

Larry Walter

Career Services

Dr. Kathleen Plinske

Community Engagement

Jody Wood

Facilities Ad Hoc

Matt Walton

Finance

Eric Ushkowitz

Governance

Richard Sweat

Revenue Diversity Ad Hoc

Eric Jackson

[TO INSIGHT SECTION](#)

[RETURN TO AGENDA](#)



# FISCAL YEAR 2020/21 MID-YEAR BUDGET ADJUSTMENT

	<u>Current</u>	<u>Revised</u>	<u>DIFFERENCE</u>	<u>%</u>
Reserves from Prior Year	\$10,000,000	\$10,000,000	---	
Current Year Funding Allocation	\$24,000,000	\$33,000,000	\$9,000,000	
Orange County – Help is Here	\$7,000,000	7,500,000	\$500,000	
Available Revenue	\$41,000,000	\$50,500,000	\$9,500,000 {A}	
Planned Reserves For FY 21 - 22	(\$2,500,000)	(\$8,000,000)	(\$5,500,000)	
Total Budget	\$38,500,000	\$42,500,000	\$4,000,000	10.4%

Notes {A}

Detailed Breakout of Additional Funding:	<u>Amount</u>
National Emergency Grant Funding - COVID (NEG)	\$8,500,000
Supplemental WIOA Funding	\$500,000
Orange County – CARES Act Funding – HIH	\$500,000

# FISCAL YEAR 2020/21 MID-YEAR BUDGET ADJUSTMENT

	Original Revenue	Adjusted Revenue		
Reserves From Prior Year	10,000,000	10,000,000		
Current Year Funding Allocation	31,000,000	40,500,000		
Award Total - Available Funds	41,000,000	50,500,000		
LESS planned Carryover For FY 21 - 22	(2,500,000)	(8,000,000)		
<b>Total Available Funds Budgeted</b>	<b>38,500,000</b>	<b>42,500,000</b>	<b>\$ 4,000,000</b>	<b>10.4%</b>
Expenditure Category	Original Budget	Proposed Revised Budget		
Salaries/Benefits	15,180,000	14,680,000	(500,000)	
Program Services	16,800,000	20,800,000	4,000,000	
Professional Services	1,190,000	1,690,000	500,000	
Outreach	500,000	500,000	-	
Infrastructure/Maintenance & Related Cost	3,275,000	3,075,000	(200,000)	
IT Cost/Network Expenses	1,200,000	1,400,000	200,000	
Staff Development & Capacity Building	355,000	355,000	-	
Indirect Cost (10%)				
<b>EXPENDITURES</b>	<b>38,500,000</b>	<b>42,500,000</b>	<b>4,000,000</b>	<b>10.4%</b>

# FY 20-21 BOARD ENGAGEMENT: RESULTS THRU 12/31/20

	ENGAGEMENT		NEW
	PARTICIPATE	DEMONSTRATE	CONTRIBUTE
GOAL	90% of Board Membership	80% of Board Membership	70% of Board Membership
KPI	24 Hours per Board Member, per Year	Every Board Member Participates in One Occurrence, per Year	Contribute to Revenue Generation and/or provide In-kind Contribution
Status thru 12-31-20	10 hours average Participated	104% Demonstrated	48% Contributed

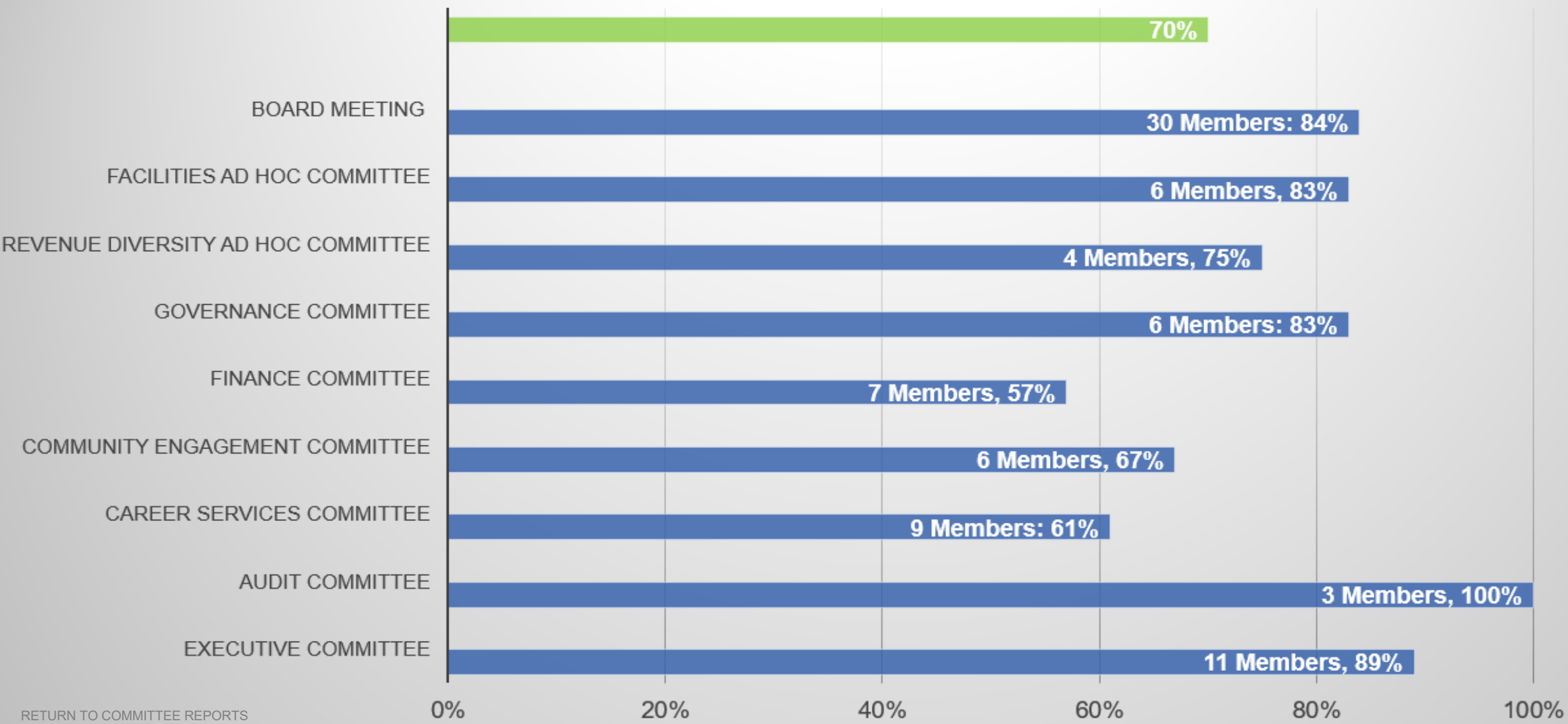
# BOARD ENGAGEMENT METRICS – FY 2020-2021

	ENGAGEMENT		NEW
	PARTICIPATE	DEMONSTRATE	CONTRIBUTE
GOAL	90% of Board Membership	80% of Board Membership	70% of Board Membership
DESCRIPTION	<ul style="list-style-type: none"> <li>▪ Board Meetings</li> <li>▪ Committee Meetings</li> <li>▪ Board Orientation</li> <li>▪ Board Conference Travel (NAWB, State Board Meetings)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attending Company Sponsored / Industry Events</li> <li>▪ Participate in Media Interviews</li> <li>▪ Speaking Engagements (internal or external)</li> <li>▪ Sharing the CSCF Story: Inclusion of News/Information in Company's Communications Channels (internal or external)</li> <li>▪ CSCF Miscellaneous Business Activities</li> <li>▪ Job Shadowing</li> <li>▪ Center Visits</li> <li>▪ The Board Source Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Contribution (Suggested \$500)</li> <li>▪ Participation in Fundraising Activities</li> <li>▪ Contribution of In-Kind Donations</li> <li>▪ Sponsor Summer Youth Program Intern</li> </ul>
KPI	Participate for 24 Hours, Per Year	Participate in One Occurrence, Per Year	Contribute to Revenue Generation and/or provide In-kind Contribution

# BOARD ENGAGEMENT: BOARD MEETING PARTICIPATION

FY: 20-21

Actual Overall 7/1/20 thru 12/31/20: 78%



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▶ **Insight**

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# INSIGHT

GUEST SPEAKER:

DR. SANFORD SHUGART  
PRESIDENT, VALENCIA COLLEGE

Central Florida Educational and Economic  
Challenges and Solutions: Present and Future

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# OTHER BUSINESS

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▶ **Adjournment**

# ADJOURNMENT

# THANK YOU!

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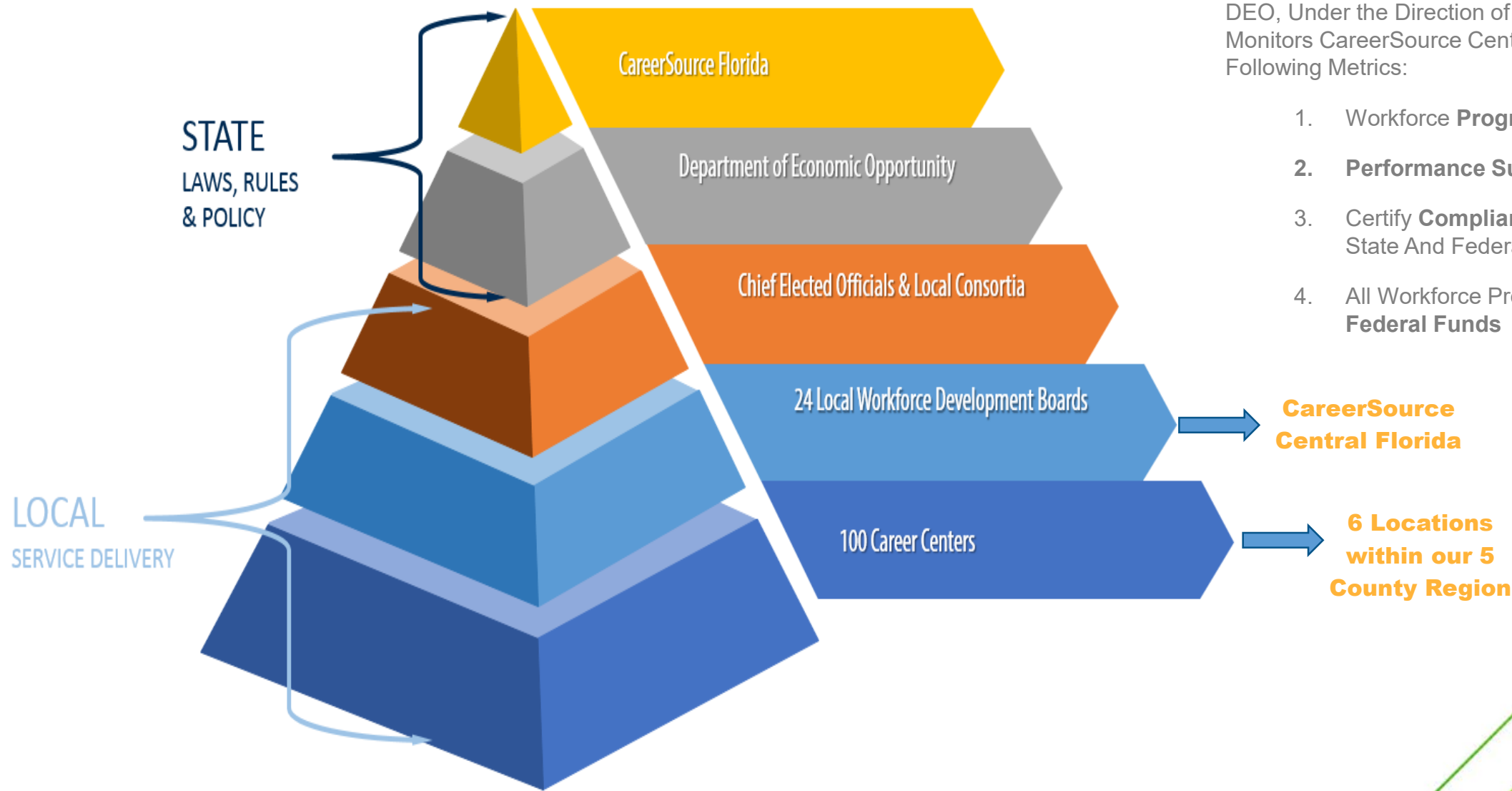
# CONSORTIUM & BOARD OF DIRECTORS ORIENTATION TRAINING SESSION

FEBRUARY 25, 2021

# OUR STRUCTURE

# STATE WORKFORCE SYSTEM

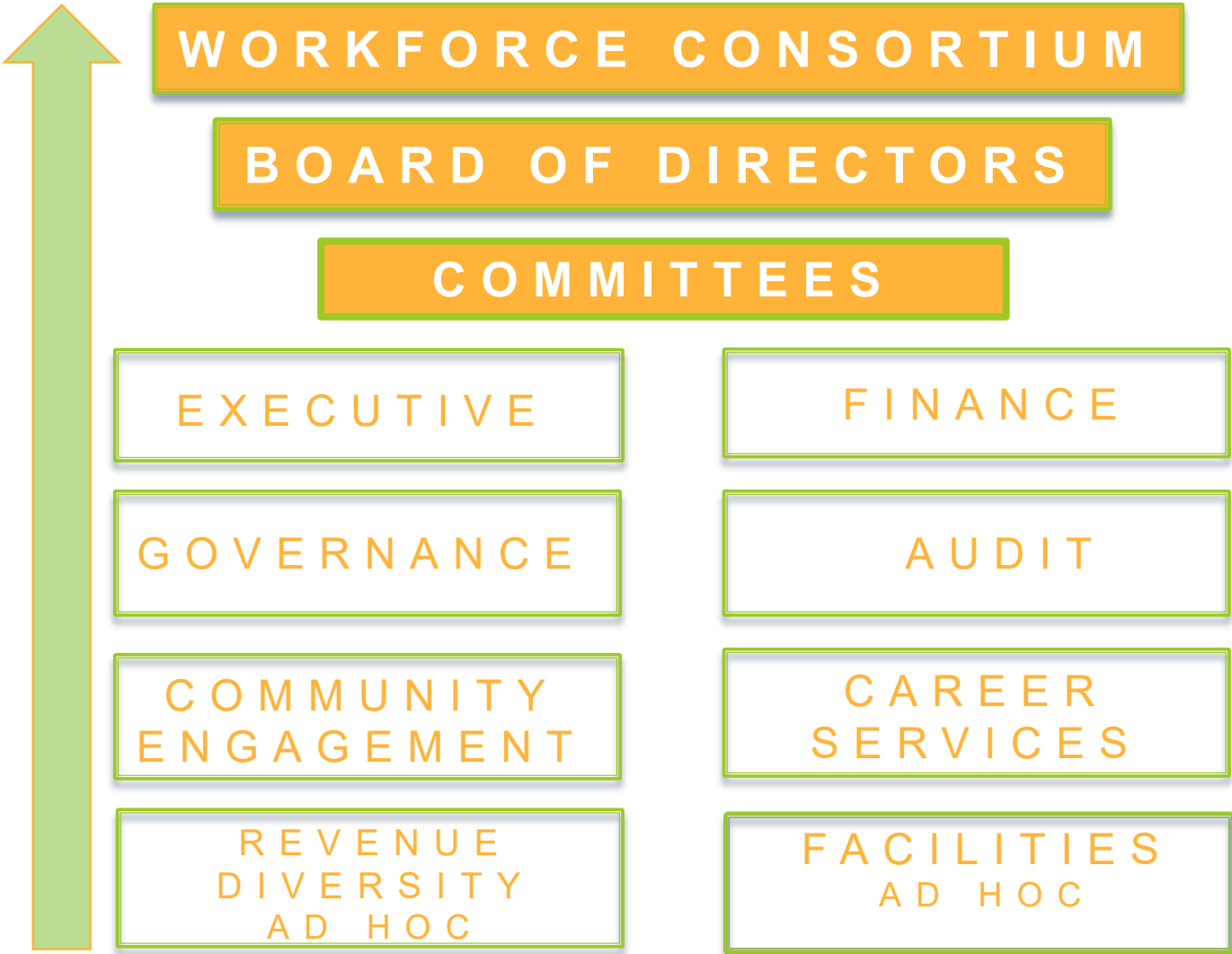
## DEPARTMENT OF ECONOMY OPPORTUNITY OVERSIGHT



DEO, Under the Direction of CareerSource Florida, Monitors CareerSource Central Florida on the Following Metrics:

1. Workforce **Programmatic Efforts**
2. **Performance Success** Requirements
3. Certify **Compliance** With Applicable State And Federal Law
4. All Workforce Programs Receiving **Federal Funds**

# BOARD GOVERNANCE



# OUR CONSORTIUM



**JERRY L. DEMINGS**  
ORANGE COUNTY MAYOR



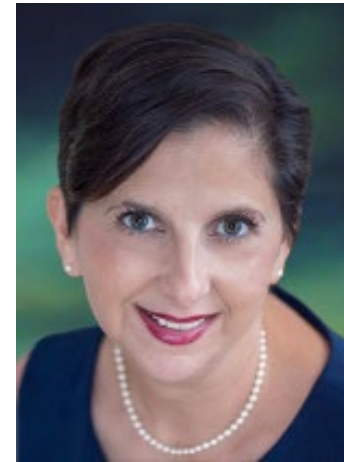
**PEGGY CHOUDHRY**  
OSCEOLA COUNTY COMMISSIONER, DISTRICT 1



**GARY SEARCH**  
SUMTER COUNTY COMMISSIONER, DISTRICT 1



**JOSH BLAKE**  
LAKE COUNTY COMMISSIONER, DISTRICT 5



**ANDRIA HERR**  
SEMINOLE COUNTY COMMISSIONER, DISTRICT 5



# OUR BOARD: OFFICERS



**MARK WYLIE, CHAIR**

PRESIDENT/CEO

Central Florida Chapter Associated Builders  
and Contractors, Inc.



**JODY WOOD, VICE CHAIR**

VICE PRESIDENT, RECRUITMENT AND TALENT  
MANAGEMENT

Walt Disney Parks & Resorts



**ERIC USHKOWITZ, TREASURER**

ECONOMIC DEVELOPMENT ADMINISTRATOR

Orange County Government



**JEFF HAYWARD, SECRETARY**

PRESIDENT & CEO

Heart of Florida United Way

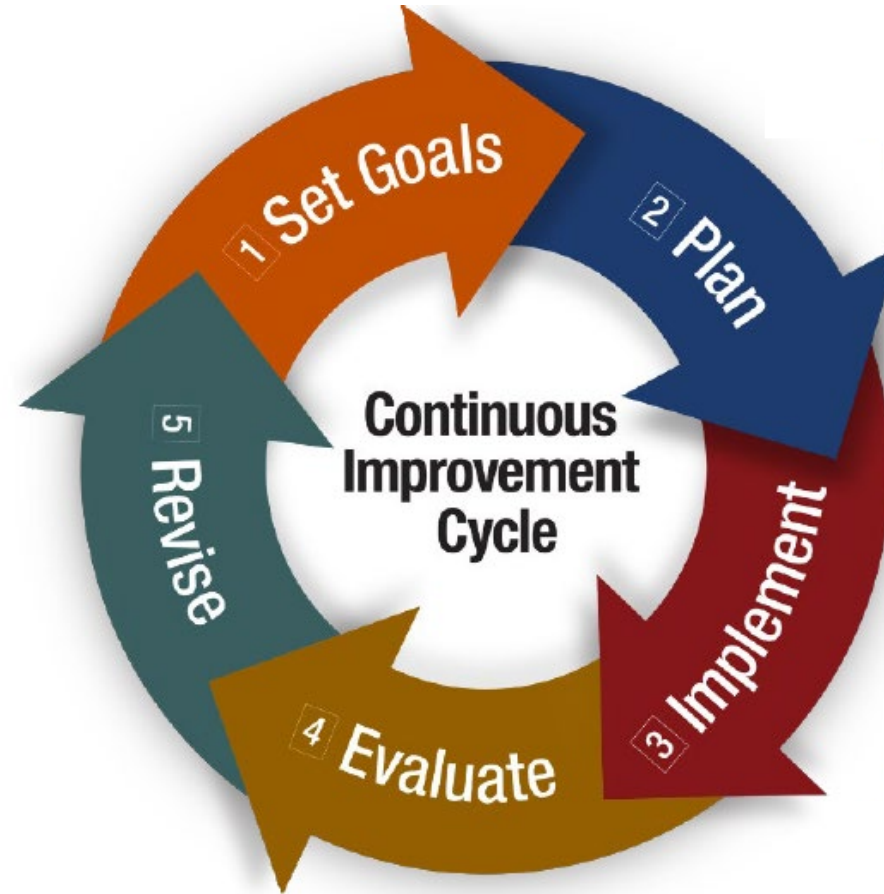
# OUR BOARD: DRIVERS OF CHANGE

THE WORK YOU DO IS VITAL TO THE SUCCESS OF OUR REGIONAL ECONOMY



# OUR CSCF ROLE

ACHIEVE GOALS & CONTINUOUSLY IMPROVE  
TO CREATE MORE PROSPERITY FOR OUR COMMUNITY



# ORGANIZATIONAL STRUCTURE

## CSCF Executive Leadership

President  
& CEO

Pamela J.  
Nabors

COO

Mimi Coenen

CFO

Leo Alvarez

VP, Strategic  
Communications

Lisa Burby

VP, Human  
Resources

Dyana Burke

VP, Innovation &  
Technology

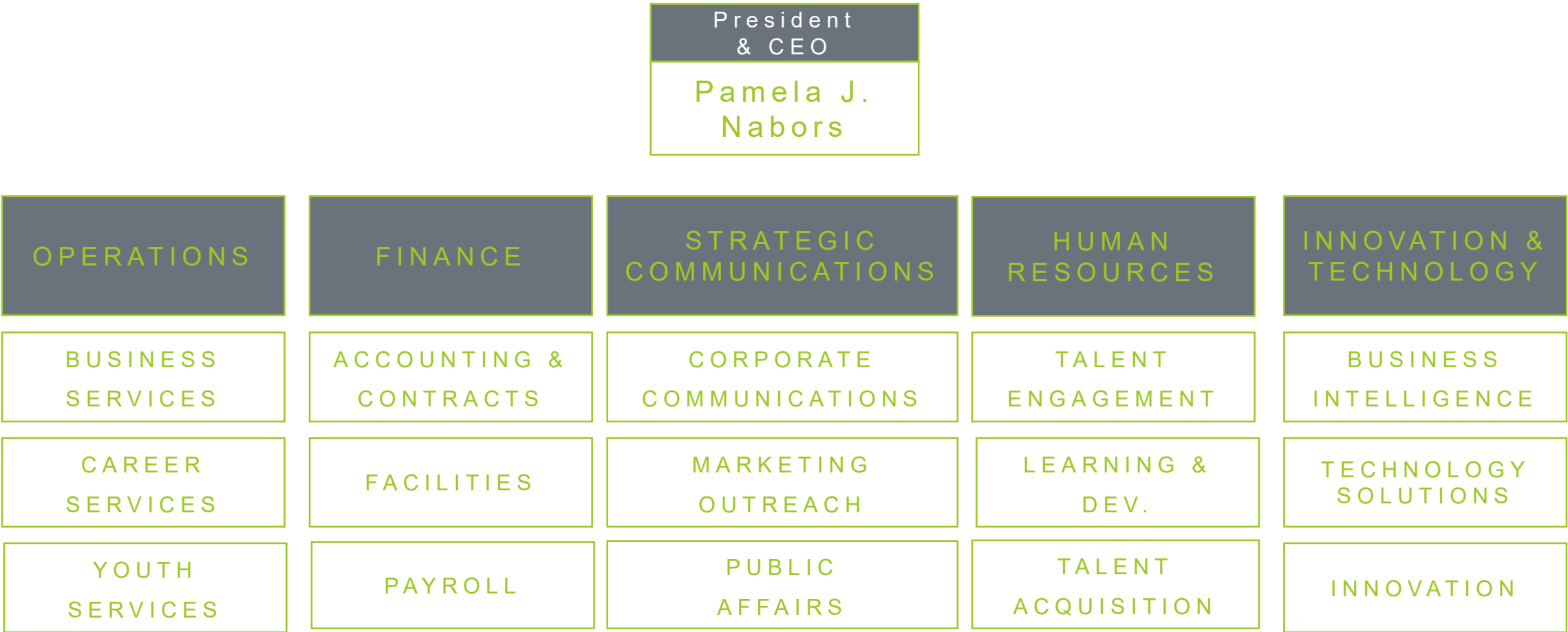
Steven Nguyen

Senior Director,  
Business  
Intelligence

Nilda Blanco

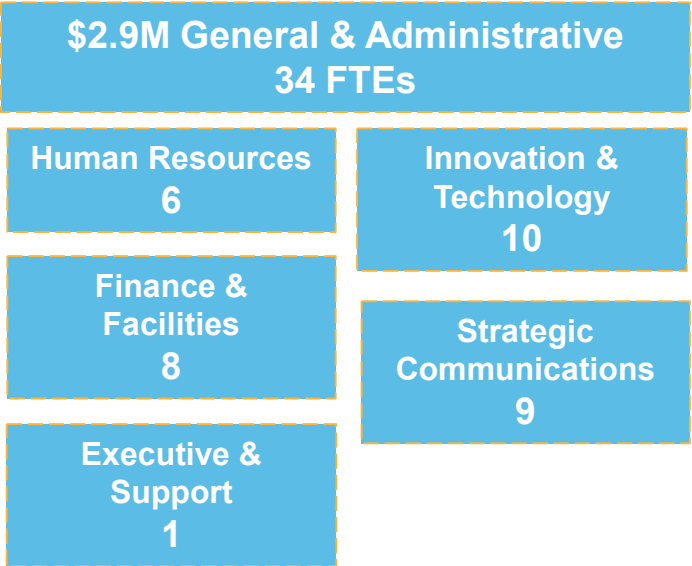
# ORGANIZATIONAL STRUCTURE

## CSCF Divisions





# CSCF STAFF BLEND



# WHAT WE DO



WE **CONNECT** CENTRAL FLORIDIANS TO CAREERS  
AND **DEVELOP** SKILLED TALENT FOR BUSINESSES.

TALENT SOLUTIONS TO  
IGNITE YOUR POTENTIAL...  
YOUR JOURNEY LIVES HERE





# WHO WE SERVE

## Niche Markets



### CAREER SEEKERS

35 YEARS OLD OR YOUNGER

H.S. DIPLOMA OR SOME COLLEGE

EARN LESS THAN \$15 /HR.

HOUSEHOLD INCOME OF \$35k OR LESS



### BUSINESSES

SMALL BUSINESS

5 - 150 STAFF MEMBERS

REPRESENTED IN 5 COUNTIES



# WHO WE SERVE

## High-Growth Industries



# WHERE WE SERVE

## Our Footprint

### Serve 5 Counties

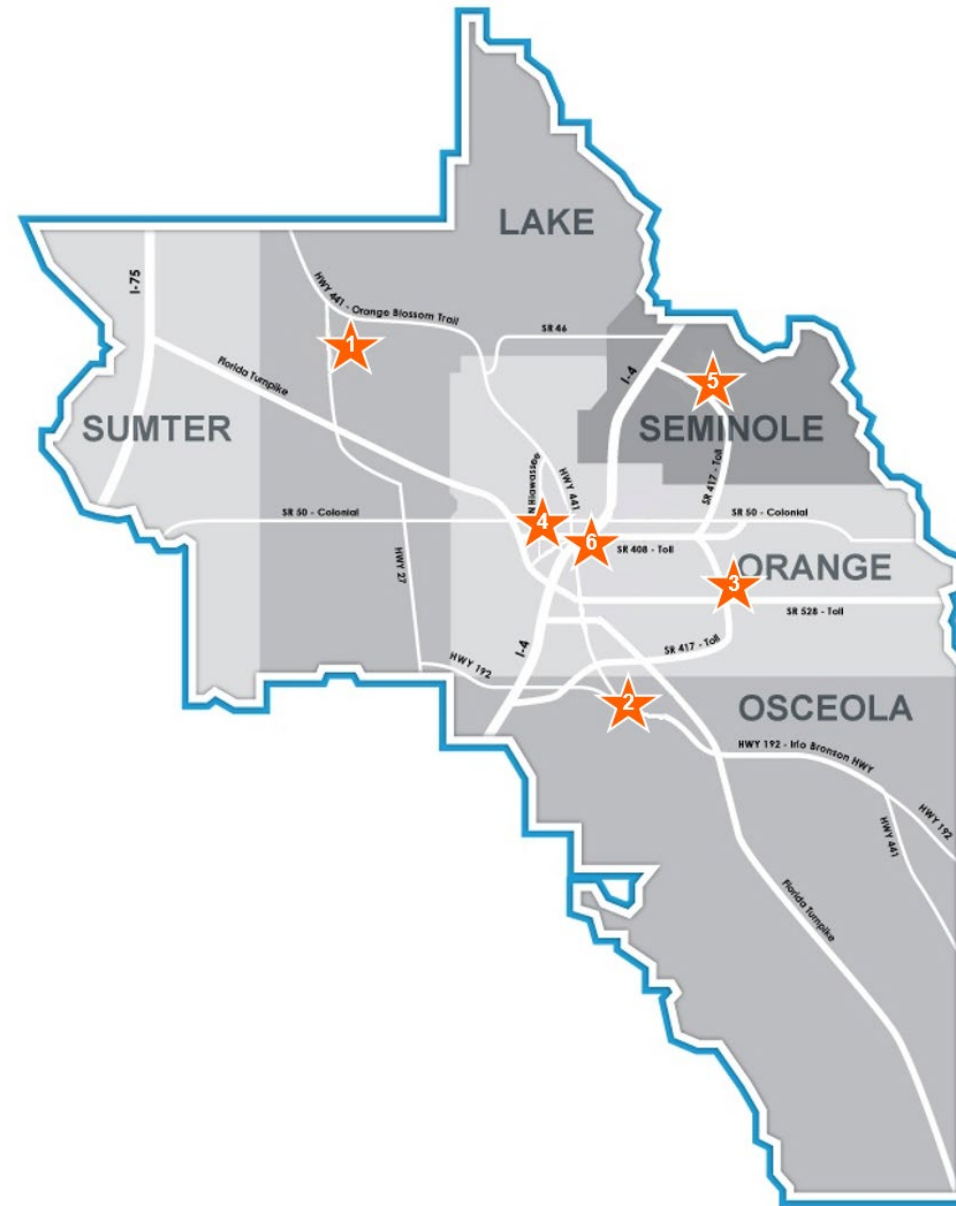
- Lake
- Orange
- Osceola
- Seminole
- Sumter

### 1 of 24 Regional Florida Workforce Boards

- Region 12
- 2<sup>nd</sup> Largest in Florida

### Delivery of Service

- 5 Career Centers
- 1 Satellite Contact Center





# HOW WE SERVE

Service Model



# OUR SERVICES

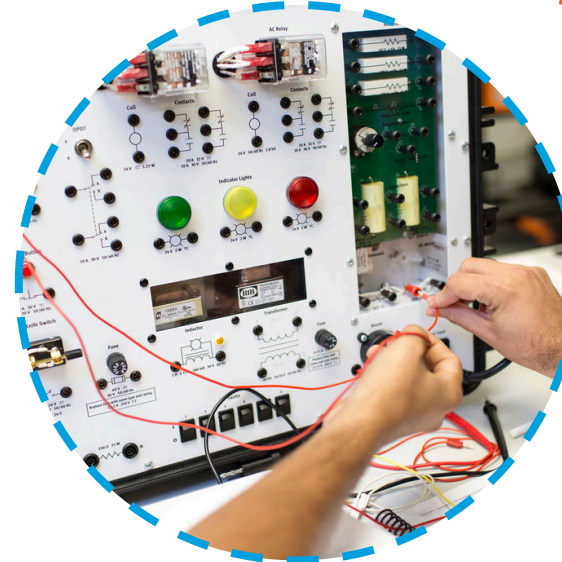
Career Seekers

## CAREER COACHING

- Career Discovery Assessments
- Resume Building Workshops
- Employment Services
- Interview Skills Workshops

## TRAINING & UPSKILLING

- On-the-Job Training
- Training Programs & Scholarships
- Soft Skills Training



# OUR SERVICES

## Businesses

### FINDING & HIRING QUALIFIED TALENT

- Pre-screenings
- Hiring Events
- Interview Locations
- Job Postings



### WORKFORCE INTELLIGENCE

- Employment Data
- Job and Labor Market Trends
- Labor Resources

### NEW HIRE TRAINING

- Apprenticeships
- Internships
- Training Programs

# CSCF TRANSFORMATION





## 2012 - 2021








# STERLING FRAMEWORK: CSCF TRANSFORMATION

2012-2014



## 2012

-  Pam Nabors Joins CSCF as President and CEO
-  Initiated 5-year Facilities Consolidation Plan to Save \$1.5M
-  Launched ADP Automated Payroll System
-  Accepted DEO Program Corrective Action Plan to Resolve Audit Findings

## 2014

-  Rebranded Workforce Central Florida to CareerSource Central Florida
-  Created Governance and Community Engagement Committees
-  Received Unqualified Audit Report for First Time
-  Aligned Operations Leadership Team with National Workforce Competencies
-  Conducted Pagosa Study to Evaluate Service Delivery, Quality, and Effectiveness
-  Doubled Temporary Assistance for Needy Families (TANF) Participation Rates

## 2013

-  Redefined Youth Services and Created Youth Services Committee
-  DEO Removed "High-Risk Status"
-  Resolved \$17.4M of DEO Questionable Costs
-  Debuted Employee Engagement and Satisfaction Survey






# STERLING FRAMEWORK: CSCF TRANSFORMATION

2015-2017

## 2015

-  DEO Audit Returned Zero Findings
-  Initiated Executive Coaching for Senior Leaders
-  Began to Meet Workforce Innovation Opportunity Act (WIOA) Requirements
-  Implemented Leadership Re-Structure to Enhance Service Delivery

## 2017

-  Refined Board of Directors Organization's Vision and Mission
-  President & CEO Implemented 1:1 Staff Meetings and Town Halls Company-Wide
-  Debuted Trust Creed to Enhance Company Culture
-  Established New Training Provider Policy with Required Performance Targets.
-  Restructured Retirement Plan, Doubling Plan Assets and Increasing Staff Participation from 70% to 95% Over Four Years

## 2016

-  Underwent Sterling Explorer Assessment
-  Adopted Sterling Management Model
-  Launched Organizational Risk Assessment Plan
-  Created Continuity of Operations Plan
-  Initiated Strategic Alignment with State/Technical Colleges







# STERLING FRAMEWORK: CSCF TRANSFORMATION

2018-2020







## 2020

-  No Financial Findings from DEO Audits in Five Years
-  Met or Exceeds WIOA Requirements Since 2015
-  Pivoted to Virtual Service Delivery to Address COVID-19 Pandemic
-  Launched Digital Webinars, Job Fairs, Appointment App for Customers
-  Doubled Number of Customers Served from ~40k to 80k in a Span of Four Months
-  Shifted Staff Scheduling to Maintain COVID-19 Safety Measures
-  Media Outreach Plan Significantly Increases Brand Awareness

## 2018

-  Developed Customer Framework Model/Way of Being
-  Defined CSCF Messaging Narrative/Story
-  Adopted/Trained Leadership in Gino Wickham's Traction Model
-  Created CSCF Scorecard to Track Top-box Metrics





## 2019

-  Defined CSCF North Star & Launched Innovation Transformation
-  Exceeded Diversified Revenue Diversity Goal
-  Introduced New Budget Structure: 80% Service Delivery/20% General & Administrative
-  Articulated Customer Journey to Enhance Service Delivery
-  Launched New CSCF Website
-  Debuted Lake County and Osceola County Career Centers on State College Campuses to Incorporate Customer Journey Design

# STERLING FRAMEWORK: CSCF TRANSFORMATION

2021

## 2021

-  Continue Virtual and In-Person Services
-  Launch Help is Here for Central Florida
-  Resume In-Person Meetings
-  Complete Sterling Examination Process

# 2020-2021 ANNUAL BUDGET

# BUDGET OVERVIEW

	<b><u>FY 2020/2021</u></b>	<b><u>FY 2019/2020</u></b>	<b><u>DIFFERENCE</u></b>	<b><u>%</u></b>
Reserves from Prior Year	\$10,000,000	\$6,500,000	\$3,500,000	
Current Year Funding Allocation	\$33,000,000	\$26,000,000	\$7,000,000	
Orange County – Help is Here	\$7,500,000	---	\$7,500,000	
Available Revenue	\$50,500,000	\$32,500,000	\$18,000,000	
Planned Reserves For FY 20 - 21	(\$8,000,000)	(\$2,300,000)	(\$5,700,000)	
Total Budget	\$42,500,000	\$30,200,000	\$12,300,000	40.7%

# DIVERSIFIED REVENUE

## UNRESTRICTED REVENUE

REVENUE		BUDGET
Unrestricted Balance - June 2020	\$	874,775
*Ticket to Work Projected Revenue (Rounded)	\$	220,000
<b>TOTAL PROJECTED REVENUE</b>	<b>\$</b>	<b>1,094,775</b>

## EXPENDITURES

Business Service/Community Relations Activities/Incidentals, and Advocacy	\$	130,000
Ticket to Work- Staff and OH Cost (1FTE)	\$	120,000
<b>TOTAL PROJECTED EXPENDITURES</b>	<b>\$</b>	<b>300,000</b>
<b>PROJECTED BALANCE AT 06/30/20 - (ROUNDED)</b>	<b>\$</b>	<b>800,000</b>

Earmark \$130K of discretionary funds for activities that align with CSCF's business strategy which are not allowed under grant funding.

## RESTRICTED REVENUE

REVENUE		BUDGET
*TOTAL PROJECTED REVENUE	\$	1,380,000
Funding sources include grants, municipalities, business investments and sponsorships		

\* Diversified Revenue  
➤ Ticket to Work Projected Revenue + Total Projected Revenue = \$1,600,000



# CSCF BUDGET ALLOCATION: YEAR-OVER-YEAR COMPARISON

Budget Allocations	FY 2020/2021	FY 2019/2020	DIFFERENCE	%
<b>Talent Solutions - Engage the Talent Pool</b>				
Talent Solutions Consultants	9,594,543	9,330,000	264,543	
Staff Development (Career Sourcers)	355,000	355,000	-	
Career Seekers Support & Incentives	1,000,000	500,000	500,000	
Facilities, Maintenance & Related Cost	1,975,000	1,925,874	49,126	
<b>Total Talent Solutions - Engage the Talent Pool</b>	<b>12,924,543</b>	<b>12,110,874</b>	<b>813,669</b>	<b>6.7%</b>
<b>Talent Solutions - Analyze the Business</b>				
Business Consultants	1,849,211	1,545,000	304,211	
Training Investment	20,300,000	10,000,000	10,300,000	
Contracted Services	750,000	500,000	250,000	
Facilities, Maintenance & Related Cost	710,000	369,126	340,874	
<b>Total Talent Solutions - Analyze the Business</b>	<b>23,609,211</b>	<b>12,414,126</b>	<b>11,195,085</b>	<b>55.6%</b>
<b>Staff Supporting Operations</b>	<b>3,236,246</b>	<b>3,180,000</b>	<b>56,246</b>	
<b>Strategic Communications</b>	<b>500,000</b>	<b>450,000</b>	<b>50,000</b>	
<b>Facilities, Maintenance &amp; Related Cost</b>	<b>390,000</b>	<b>405,000</b>	<b>(15,000)</b>	
<b>G&amp;A External Service Delivery Contracts</b>	<b>440,000</b>	<b>440,000</b>	<b>-</b>	
<b>IT Cost/Network Expenses</b>	<b>1,400,000</b>	<b>1,200,000</b>	<b>200,000</b>	
<b>TOTAL EXPENDITURES</b>	<b>42,500,000</b>	<b>30,200,000</b>	<b>12,300,000</b>	<b>40.7%</b>

TALENT SOLUTIONS COST	
FY 2020/2021	FY 2019/2020
<b>\$ 36,533,754</b>	<b>\$ 24,525,000</b>
<b>86.0%</b>	<b>81.2%</b>

GENERAL & ADMIN COST	
FY 2020/2021	FY 2019/2020
<b>\$ 5,966,246</b>	<b>\$ 5,675,000</b>
<b>14.0%</b>	<b>18.8%</b>

# CSCF TRAINING & DEVELOPMENT

## Create CareerSourcers Culture

### Goal

Align Training & Development Priorities to Key CSCF Values

- Purpose Driven (North Star)
- Innovation (Training)
- Integrity (Trust Creed)

### Key Performance Outcomes

- ✓ Improve Job Performance and Ensure Compliance
- ✓ Talented and Effective Leaders
- ✓ Elevate Emotional Intelligence and Increase Adoption of “CareerSourcer” Attributes
- ✓ Ensure New CSCF Staff are Acclimated into Culture Effectively



Training & Development Priorities



# STRATEGIC COMMUNICATIONS STRATEGY

- **ENGAGE THE TALENT POOL**

- Drive Awareness and Engagement of CSCF Talent Solutions to Key Internal and External Stakeholders, Career Seekers and Businesses Before, During and After Interactions through:
  - Outreach Engagement:
    - Marketing Campaigns
    - Marketing Channels: Website; Social Media; Email Marketing
  - Communications:
    - Public Relations/Reputation Management
    - Media Relations
    - Internal Communications
  - Public Affairs:
    - Government Relations
    - Sponsorships
    - Revenue Diversity

- **IMPLEMENT TALENT SOLUTIONS**

- Enhance Customer Journey by Targeting Niche Customers to Drive Relationships More Effectively
- Deliver CSCF Value Proposition Messages Across 5-County Region to Achieve Deeper Customer Loyalty and Satisfaction and Engagement





# FACILITIES

(1) Lake (Lake Sumter SC)	
Total Square Foot	11,669
Annual Rental Cost	\$159,927
Expiration Date	5/31/2023

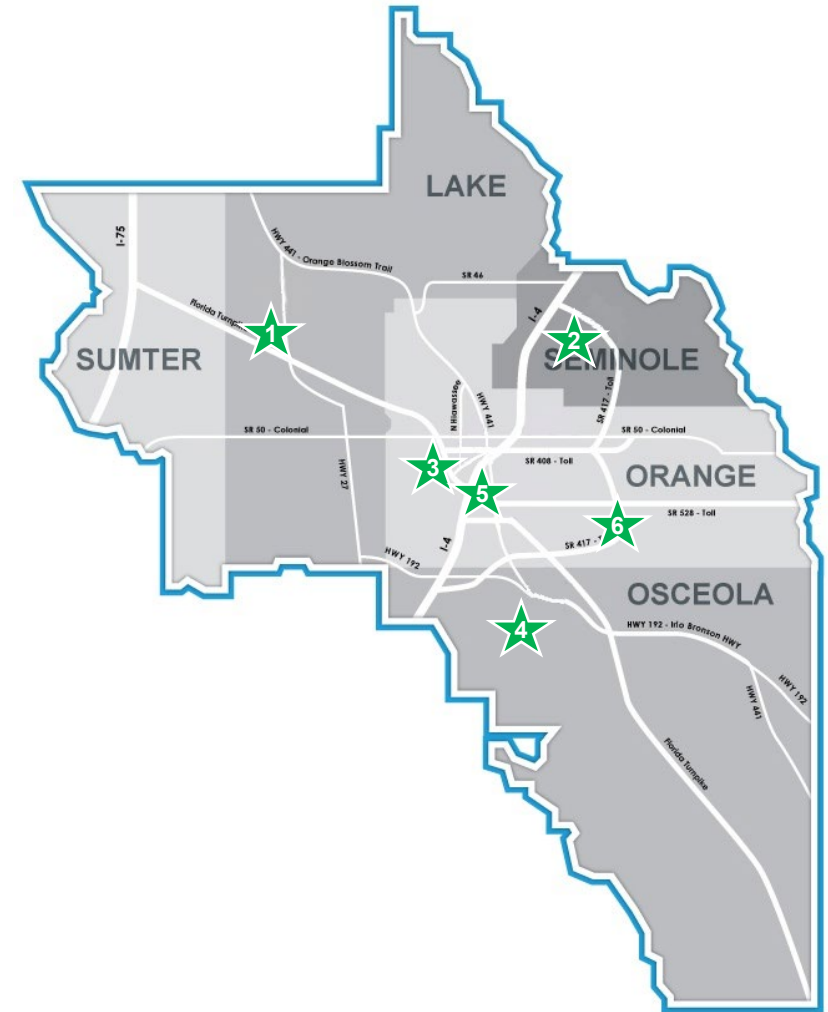
(2) Seminole	
Total Square Foot	10,031
Annual Rental Cost	\$146,796
Expiration Date	6/30/2026

(3) West Orange	
Total Square Foot	12,000
Annual Rental Cost	\$304,692
Expiration Date	07/31/2025

(4) Osceola	
Total Square Foot	12,731
Annual Rental Cost	\$197,334
Expiration Date	12/31/2029

(5) Administration	
Total Square Foot	14,932
Annual Rental Cost	\$331,720
Expiration Date	4/30/2026

(6) Southeast Orange	
Total Square Foot	12,363
Annual Rental Cost	\$218,700
Expiration Date	9/30/2021



*Facilities, Maintenance & Related Cost represents approximately 7.2% of total budget*

# INFORMATION TECHNOLOGY STRATEGY

- **DRIVE BEST-IN-CLASS TECHNOLOGY SOLUTIONS**

- Expand CSCF's Technology Portfolio to Enhance Digital Solutions that Inform and Engage Internal and External Audiences
- Develop and Advance Customer Relationship Management, Human Resource Information Systems, and Learning Management Solutions.
- Improve and Enhance Cloud-based and Mobile Technology Solutions for Virtual Service Delivery.

- **DELIVER TECHNOLOGY ENHANCEMENTS**

- Upgrade Computers and mobile devices Utilized at Career Centers to Create New Career Seeker Experiences
- Expand Virtual Communication Platforms for Staff and Customer Use
- Upgrade CSCF Network Infrastructure with Modern High-performing and Secure Platforms to Meet Next Generation Technology Requirements

# BOARD PRIORITIES

# BOARD PRIORITIES

DIVERSIFY REVENUE STREAMS TO ADJUST FOR  
VARIABLES IN FEDERAL FUNDING

DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

DELIVER TALENT ACQUISITION STRATEGIES FOR  
BUSINESSES IN SIX HIGH GROWTH INDUSTRIES

# REVENUE DIVERSIFICATION

DIVERSIFY REVENUE STREAMS TO ADJUST FOR VARIABLES IN FEDERAL FUNDING

## GOAL

- Develop a Plan to Increase Revenue by 3% Every Year Over the Next 3 Years
- Generate Additional Diversified Revenue of which 1/3 is Unrestricted

## KEY PERFORMANCE METRICS

- ✓ Generate 10% of Annual Allocation Revenue (\$2.5M Dollars) by End of 2022 Fiscal Year
- ✓ Generate \$1.6M in Diversified Revenue



# ENGAGE THE TALENT POOL

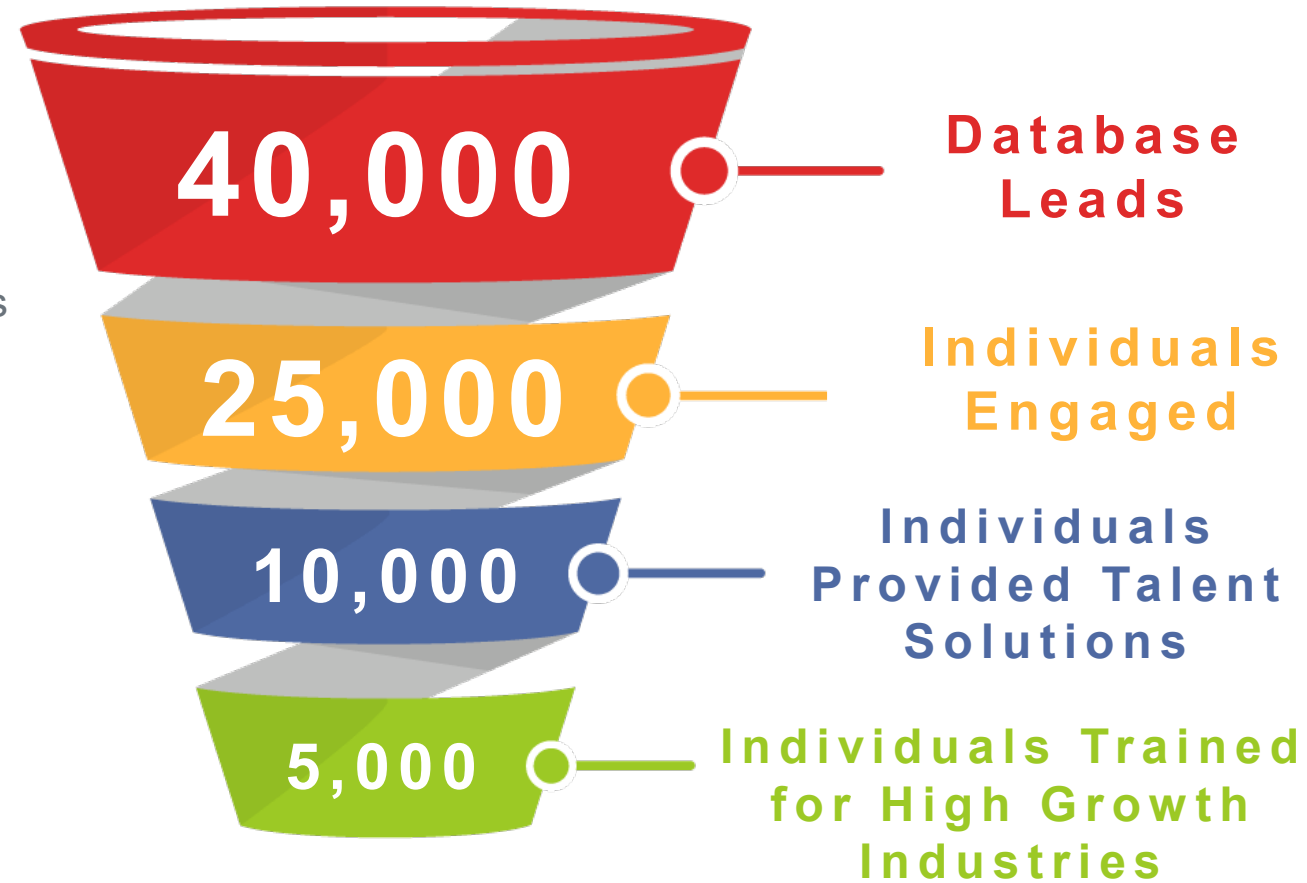
## DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

### GOAL

- Create Value through Deeper Relationships
- Provide Exceptional Talent Solution Consultation Services
- Drive Deep Loyalty & Customer Satisfaction

### KEY PERFORMANCE METRICS

- ✓ 10,000 Career Seekers
  - ✓ Receive training / credentials
  - ✓ Earn wage of \$>15
  - ✓ Obtain a New Career
- ✓ Receive More than an 80% Satisfaction Level Every Quarter



# IMPLEMENT TALENT STRATEGIES

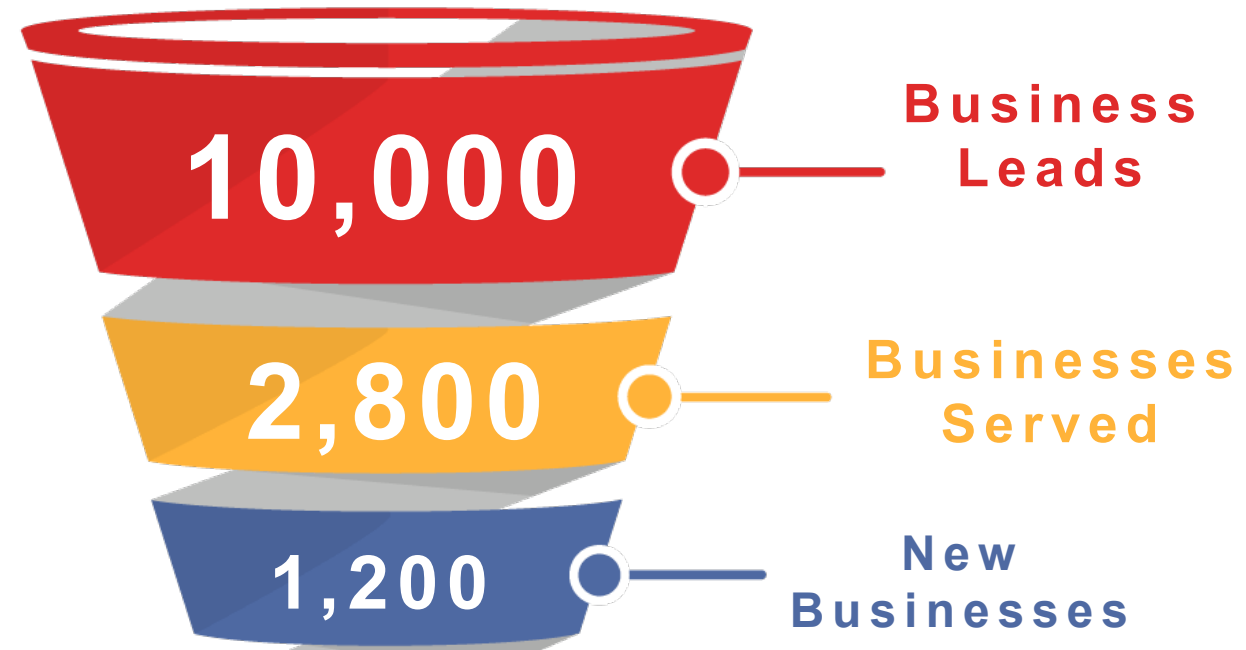
## DELIVER TALENT ACQUISITION STRATEGIES FOR BUSINESSES IN HIGH GROWTH INDUSTRIES

### GOAL

- Analyze Central Florida High Growth Industries Potential Pipeline & Align to Business Service Delivery Strategy
- Establish Business Services Recruitment Strategy for Each High Growth Industry

### KEY PERFORMANCE METRICS

- ✓ 30% increase in High Growth Industry Businesses Served
- ✓ Matching 10,000 individuals to Careers among 4,000 High Growth Industry Businesses





# COVID-19 PANDEMIC





# COMPARISON: IMPACT ON JOBS REGIONALLY VS. NATIONALLY

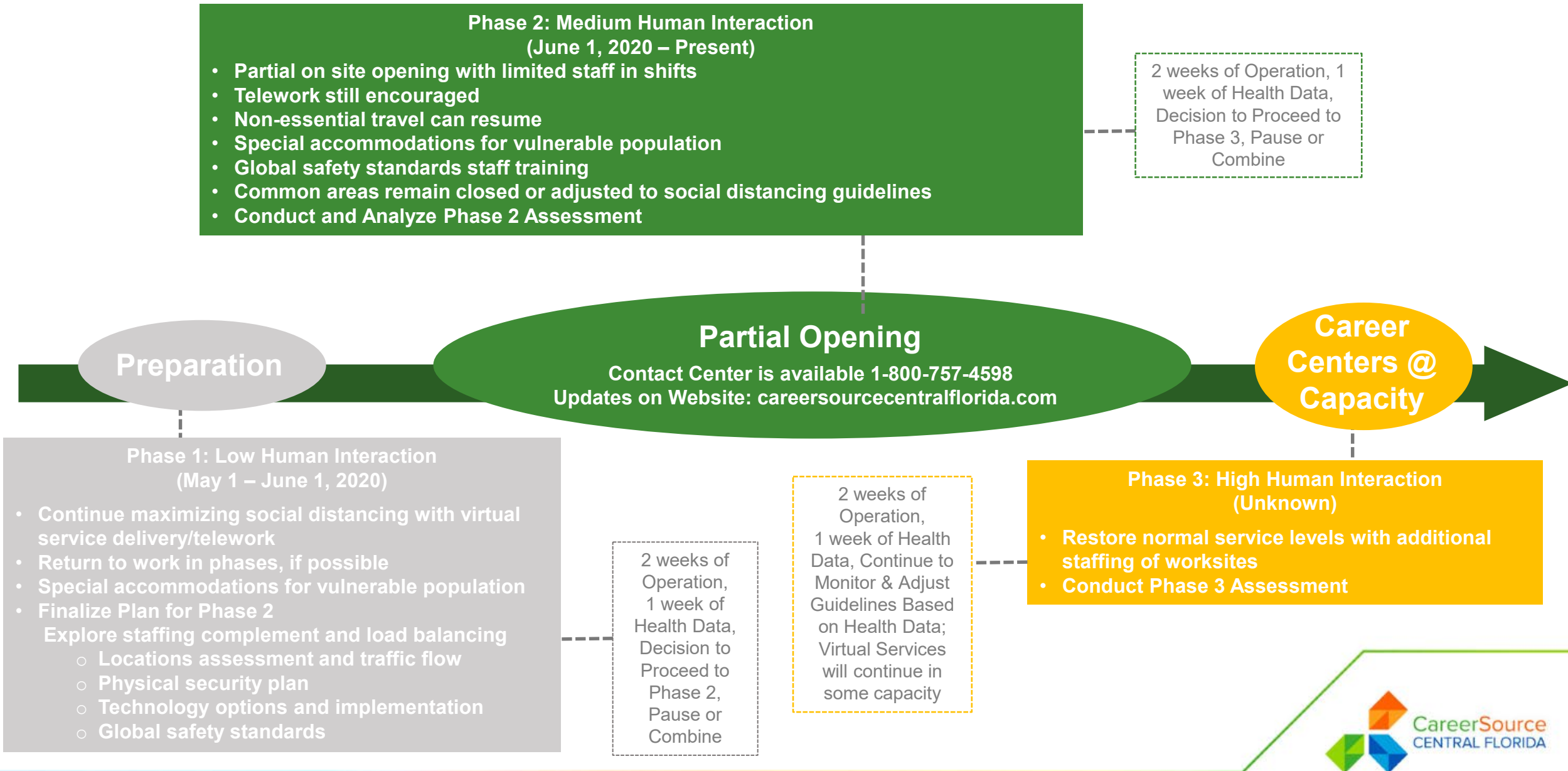
## Jobs Outlook - Nationally:

- Jobs decreased 6.5% in Jan. 2021 compared to Jan. 2020
- Job gains reported for Professional/Business Services, Education
- Job loss impacting Leisure & Hospitality, Retail, Healthcare, Logistics
- Healthcare job losses primarily in nursing homes, elder care

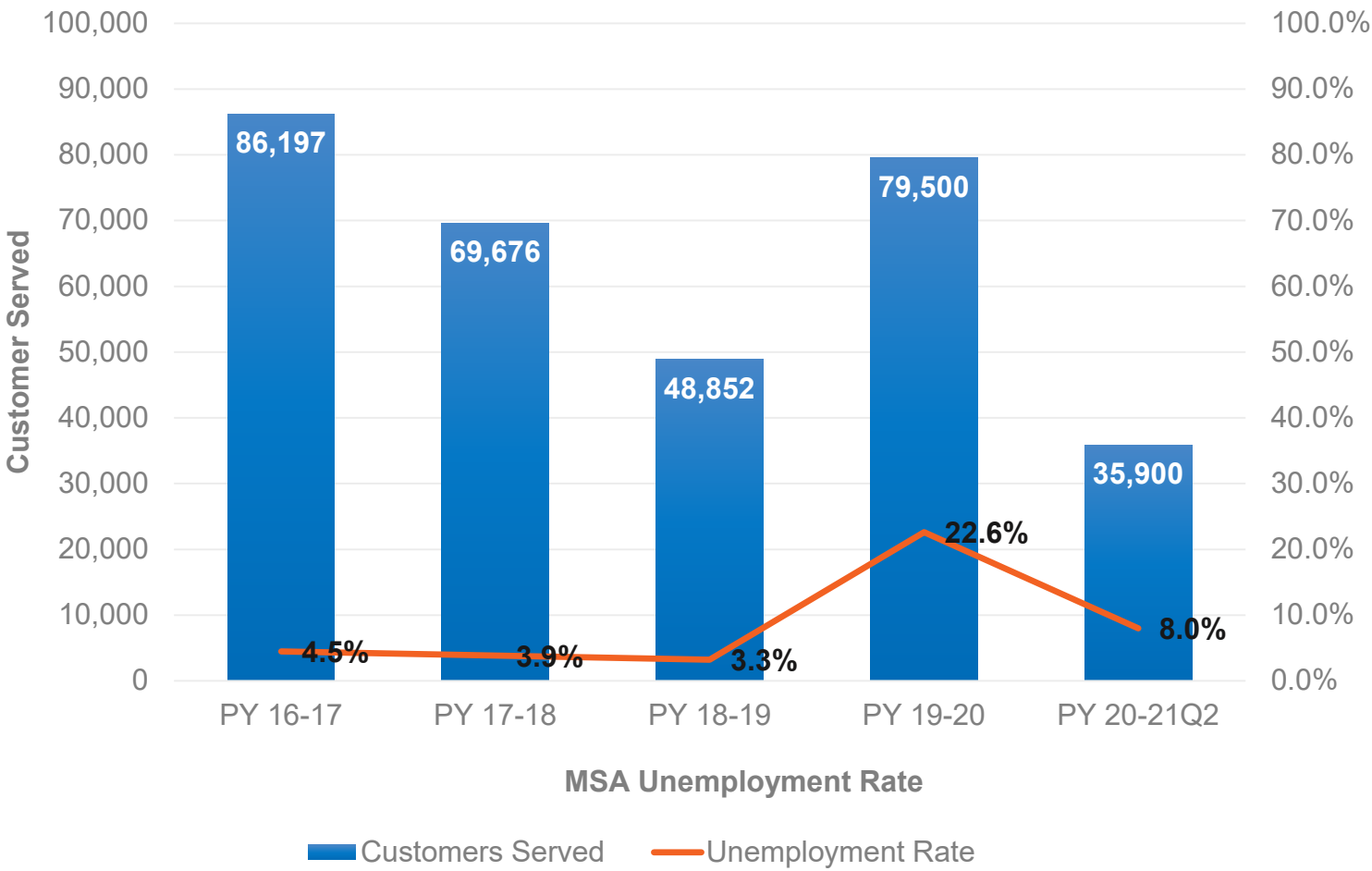
## Job Outlook – Regional / State:

- All industries lost jobs in 2020
- Professional and Business Services was the only industry showing year-over-year gains with 2,200 jobs added
- Leisure and Hospitality experienced the greatest decline with 30,000 jobs less in 2020 compared to 2019
- 5,000 less unique job posting year-over-year

# COVID-19 CRISIS: THREE-PHASE APPROACH TO REOPENING



# CSCF NUMBER OF CAREER SEEKERS SERVED: 4-YEAR REVIEW

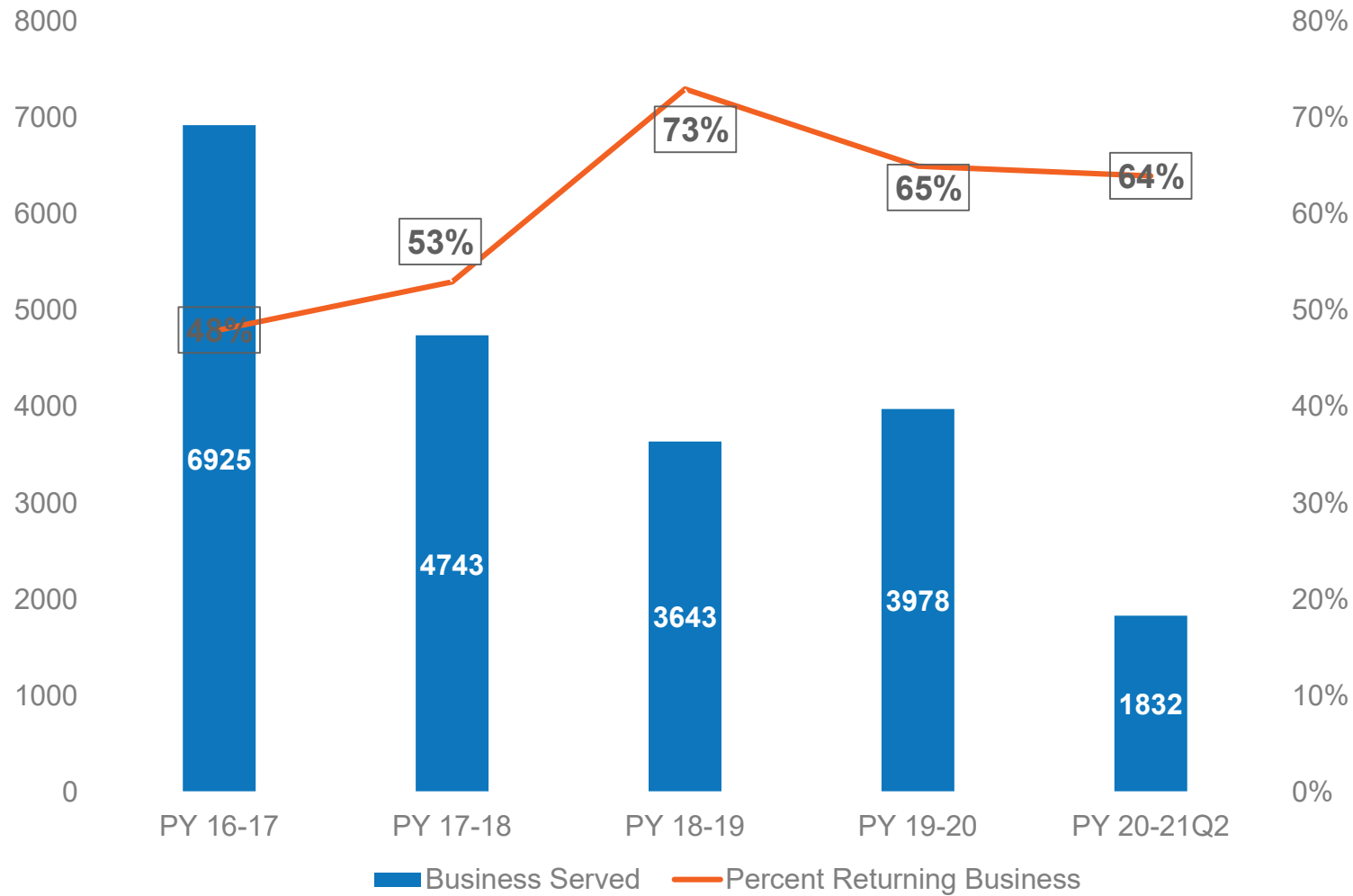


- The numbers of customers served is impacted by the region’s unemployment levels
- COVID-19 impact on employment has created a demand for CSCF support; exceeding previous two program year levels in PY 19-20 and continues to be above trend in PY 20-21

Data Source: EFM, OSST  
Date Range: 7/1/16 – 12/31/2020



# BUSINESSES SERVED: 4-YEAR LOOK



- Greatest number of businesses served in PY 18-19 were Healthcare, IT/Finance, and Manufacturing sectors
- In PY 20-21 Q2 greatest number of businesses served were in Construction/Utilities, IT/Finance and Trade/Logistics
- Highest levels of services included reviewing resumes, job order follow up, employer contact, referring quality candidates

Data Source: EFM,  
Date Range: 7/1/16 – 12/31/2020

# OUR NORTH STAR

## BUILDING A NEW FUTURE TOGETHER

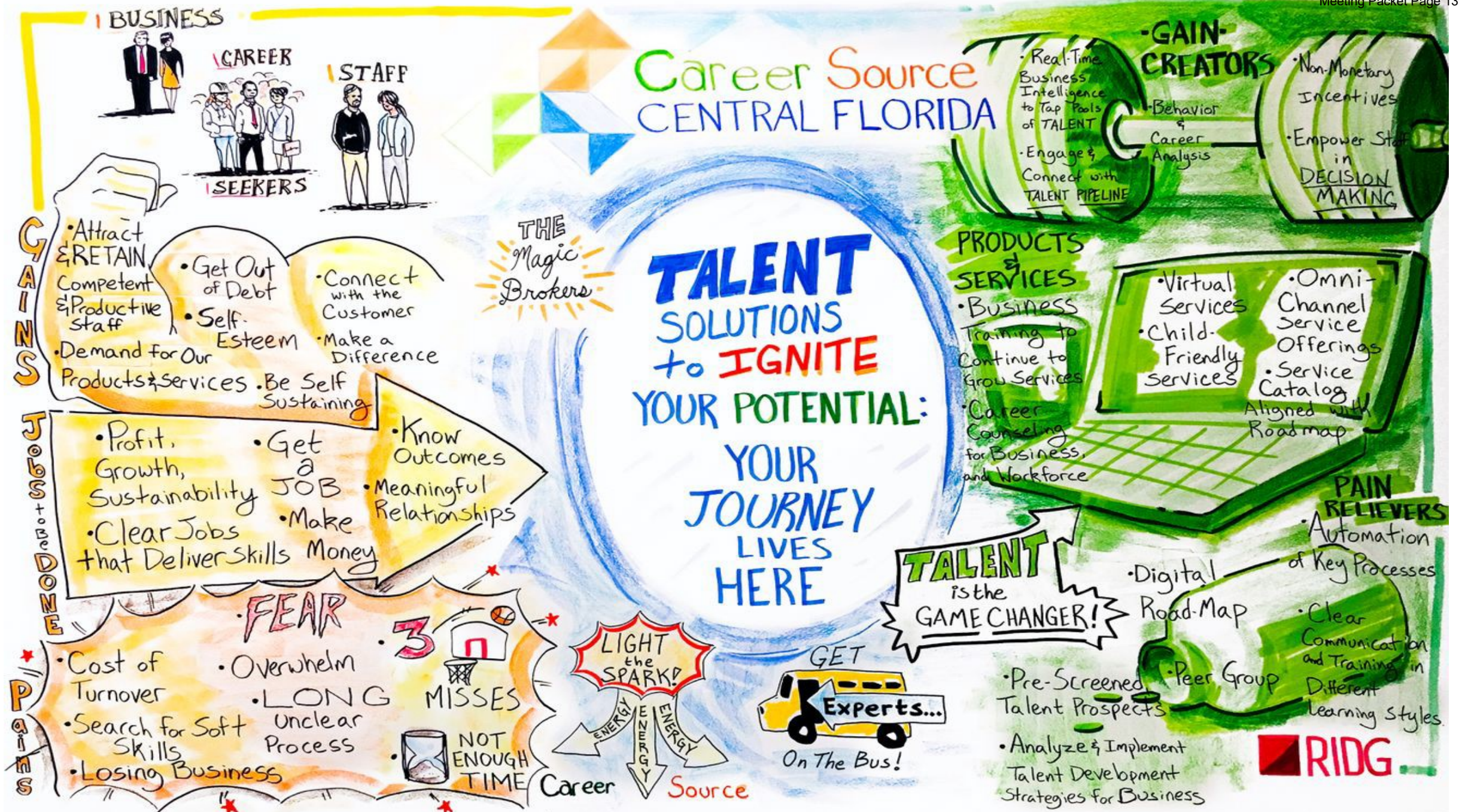


# OUR NORTH STAR

THE TURNING POINT IN OUR STORY









# DRIVING OUR NORTH STAR

## 4 Key Strategies

**1. HIGH CUSTOMER SATISFACTION & LOYALTY**

**2. TALENT SOLUTIONS CONSULTANTS**

**3. BE “CAREERSOURCERS”**

**4. VALUE CREATION THROUGH RELATIONSHIPS**









# BOARD ENGAGEMENT

# HOW TO STAY INFORMED

## Board Communications

### Board Source Newsletter





### Insights

#### Summer Youth Program to Invest in 1,000 Young Adults

To better connect our local youth to career prosperity, we have officially launched our 2019 Summer Youth Program. In its third year, the program has been revamped to include two additional program paths, an extended age group and a goal of impacting 1,000 young adults in Central Florida.




Keep reading to find out how we're preparing youth for success in tomorrow's workforce, while partnering with educators and local businesses to help ignite their potential in the early stages of their career journeys.

[Read More](#)

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#### Who IS our Niche Customer?

We have partnered with Integrated Insight – a company that helps organizations out-behave the competition through insights & analytics – to design and execute research on our company.



At the end of this research, we will clearly understand exactly who our niche customer *really* is to more

### Meeting Notices

## CSCF Board Meeting & Retreat

Thursday, April 25, 2019

Greetings CSCF Board of Directors,

Please find details of the upcoming Board Meeting & Retreat below:

**Please note:**  
The Board Meeting is scheduled from 9:00 am to 9:30 am and two-thirds Board attendance is needed, as there is an action item (Agenda Item 5A 1) that requires two-thirds of Board present (in person or via phone).

Immediately following Board Meeting is the Board Retreat from 9:30 a.m. to 2:30 p.m. (Please note: Retreat portion has been extended a half hour).

We look forward to seeing you next week!

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### PLEASE RSVP BELOW

**LOCATION**  
Valencia College / District Office, 1768 Park Center Dr., Orlando, FL (Conference Rm - 5th Floor)

**DATE AND TIME**  
04/25/19 9:00am - 04/25/19 2:30pm

Attending - In Person

Attending - Remotely

Unable to Attend

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[Meeting Packet](#)

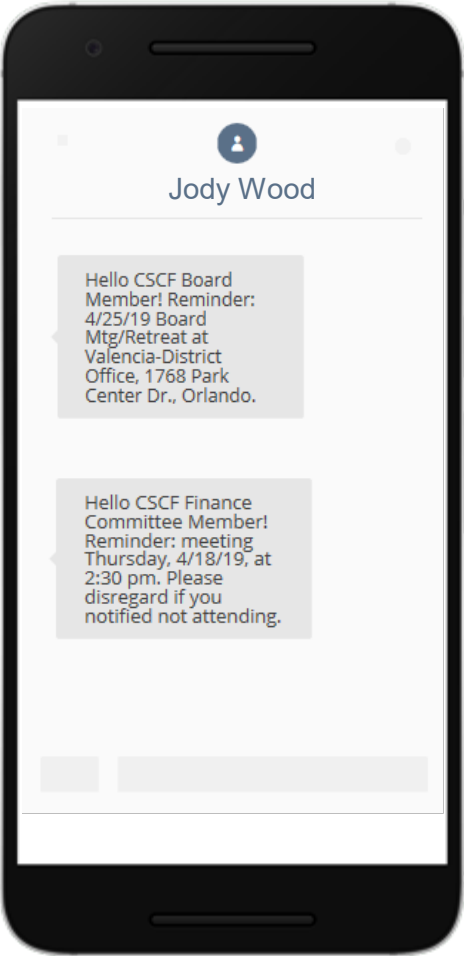
[Parking Instructions](#)

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**Remote Attendees:**

[Click Here for GoToMeeting](#)

### Text Messages



# BOARD ENGAGEMENT METRICS – FY 2020-2021

	ENGAGEMENT		NEW
	PARTICIPATE	DEMONSTRATE	CONTRIBUTE
GOAL	90% of Board Membership	80% of Board Membership	70% of Board Membership
DESCRIPTION	<ul style="list-style-type: none"> <li>▪ Board Meetings</li> <li>▪ Committee Meetings</li> <li>▪ Board Orientation</li> <li>▪ Board Conference Travel (NAWB, State Board Meetings)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attending Company Sponsored / Industry Events</li> <li>▪ Participate in Media Interviews</li> <li>▪ Speaking Engagements (internal or external)</li> <li>▪ Sharing the CSCF Story: Inclusion of News/Information in Company's Communications Channels (internal or external)</li> <li>▪ CSCF Miscellaneous Business Activities</li> <li>▪ Job Shadowing</li> <li>▪ Center Visits</li> <li>▪ The Board Source Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Contribution (Suggested \$500)</li> <li>▪ Participation in Fundraising Activities</li> <li>▪ Contribution of In-Kind Donations</li> <li>▪ Sponsor Summer Youth Program Intern</li> </ul>
KPI	Participate for 24 Hours, Per Year	Participate in One Occurrence, Per Year	Contribute to Revenue Generation and/or provide In-kind Contribution

THANK YOU!