



## Revenue Diversity Ad Hoc Committee Meeting

CareerSource Central Florida  
 390 N. Orange Ave., Suite 700, Orlando, FL 32801

Monday, April 2, 2018 / 9:00 a.m. – 10:30 a.m.

**Conference Call-in phone number: (866) 576-7975 / Participant Access Code: 299848**

**Strategic Goals developed by the Board:**

- *CareerSource Central Florida will become business focused in all efforts*
- *CareerSource Central Florida will identify ways to measure progress and Return On Investment (ROI)*
- *CareerSource Central Florida will become the workforce intelligence organization for workforce development in Central Florida*

Agenda Item	TOPIC	Action Item	Info Item	Presenter
1	Welcome			<b>Eric Jackson</b>
2	Roll Call / Establishment of Quorum			<b>Kaz Kasal</b>
3	Public Comment			
4	Approval of Minutes A. 1/17/18 Revenue Diversity Ad Hoc Committee Meeting	X		<b>Eric Jackson</b>
5	<b>Information/Discussion/Action Items</b>			<b>Committee Discussion</b>
	A. Ticket To Work – Business Case	X		
	B. Youth Program – Business Case	X		
	C. Next Steps			
	D. Upcoming Meeting Date			
6	Other Business			
7	Adjournment			

Upcoming Meetings:

- Board Meeting & Board Retreat : 9:00 am to 2:00 pm, Thursday, 4/12/18 / Orange County Government, County Administration Building, 201 S. Rosalind Ave, Orlando, FL 32801

**Draft**  
**Revenue Diversity Ad Hoc Committee Meeting**

**Wednesday, January 17, 2018**  
**3:00 p.m.**

**MINUTES**

**MEMBERS PRESENT:** Eric Jackson, John Gill, Richard Sweat and Debbie Clements (Board Guest)

**MEMBERS ABSENT:** Glen Casel

**STAFF PRESENT:** Pam Nabors, Leo Alvarez, and Kaz Kasal

Agenda Item	Topic	Action Item / Follow Up Item
1	<b>Welcome</b> Mr. Jackson, Committee Chair, called the meeting to order at 3:09 p.m. and welcomed those in attendance.	
2	<b>Roll Call / Establishment of Quorum</b> Ms. Kasal, Executive Coordinator, reported that there was a quorum present.	
3	<b>Public Comment</b> None offered.	
4	<b>Approval of Minutes</b> The Committee reviewed the minutes from the 11/20/17 Revenue Diversity Ad Hoc Committee Meeting	<b>A motion was made Mr. Gill and seconded by Mr. Sweat to approve the minutes from the 11/20/17 meeting. Motion passed unanimously.</b>
5	<b>Information/Discussion/Action Item</b> <u>Ticket To Work (TTW) Revenue Strategy</u> Mr. Alvarez, CSCF Chief Financial Officer, referred to the memo (attachment) outlining CSCF's strategy to build a more robust Ticket to Work program and reviewed revenue goals, projecting a 35% annual increase over a 5-year period. Ms. Nabors added that this strategy is a now more intentional with increased individual case management to keep track and provide additional support to TTW customers (i.e. soft skills training) to help increase their financial independence and self-sufficiency outcomes, which will maximize revenue.  Ms. Nabors stated that CareerSource Broward's TTW program is yielding \$500,000. As CSCF is bigger region, with more TTW customers than CareerSource Broward,	



	<ul style="list-style-type: none"> <li>– Staff to bring formal strategy on TTW to 2/22/18 Board meeting.</li> <li>– Staff to fine tune youth statement</li> </ul> <p><u>Upcoming Meeting Date</u>          The Committee asked Ms. Kasal to send a survey to poll for dates in March for the next meeting.</p>	<p><i>Staff to fine tune youth statement - formulate operational plan like TTW.</i></p> <p><i>Ms. Nabors to have Mr. Brewer review drafts on TTW program and youth case statement and operational plan for his input.</i></p>
	<p><b>Other Business</b>          Ms. Nabors provided hurricane grant updates.</p>	
8	<p><b>Adjournment</b>          There being no other business, the meeting was adjourned at 3:57 p.m.</p>	

Respectfully submitted,

Kaz Kasal  
 Executive Coordinator



**Purpose:** The purpose of the memo is to outline the strategy to build a more robust Ticket to Work Program resulting in an increase of unrestricted revenue for Career Source Central Florida.

**Background:** Social Security’s Ticket to Work program is a voluntary program available to individuals 18 to 64 who have a disability and who receive Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) benefits. The goals of the program are to:

- Offer beneficiaries with disabilities expanded choices when seeking service and supports to enter, re-enter and/or maintain employment.
- Increase clients financial independence and self-sufficiency
- Reduce and whenever possible eliminate reliance on disability payments.

The ticket program is outcome based. Employment Networks (CSCF) are eligible for payments when the beneficiaries they serve achieve milestones and outcomes with regard to work and earnings.

**Current Program Stats**

Metric	PY 15/16	PY 16/17	PY 17/18 As of 02/2018 Actuals	PY 17/18 Goal 20% increase
TTW Revenue	\$91,445	\$183,907	\$95,459	\$220,700
New TTW Participants Enrolled	16	3	41	-
Current Participant Pool	-	-	205	-

**Milestone/Outcome Payment Schedule**

Year	Program Title	Payment Method	Payment Amount	Maximum Payments	Total
2018	2	Milestone Phase 1	\$1,409.00	4	\$5,636.00
2018	2	Milestone Phase 2	\$423.00	11	\$4,653.00
2018	2	Milestone Outcome	\$423.00	36	\$15,228.00
					\$25,517.00
2018	16	Milestone Phase 1	\$1,409.00	4	\$5,636.00
2018	16	Milestone Phase 2	\$242.00	18	\$4,356.00
2018	16	Milestone Outcome	\$242.00	60	\$14,520.00
					\$24,512.00

- Program Title 2 refers to ticket holder in the SSDI program
- Program Title 16 refers to ticket holders in the SSI program.

**Strategies to Increase Revenue:**

1. Expanded staff capacity to serve more beneficiary customers.
2. Actively engage current TTW clients by proactively following up per quarter for retention support.
3. Better Coordination with local Vocational Rehabilitation partners in a service delivery strategy where the same beneficiary is served by both organizations and the milestone payments are shared.
4. Better Marketing / Outreach tools



Note: The 5-year revenue goal is being calculated based on a 35% annual increase.

**DRAFT**



## Youth (“Get Connected”) Business Plan

**Background:** During the summer of 2017, CareerSource Central Florida’s **Career CoNEXTion** program helped approximately 300 youth aged 16 to 24 to become work-ready and gain on-the-job experience through paid internships. After completing the program, a majority of these individuals returned to school in the fall or entered the workforce, both with renewed purpose.

By keeping these young adults engaged—or reengaging them—in school and work, **Career CoNEXTion** benefited not only those individuals served but also society as a whole, including the Central Florida business community. For example, a single disconnected youth represents a loss of approximately \$54,000 annually in reduced economic benefit and lost tax revenue. Using that as a benchmark, the 2017 **Career CoNEXTion** program provided a \$14.1 million value to the community, after program costs.

In addition, these young adults finished the program with renewed optimism and more promising career path options. They’re more likely to become self-sufficient and enjoy increased lifetime earnings, and to help fill Central Florida’s expanding jobs gap, or shortage of qualified applicants.

**The Problem:** Not all youth in Central Florida were as lucky as those who participated in Career CoNEXTion, which served in-school, employed and disconnected youth. Disconnected youth, in particular, are experiencing a disadvantage. Defined as those who are no longer in school or looking for work, this subset is struggling to participate fully in the nation’s post-recession economic growth.

Although the national youth disconnection rate dropped 21 percent between 2008 and 2016, to 11.7 percent, there are still **4.6 million adolescents and young adults** who remain disconnected from school and from the labor market. That translates to 266,700 disconnected youth in Florida and **37,200** disconnected individuals in CSCF’s five-county region—approximately one in seven eligible workers and/or students between the ages of 16 and 24 who are cut off and isolated from the everyday routines that give life purpose.

At the same time, federal legislation has restricted CSCF’s ability to serve this hard-to-reach population. That’s a problem for everyone, including the youth themselves, employers, governments, taxpayers, and the criminal justice system.

Let’s look at the facts:

- Fewer youth ages 16 to 24 are looking for work. Many of those who’ve left the job market haven’t been to school or held a job since age 16. Since they’re not in school or working, this population is notoriously difficult to reach or connect with.

- Disconnected youth face more barriers in general. They're more likely to represent minority populations and be from a lower socioeconomic demographic, have limited English language proficiency, and face housing instability and challenges.
- As a group, they're disproportionately male, African-American Hispanic, and not living with their parents. They're less likely to be engaged with federally-sponsored safety-net programs. More than a third of these disconnected youths contribute at least 20 percent to their households' income.
- There's a detrimental cost to society of not addressing the problem. Disconnection during this period in life correlates with adult disconnection, as well as with household poverty rates. It has long-term, negative consequences and impacts everything from earnings and self-sufficiency to physical and mental health.
- Lack of connection to a promising career path limits future employment prospects, reduces lifetime earnings, diminishes the region's talent pool, and undercuts economic productivity. Each youth who remains disconnected represents an average loss of \$40,000 per year to the local economy and an average loss of \$14,000 in tax revenue, for a total loss of \$54,000 per individual.
- When you factor in the greater need for public assistance and costs affiliated with incarceration, poor physical and mental health—along with the risk of generational disconnection—the problem of disconnected youth cost taxpayers an estimated \$93 billion in 2011 alone.
- The problem of disconnected youth also adds to another problem: the skills gap or shortage of qualified applicants. According to a recent CareerBuilder survey, nearly 60 percent of U.S. employers have job openings that stay vacant for 12 weeks or longer. The average cost of these extended job vacancies is more than \$800,000 annually. That gap exists across industries and occupational categories.
- Two thirds of employers surveyed are concerned about the skills gap, with more than half saying they contribute negatively to productivity, through productivity loss, higher employee turnover, lower morale, lower quality work, thwarted growth and loss of revenue.

***Emerging adulthood, the years that stretch from the late teens to the mid-twenties, is a critical period for forming one's adult identity and moving toward independence and self-sufficiency. – Measure of America's ["One in Seven" report](#)***

**The Solution:** By partnering with private and public entities and employers, CareerSource will expand its successful **Career CoNEXTion** program and customize it to serve Central Florida's disconnected youth as well as those at risk of disconnection. These young adults will gain crucial skills and hands-on work experience in targeted industries, putting them on a solid career path and arming them with transferrable skills that will enhance both their future prospects and the regional economy.



Here's how we'll do it:

- CSCF will leverage its success by expanding it to include 500 disconnected youth during the summer of 2018. This program includes three crucial elements:
  - **Employability Skills:** Disconnected youth will learn crucial, employer-demanded skills essential to workplace success, including verbal and non-verbal communication, reliability, critical thinking and teamwork.
  - **Paid Internships:** They'll engage in onsite, paid employment for a specific amount of time, along with the assistance of a dedicated career coach who offers guidance and support.
  - **Financial Literacy:** They'll get a basic education on essential fiscal topics like decoding paychecks, banking and credit processes, buying a car, leasing an apartment and establishing credit.
- Each youth in the GetConnected program will be connected with new opportunities. He or she will explore promising career paths, be encouraged to complete a high school diploma or GED, and receive an individualized career plan. They will exit the program with hands-on, paid work experience on their resumes.
- This new program will be structured with Central Florida employers' projected business needs in mind, with the goal of addressing specific skills gaps.
- GetConnected will be customized to address specific employer, partner and/or community needs, providing motivated employees who are ready to hit the ground running in in-demand industries. These partners also may provide program youth with subsequent internships or entry-level jobs.
- By replicating the success of Career CoNEXTion, in tandem with community, business and other partners, GetConnected will enable CSCF to expand its outreach to disconnected or at-risk youth exponentially, with the goal of reaching 20,750 total youth by 2025.
- For every 1,000 individuals served, GetConnected and its partners will return \$54 million in economic impact and tax revenue, for a total of \$1.12 billion in added value between 2018 and 2025.

***“These young adults are our future and deserve our urgent attention and investment. We all have a stake in helping the next generation meaningfully connect to education, the economy and civic life and restoring our promise as a land of opportunity.” –[Opportunity Nation](#)***

**The Goal:** Through the GetConnected program, CSCF and its partners will make valuable contributions to the future prospects of our region's disconnected youth while fulfilling the specific, critical skills needs of our burgeoning economy.

Working with our partners, here's what we aim to do:

- Over the next 8 years, GetConnected will introduce **20,750 disconnected and at-risk young adults** to their first jobs and put them on the path to self-sufficiency while providing employers with the skilled workforce they demand, in the following increments:

Year	2018	2019	2020	2021	2022	2023	2024	2025
Participants Goal	500	750	1000	2000	3000	4000	4500	5000
CSCF Participant Leverage	480	500	500	500	500	500	500	500
Investment Goal (Participant)	20	250	500	1,500	2,500	3,500	4,000	4,500
Investment Goal (Dollars)	<b>\$140,000</b>	<b>\$1,750,000</b>	<b>\$3,500,000</b>	<b>\$10,500,000</b>	<b>\$17,500,000</b>	<b>\$24,500,000</b>	<b>\$28,000,000</b>	<b>\$31,500,000</b>

- This program will add 200 youth this summer (2018), for a total of 500 youth who will be connected to greater career prospects and expanded lifetime opportunities. GetConnected will double that by 2020, when it expects to connect 1,000 youth to promising, new career paths that help to bridge our region's skills gap. By 2025, GetConnected plans to enroll 5,000 disconnected youth into the program.
- Using the aforementioned economic benefit and program cost per person as benchmarks, the ROI for GetConnected investors/partners will be 780% or nearly 8 to one. For every \$7,000 contributed to cover program costs for a single disconnected or at-risk youth, there will be a \$54,000 financial benefit to the community at large.
- In addition to these benefits, the GetConnected brand increasingly will be recognized as a source of skilled entry-level workers with high school diplomas, some post-secondary education and work experience.
- GetConnected will become the go-to source for employers and public entities looking to have an impact on/reconnect with disconnected youth throughout our 5-county region.
- GetConnected also can serve as a pipeline, to mold youth to be competitive talent for our regional businesses.
- GetConnected will be known for serving the area's high-growth industries (Construction, Business & Technology, Trade, Transportation & Utilities, Education and Health Services, and Hospitality) providing a pathway to employment that leads to jobs paying \$15/hour or more.

#### **Cost Breakdown**

<b><u>Activity</u></b>	<b><u>Cost</u></b>
Employability Training Skills	\$ 650
Paid Internship	\$ 2,600
Financial Literacy	\$ 700
Case Management (35:1 ratio)	\$ 1,800
Subtotal	\$ 5,750
Including Indirect Cost (10%)	\$ 6,325
R&D???	\$ 675
<b>Total Cost Per Participant</b>	<b>\$ 7,000</b>

**The Strategy:** CSCF strategy for generating support for and implementing the new GetConnected program can be broken down into short- and long-term tactics.

- Short-term: CSCF will build upon existing partnerships and promotional avenues to expand existing support and generate new partners. For this effort, CSCF will:
  - Solicit additional support from existing partners and interested parties
  - Identify next-layer prospects, including CSCF affiliates, board members, government entities with existing relationships outside the youth arena and reach out.
  - Touch base with experts within/representing the five key clusters identified as having critical jobs gaps in the Florida Jobs 2030 report, solicit their input and inquire as to how GetConnected could help meet their defined needs.
  - Identify the specific contribution or sponsorship targets to use as initial offerings—e.g., one student (for \$7k). Use those with the most potential for partner engagement on promotional materials/in face-to-face efforts.
  
- Long-term: CSCF can take steps to forecast how best to promote GetConnected efforts going forward, via:
  - In-person brainstorming sessions among board members or leaders from selected industry groups
  - In-person panels conducted with at-risk and disconnected youth themselves (as well as other agencies targeting them, if they exist).
  - Taking steps to solicit information from participants – employers and participants- along the way
  - Collecting success stories to promote.
  - Identifying how best CSCF can work with GetConnected partners to invest in these disconnected youth, by:
    - helping to bridge the program funding gaps,
    - Providing connections with/enhancing outreach to disconnected youth, and
    - Identifying specific competencies that Get Connected can address.