



CONSORTIUM & BOARD OF DIRECTORS MEETING

CareerSource Central Florida | 6/18/26
CareerSourceCentralFlorida.com



6/18/26 CONSORTIUM & BOARD OF DIRECTORS MEETING DETAILS

Meeting Details

Consortium & Board
Agenda

Welcome

Roll Call

Public Comment

Consortium Action
Items

President's Update
Spotlight Story

Adjournment of
Consortium

Board Agenda

Board Recognition

Consent Agenda

Information/
Discussion/ Action
Items

Insight

Other Business

Adjournment of
Board

Appendix

What: CSCF Consortium & Board of Directors Meeting

When: Thursday, June 18, 2026
9:00 a.m. – 11:00 a.m.

Where: *Rollins College
Kathleen W. Rollins Hall, Galloway Room (3rd Floor)

*Park in **Rollins College Truist Parking Garage** (near southeast corner of Park Ave. and Lyman Ave. – **ENTER GARAGE FROM LYMAN AVE (not Comstock as address shows)**) [Rollins College Truist Parking Garage - Google Maps](#)

Virtual via Zoom:

Link: <https://careersourcecf.zoom.us/j/88943256434?pwd=2fDjY5WzgfYsiRJCqeKSeeyjGfkNw5.1>

Dial In: 1 (305) 224-1968 / Meeting ID: 889 4325 6434 / Passcode: 224620

6/18/26 CONSORTIUM & BOARD MEETING AGENDA

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Agenda Item #"	Topic	Presenter	Action Item
1.	Welcome from Consortium Chair - Pledge of Allegiance Welcome from Board Chair - Host Welcome	Mayor Demings Sheri Olson Kristin Williams	
2.	Consortium Roll Call / Establishment of Quorum Board Roll Call / Establishment of Quorum	Mayor Demings Sheri Olson	
3.	Public Comment	Mayor Demings	
4.	Consortium / Board Action Items A. Approval of Minutes 1) Consortium Approval of 12/11/25 Consortium & Board Meeting <i>(Board approved at its 2/26/26 Meeting)</i> 2) Board Approval of 4/23/26 Board Meeting B. Approval of FY 2026-2027 CSCF Budget 1) Board Approval 2) Consortium Approval C. Approval of Board Appointments D. Approval to Designate Consortium Chair as Signatory E. Proposed Consortium Meetings Calendar	Mayor Demings Sheri Olson Sheri Olson Mayor Demings	X X X X X X X
5.	President's Update • Spotlight Story	Pam Nabors	
6.	Adjournment of Consortium	Mayor Demings	



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WELCOME

The background of the entire page is a close-up, slightly blurred image of the United States flag, showing the stars and stripes in a wavy pattern.

**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**



SPECIAL THANKS TO OUR HOST



Crummer
Graduate School of Business
Rollins College



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**ROLL CALL /
ESTABLISHMENT OF QUORUM**

- **CONSORTIUM**
- **BOARD**



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PUBLIC COMMENT



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CONSORTIUM / BOARD ACTION ITEMS



CONSORTIUM APPROVAL OF MINUTES
FROM
12/11/25 CONSORTIUM & BOARD MEETING



DRAFT

Consortium & Board of Directors Joint Meeting

Thursday, December 11, 2025, 2:30 p.m.

MINUTES

CONSORTIUM MEMBERS

PRESENT:

Mayor Jerry Demings, Commissioner Debora Butterfield, Commissioner Peggy Choudhry, Commissioner Lee Constantine, and Commissioner Timothy Morris

BOARD MEMBERS PRESENT:

Sheri Olson, Andrew Albu, Sharon Arroyo, Robert Bixler, Gui Cunha, Sean Donnelly, Casey Ferguson, Tanisha Nunn Gary, John Gill, Mark Havard, Molly Kostenbauder, Lindsey LeWinter, Catherin McManus, Snak Nakagawa, Chris Pascal, Amy Santorelli, Jonathan Schaefer, Trey Simpkins, Stella Siracuza, Michelle Sperzel, David Sprinkle, Richard Sweat, Eric Ushkowitz, Matt Walton, Richard Watford, and Kristin Williams

BOARD MEMBERS ABSENT:

Wendy Brandon, Wendy Ford, Kristin Gray, Jeff Hayward, Shawn Hindle, Nicole Martz, Gaby Ortigoni, Brinkley Ruffin and DeAnna Thomas

STAFF PRESENT:

Pam Nabors, Tadar Muhammad, Leo Alvarez, Geo Morales, Steven Nguyen, Marcela DeFaria, Gina Ronokarijo, Melanie Markes, Sean Masherella, Vince Bruno, Vanessa Noguiera, Crystal Lee and Kaz Kasal

GUESTS PRESENT:

Joe Battista / Orlando Economic Opportunity; Michele Daugherty / Associated Builders & Contractors; Dr. Carla McKnight / Valencia College and Heather Ramos / GrayRobinson; Tameka Austen / Florida Commerce

Consortium Meeting		
Agenda Item	Topic	Action Item / Follow Up Item
1.	Welcome <ul style="list-style-type: none"> Mayor Demings, Consortium Chair, called meeting to order at 2:33 pm and welcomed attendees. 	
2.	Roll Call / Establishment of Quorum <ul style="list-style-type: none"> Ms. Kasal, Executive Coordinator, reported a quorum present with the Consortium. 	
3.	Public Comment <ul style="list-style-type: none"> None offered. 	
4.	Consortium Action Items <u>Approval of Minutes from 6/19/25 Consortium Meeting (attachment).</u>	Commissioner Constantine made a motion to approve the minutes from the 6/19/25 Consortium Meeting. Commissioner Choudhry seconded; motion passed unanimously.



Consortium Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
4.	<p>Consortium Action Items (continued)</p> <p><u>Approval of Board Appointments</u></p> <ul style="list-style-type: none"> Reviewed appointments of CSCF Board (attachment). <p><u>Approval of Request for Subsequent Local Workforce Development Area Designation</u></p> <ul style="list-style-type: none"> Reviewed action memo requesting approval of CSCF's request for subsequent designation as the Local Workforce Development Area for Lake, Osceola, Orange, Seminole and Sumter Counties (attachment). <p><u>Approval of Designation of CSCF as a One-Stop Operator</u></p> <ul style="list-style-type: none"> Reviewed action memo on CSCF Board recommendation for CSCF to be designated as One-Stop Operator.(attachment). CareerSource Research Coast (CSRC), acting as procurement agent, issued Request for Proposal for One-Stop Operator Services. One proposal (from CSCF) was received of which CSRC evaluated, scored and provided a letter (attachment) recommending CSCF serve as the One-Stop Operator. <p><u>Approval of CSCF to be Direct Provider of Workforce Services</u></p> <ul style="list-style-type: none"> Reviewed action memo requesting approval of CSCF's continued designation as a Direct Services Provider for the delivery of services to its career seekers and businesses for the period of three years – July 1, 2026 through June 30, 2029 (attachment). Annual performance report from PY 2024-2025 was also provided as reference (attachment). 	<p>Commissioner Constantine made a motion to approve Board Appointments, as presented. Commissioner Choudhry seconded; motion passed unanimously.</p> <p>Commissioner Choudhry made a motion to approve CSCF's request for subsequent designation beginning July 1, 2026 through June 30, 2028, as presented and submitted to Florida Commerce and CareerSource Central Florida. Commissioner Morris seconded; motion passed unanimously.</p> <p>Commissioner Choudhry made a motion approving to endorse CSCF's designation as its own One-Stop Operator with a budget not to exceed \$20,000. Commissioner Butterfield seconded; motion passed unanimously.</p> <p>Commissioner Constantine made a motion approving CSCF's continued designation as a Direct Services Provider for the next three program years beginning July 1, 2026 through June 30, 2029 to be submitted to Florida Commerce and CareerSource Florida. Commissioner Choudhry seconded; motion passed unanimously.</p>



5.	CSCF Spotlight Story <ul style="list-style-type: none"> In 2014, Ron L. received support from CSCF with resume assistance and was referred to Seniors First, where he advanced from case manager to director and now serves as VP of In-Home Services and Guardianship, crediting CSCF for his career success. 	
9	Adjournment of Consortium <ul style="list-style-type: none"> Consortium adjourned at 2:50 pm. 	
Board Meeting		
Agenda Item	Topic	Action Item / Follow Up Item
1.	Welcome <ul style="list-style-type: none"> Ms. Olson, Board Chair, welcomed the Board. 	
2.	Roll Call / Establishment of Quorum Ms. Kasal, Executive Coordinator, reported a quorum present with the CSCF Board.	
3.	Public Comment None offered.	
4.	Board Consent Agenda <ul style="list-style-type: none"> Ms. Olson 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"> Minutes from 9/25/25 Board Meeting. Approval of Request for Subsequent Local Workforce Development Area Designation Approval of CSCF to be Direct Provider of Workforce Services (<i>Career Services</i>) Approval of West Oaks Mall Lease Renewal (<i>Executive</i>) 	Mr. Walton made a motion to approve all items on the consent agenda. Mr. Nakagawa seconded; motion passed unanimously.
5.	Information / Discussion <u>Chair's Report</u> <ul style="list-style-type: none"> Ms. Olson reported on the following: <ul style="list-style-type: none"> Attended the hiring event on 12/10/25 to assist affected Kroger employees who were layed off. 36 employers were present at the event, including Ms. Olson's hospital OrlandoHealth. A second hiring event to occur in early January 2026. New issue of the Board Source newsletter coming out soon, be sure to see list of events that can be attended as board engagement opportunities and gain participation hours. Reminder to board to take annual refresher training, if haven't already done so. Ms. Kasal will send out a reminder. 	



Board Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
	<p><u>President's Report</u></p> <ul style="list-style-type: none"> • Ms. Nabors, President/CEO, Ms. Nabors reported on following highlights (attachment): <ul style="list-style-type: none"> - CSCF's scorecard through 1st quarter (7/1/25 - 9/30/25). - Customer Satisfaction is 8.1 overall for the 1st quarter. - Revenue Development: \$1.5M of 5M annual goal - Fall Updates: <ul style="list-style-type: none"> o Reviewed Board and Staff achievements. o Thanks to Mr. Sprinkle and Mr. Cunha for partaking in the Panel Discussion on "Economic Development" for Leadership Seminole. o CSCF Highlights include: High School Career Express: Fall Cohort, Paychecks for Patriots event had 123 attendees, Ribbon Cutting at Hubs in Seminole State College and Valencia College and presentations at Orange and Seminole BOCC meetings to review success of respective programs. <p><u>Finance Report</u> Mr. Alvarez, CFO, reviewed financials through 1st quarter (7/1/25 through 9/30/25), trending above target at 33% expended</p> <p><u>Committee Reports</u></p> <p><u>Executive:</u> Ms. Olson, Executive Committee Chair, reported on the following:</p> <ul style="list-style-type: none"> • Met on 12/4/25. • Approved West Oaks Mall Lease Renewal, which Board just approved under Consent Agenda. This 5-year lease renewal, which goes into effect on 9/1/26, will results in a savings of over \$142K over 5 years. • Reviewed Chair, President and Committee Reports • Reviewed 12/11/25 Board Agenda. <p><u>Audit</u> Mr. Walton, Audit Committee Chair, stated the Committee will meet with Finance Committee on 1/14/2026.</p> <p><u>Facilities Ad Hoc</u> Mr. Walton, Facilities Ad Hoc Committee Chair, stated no meeting is scheduled at this time.</p>	



Board Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
	<p><u>Career Services</u> Mr. Albu, Career Services Committee Chair, stated Career Services Committee met on 11/20/25 at Orange Community Hub located in Valencia East Campus. The Committee:</p> <ul style="list-style-type: none"> - Approved staff's recommendation for CSCF's continued designation as a Direct Services Provider, which will be forwarded for Consortium & Board approval at the 12/11/25 meeting. - Deferred action item to add specific apprenticeship programs to ETPL; Committee concurred further information is needed. - Reviewed scorecard for Quarter 1 (7/1/25 thru 9/30/25) - Committee provided feedback on ways to expose high school students about different careers and help navigate their next steps after high school. - Reviewed foot traffic at all CSCF locations, and strategic plans to strengthen reach and responsiveness. - Interactively discussed various aspects of CSCF's reach and impact of services with the community and businesses. <p><u>Community Engagement</u> Ms. LeWinter, Community Engagement Committee Chair, stated committee met on 11/13/25 and:</p> <ul style="list-style-type: none"> - Reviewed CSCF's government affairs – presentations at Orange County BCC meeting on LUO, and Seminole County BCC meeting on Public Sector Academy and Access to Career Pathways were well received. CSCF continues to work on partnership opportunities with all counties to fund programs supporting training and job attainment. - Reviewed three home page design concepts with majority of Committee preferring Version 1, as it was simple and clear. - Reviewed story telling strategies for Quarter 2 and ways to showcase CSCF's "30th Anniversary" occurring next year. <p><u>Finance Committee</u> Mr. Ushkowitz, Finance Committee Chair, reported the Committee will meet with the Audit Committee on 1/14/26.</p> <p><u>Governance</u> Mr. Sprinkle, Governance Committee Chair, stated Committee will meet on 1/15/26.</p>	



Board Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
	<p>Revenue Diversity and New Markets Mr. Gill , Revenue Diversity & New Markets Committee Chair, stated committee met on 10/21/25 and:</p> <ul style="list-style-type: none"> - Reviewed Committee’s charter and made one non-substantive edit. - Reviewed 2024-2025 results – exceeded annual of \$6M, attaining \$6.45M by year-end. - Reviewed updates on PY 2025-2026 activities to date to include: <ul style="list-style-type: none"> o Rise & Thrive event generated \$53K+ o Reached 26% of annual goal o Discussed CSCF’s “30th Anniversary” and provided various suggestions o Board giving to date at 51% vs. 25% same time last year - Discussed ways the Board can engage, contribute and expand its connections. 	
6.	<p>Insight <u>Small Business Panel</u></p> <p>Moderator: David Sprinkle, Managing Partner, Veritas Recruiting Group, LLC</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Andrew Albu, President, Albu & Associates, Inc. • Stella Siracuza, Chief Executive Officer, Tomato Express, Inc./Residential Realtor • Richard Sweat, President & CEO, .decimal • Jonathan Schaefer, Director, Employee Development, Kalos Services, Inc. <p>The panel discussion addressed how each of their companies have handled challenges in the current business climate, strategies used to hire and retain talent, how they develop and train staff, and if AI has touched their industry and how. The panel also discussed workforce challenges with the younger generations.</p>	
7.	<p>Other Business</p> <ul style="list-style-type: none"> • None offered. 	
8.	<p>Adjournment Meeting adjourned at 4:19 pm.</p>	

Respectfully submitted,
 Kaz Kasal
 Executive Coordinator



**BOARD APPROVAL OF MINUTES
FROM
4/23/26 BOARD MEETING**



Draft

Board of Directors Meeting

Thursday, April 23, 2026 8:30 a.m.

MINUTES

MEMBERS PRESENT: Sheri Olson, Andrew Albu, Joe Battista, Rob Bixler, Gui Cunha, Michele Daugherty, Sean Donnelly, Tanisha Nunn Gary, Kristin Gray, Mark Havard, Shawn Hindle, Molly Kostenbauder, Lindsey LeWinter, Nicole Martz, Carla McKnight, Catherine McManus, Gaby Ortigoni, Chris Pascal, Amy Santorelli, Jonathan Schaefer, Trey Simpkins, Michelle Sperzel, David Sprinkle, Eric Ushkowitz, Matt Walton, and Richard Watford

MEMBERS ABSENT: Sharon Arroyo, Wendy Brandon, Casey Ferguson, Wendy Ford, John Gill, Jeff Hayward, Brinkley Ruffin, Stella Siracuza, DeAnna Thomas, Richard Sweat and Kristin Williams

STAFF PRESENT: Pam Nabors, Tadar Muhammad, Leo Alvarez, Dyana Burke, Steven Nguyen, Gina Ronokarijo, Marcela DeFaria, Geo Morales, Melanie Markes, Sean Masherella, Vince Bruno, Vanessa Nogueira, and Kaz Kasal

GUESTS PRESENT: Jodie Cary Rolston / Orange Technical College-East Campus; Heather Ramos / GrayRobinson

Agenda Item	Topic	Action Item / Follow Up Item
1.	<p>Welcome</p> <ul style="list-style-type: none"> Ms. Olson, Board Chair, called meeting to order at 8:33 am and welcomed attendees. Ms. Olson thanked Rob Bixler and Orange County Public Schools (OCPS) for hosting today's meeting. <p>Host Welcome</p> <ul style="list-style-type: none"> Mr. Bixler, CSCF Board Member and OCPS's Chief of Staff welcomed attendees to OTC – East Campus and introduced Ms. Jodie Rolston Cary, Senior Director of this campus. Ms. Cary greeted attendees and provided an overview of the campus which offers programs in computer science, business and digital arts. 	
2.	<p>Roll Call / Establishment of Quorum</p> <ul style="list-style-type: none"> Ms. Kasal, Executive Board Coordinator, reported a quorum present. 	
3.	<p>Public Comment</p> <ul style="list-style-type: none"> None offered. 	
4.	<p>Consent Agenda</p> <ul style="list-style-type: none"> Ms. Olson asked the Board if any items on consent agenda, as listed below (attachments), should be moved off for further discussion: <ul style="list-style-type: none"> 2/26/26 Board Meeting Minutes Eligible Training Provider List (ETPL) Policy (<i>Career Services</i>) Individual Training Account (ITA) Policy (<i>Career Services</i>) Self-Sufficiency Policy (<i>Career Services</i>) Training Provider Approval for Upcoming Program Year (<i>Career Services</i>) Accounting Policy Recommendations <ul style="list-style-type: none"> Increase Capitalization Threshold (<i>Finance</i>) Increase "Micro Purchase" Threshold (<i>Finance</i>) 	<p>Mr. Walton made a motion to approve all items on the consent agenda. Ms. Daugherty seconded; motion passed unanimously.</p>



5.	<p>Information / Discussion / Action Items</p> <p><u>Action Item:</u></p> <ul style="list-style-type: none"> - Reviewed action memo (attachment) on the Finance Committee's recommendation, based on financial impact and plan stability, to renew CSCF's healthcare coverage with UnitedHealthcare for the 2026-2027 plan year. <p><u>Finance Report</u></p> <ul style="list-style-type: none"> • Mr. Alvarez, CFO, reviewed financials: 7/1/2025 <u>thru</u> 2/28/2026 (attachment). 	<p>Ms. LeWinter made a motion to approve renewal of healthcare coverage, not to exceed 9% premium increase, with UnitedHealthcare for the 2026–2027 plan year. Mr. Albu seconded; motion passed unanimously</p>
6.	<p>Other Business</p> <ul style="list-style-type: none"> - None offered. 	
7.	<p>Adjournment</p> <p>Meeting adjourned at 8:52 am.</p>	

Respectfully submitted,

Kaz Kasal
Executive Board Coordinator



APPROVAL OF FY 2026-2027 BUDGET

- **BOARD APPROVAL**
- **CONSORTIUM APPROVAL**

[LINK TO FULL BUDGET](#)

[RETURN TO AGENDA](#)



APPROVAL OF BOARD APPOINTMENTS



**CareerSource Central Florida Board Membership
(Effective 7/1/2026)**

BUSINESS SEATS

NAME OF RWB MEMBER	Organization/Company	Status	County	Appointment Date	Years Served Since 7/1/21	New Term
LeWinter, Lindsey	Fairwinds	RENEW	Orange	7/1/2023	3	7/1/2026 - 6/30/2029
Mays, Dorea <i>(Replacing Mark Havard)</i>	Rosen Hotels & Resorts	REPLACE	Orange	7/1/2026		7/1/2026 - 6/30/2028
Rampal-Harrod, Indera <i>(Replacing Brinkley Ruffin)</i>	Universal Orlando Resort	REPLACE	Orange	7/1/2026		7/1/2026 - 6/30/2029
Rosado, Sachely <i>(Replacing Amy Santorelli)</i>	AdventHealth	REPLACE	Orange	7/1/2026		7/1/2026 - 6/30/2029
Sohl, Paul <i>(Replacing Steve Nakagawa)</i>	Florida High Tech Corridor	REPLACE	Orange	7/1/2026		7/1/2026 - 6/30/2029
Martz, Nicole	Sanford Airport Authority	RENEW	Seminole	7/1/2023	3	7/1/2026 - 6/30/2029
Siracuza, Stella	Tomato Express, Inc.	RENEW	Osceola	12/17/2020	5	7/1/2026 - 6/30/2029
Ferguson, Casey	Casey Ferguson Cattle, LLC	RENEW	Lake	12/11/2023	3	7/1/2026 - 6/30/2029



REQUIRED SEATS

NAME OF RWB MEMBER	Organization/Company	Status	AREA(S) OF REPRESENTATION	County	Appointment Date	Years Served Since 7/1/21	New Term
Cunha, Gui	Seminole County Government, Office of Economic Development & Tourism	RENEW	GRED (Government Rep-Economic Development)	Region	12/16/2021	5	7/1/2026 - 6/30/2029
Donnelly, Sean	Electrical Training Alliance of Central Florida / Central Florida AFL-CIO	RENEW	WOLO/WOJ (Workforce-Joint Lbo	Region	12/16/2021	5	7/1/2026 - 6/30/2029
Hayward, Jeff	Heart of Florida United Way	RENEW	WOD/WOV (CBO representing Disabilities/Veterans)	Region	7/1/2017	5	7/1/2026 - 6/30/2029
Kostenbauder, Molly	Seminole State College	RENEW	ETPA	Region	7/1/2023	3	7/1/2026 - 6/30/2029
Pascal, Chris	IUPAT / Florida Finishing Trades	RENEW	WOLO/WOJ	Region	12/11/2023	3	7/1/2026 - 6/30/2029
Watford, Richard	Ironworkers Local Union 808 / Joint Apprentice Training Committee	RENEW	WOLO/WOJ	Region	12/11/2023	3	7/1/2026 - 6/30/2029

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[RETURN TO AGENDA](#)



ORANGE COUNTY MAYOR

Jerry L. Demings

P.O. BOX 1393, 201 SOUTH ROSALIND AVENUE, ORLANDO, FL 32802-1393

PHONE: 407-836-7370 • FAX: 407-836-7360 • EMAIL: MAYOR@OCFL.NET

June 16, 2026

Central Florida Area Workforce Development Consortium
c/o CareerSource Central Florida
390 N. Orange Ave., Suite 700
Orlando, FL 32801

Dear Consortium:

I am pleased to approve the appointment of Dorea Mays to serve in the business seat on the CareerSource Central Florida Board for the term 7/1/26 through 6/30/29.

Appointment (see attached nomination letter):

- Ms. Dorea Mays, Vice President of Human Resources, Rosen Hotels & Resorts

Ms. Mays brings extensive human resources experience in hospitality, security, nonprofit and retail industries. She has the knowledge and expertise that will greatly benefit CareerSource Central Florida's mission.

Sincerely,

A handwritten signature in blue ink that reads "Jerry L. Demings".

Jerry L. Demings
Orange County Mayor

c: Pamela Nabors, President/CEO, CareerSource Central Florida



Central Florida Hotel & Lodging Association
 6675 Westwood Boulevard, Suite 210
 Orlando, FL 32821
 (407) 313-5000
 www.cfhla.org

Board of Directors

Chris Akoury
 Signia by Hilton Orlando Bonnet Creek
 Erin Apple
 Holiday Inn & Suites across from Universal Studios
 Rozz Barker
 Gaylord Palms Resort & Convention Center
 Martin Bonventre
 Rosen Shingle Creek
 Barb Bowden
 Loews Hotels by Universal Orlando
 Jacqueline Bozzuto
 Lowndes
 Marie Cassemajor
 Holiday Inn Resort Kissimmee by the Parks
 Joe Delgado
 AC by Marriott Orlando Downtown
 Janet Della Porta
 Marriott Harbour Lake
 Sylvie Deneaux-Lazo
 Walt Disney World Boardwalk Resort
 Scott Dison
 General Manager of Courtyard Orlando Airport
 Frank Dolley
 Coco Key Hotel & Water Resort Orlando
 Beatriz Dominguez
 Clean Tec Services
 Mejed Ferah
 General Manager of Hyatt Regency Grand Cypress
 Bill Fink
 Walt Disney World Swan & Dolphin
 Bill Friedrich
 Hilton Garden Inn Apopka
 Lauren Gossett
 Walt Disney World Fort Wilderness Resort & Campground
 Stacey Herndon
 Westgate Resorts, LTD
 Steven Hollis
 Vacation Villas at FantasyWorld
 Paul Joseph
 Hyatt Regency Orlando
 Steve Klamenakis
 Global Sourcing International, LLC
 Jay Leonard
 Wyndham Lake Buena Vista
 Disney Springs Resort Area/Wyndham Garden Lake
 Buena Vista Disney Springs Resort Area
 Jason Lopez
 DoubleTree by Hilton Orlando Theme Park Resort
 Joclyn Lorigen
 Hilton North Orlando / Altamonte Springs
 John Lyon
 Crowne Plaza Orlando-Downtown
 Ally Martin
 Hyatt House Orlando International Airport
 Matthew McAlister
 General Manager of the Celeste Hotel Orlando
 A Tribute Portfolio Hotel
 Benjamin McCarney
 Grand Bohemian Hotel Orlando
 Bruce McDonald
 Hyatt Regency Orlando International Airport
 Jon McGavin
 Grande Lakes Orlando
 Ray Miller
 Leo Palmiero by Hilton Grand Vacations
 Chris Mueller
 Hilton Orlando
 Graham Parker
 Hilton Grand Vacations
 John Power
 Hard Rock Hotel at Universal Orlando
 R.P. Rama
 Sarona Holdings & Hotels Orlando
 Fred Sawyers
 Evermore Resort
 Michael Scioscia
 JW Marriott Orlando, Grande Lakes
 Erin Sims Landform of Central Florida, Inc.
 Anna Snow
 Castle Hotel, Autograph Collection
 Cindy Staley
 Mizlon Resort + Club
 George Stanfield
 Hilton Orlando Lake Buena Vista / Hilton
 Orlando Buena Vista Palace
 Katerina Tempio
 Hampton Inn & Suites Clermont
 Sean Vemey
 Walt Disney World Swan & Dolphin Resort and Walt
 Disney World Swan Reserve
 Steve Vinolguere
 SeaWorld
 Amy Walsh
 Domino's
 Brian Wander
 Renaissance Orlando at SeaWorld

June 12, 2026

The Honorable Mayor Jerry Demings
 Chair, Central Florida Area Workforce Development Consortium
 Orange County Government
 201 South Rosalind Ave., 5th Floor
 Orlando, FL 32801

Dear Mayor Demings,

On behalf of the Central Florida Hotel and Lodging Association (CFHLA), the nation's largest regional hospitality association, we are pleased to nominate Ms. Dorea Mays to serve in the business seat representing Orange County on the CareerSource Central Florida Board of Directors.

Ms. Mays serves as Vice President, Human Resources for Rosen Hotels & Resorts. Her representation of the hospitality industry and the more than 468,000 team members in the region, along with the nearly 500 "supplier" organizations that do business with the hospitality and tourism industries, will be an invaluable asset to both Orange County and the entire Central Florida region. We are proud to recommend Ms. Mays for consideration.

Please consider supporting Ms. Mays appointment and let me know if you have any questions or need further information.

Thank you for your time and consideration.

Respectfully,

Robert Agrusa
 President/CEO
 Central Florida Hotel and Lodging Association

Cc: Jeffrey Newton, Orange County Attorney
 Pamela Nabors, President/CEO, CareerSource Central Florida

2026 Executive Committee

Chair of the Board, Jon McGavin, Grande Lakes Orlando
1st Vice Chair, Jay Leonard, Wyndham Lake Buena Vista Disney Springs Resort Area / Wyndham Garden Lake Buena Vista Disney Springs Resort Area
2nd Vice Chair, Sean Vemey, Walt Disney World Swan & Dolphin, and Walt Disney World Swan Reserve
Secretary, Ally Martin, Hyatt House Orlando International Airport
Treasurer, Jason Lopez, DoubleTree by Hilton Orlando at SeaWorld
Assistant Treasurer, Stacey Herndon, Westgate Resorts
Immediate Past Chair, Chris Mueller, Hilton Orlando
Historian, Fred Sawyers, Evermore Orlando Resort



ORANGE COUNTY MAYOR

Jerry L. Demings

P.O. BOX 1393, 201 SOUTH ROSALIND AVENUE, ORLANDO, FL 32802-1393
PHONE: 407-836-7370 • FAX: 407-836-7360 • EMAIL: MAYOR@OCFL.NET

June 11, 2026

Central Florida Area Workforce Development Consortium
c/o CareerSource Central Florida
390 N. Orange Ave., Suite 700
Orlando, FL 32801

Dear Consortium:

I am pleased to approve the appointment of Dr. Indera Rampal-Harrod to serve in the business seat on the CareerSource Central Florida Board for the term 7/1/26 through 6/30/29.

Appointment (see attached nomination letter):

- Dr. Indera Rampal-Harrod, Vice President of Talent & Culture, Universal Orlando Resort

As the Vice President of Talent and Culture at Universal Orlando Resort, Dr. Rampal-Harrod brings extensive human resources experience working across hospitality, healthcare, and financial services. She has the knowledge and expertise that would greatly benefit CareerSource Central Florida's mission.

Sincerely,

A handwritten signature in blue ink that reads "Jerry L. Demings".

Jerry L. Demings
Orange County Mayor

c: Pamela Nabors, President/CEO, CareerSource Central Florida

[RETURN TO AGENDA](#)



May 22, 2026

The Honorable Mayor Jerry Demings
Chair, Central Florida Area Workforce Development Consortium
Orange County Government
201 South Rosalind Ave., 5th Floor
Orlando, FL 32801

Dear Mayor Demings:



The Orlando Economic Partnership is pleased to nominate Dr. Indera Rampal-Harrod to serve in the business seat representing Orange County on the CareerSource Central Florida Board of Directors.

Dr. Rampal-Harrod serves as Vice President, Talent & Culture for Universal Orlando Resort. We are proud to recommend this individual for consideration.

Please let me know if you have any questions or need further information.

Regards,

A handwritten signature in black ink that reads "Tim Giuliani".

Tim Giuliani
President & CEO
Orlando Economic Partnership



ORANGE COUNTY MAYOR

Jerry L. Demings

P.O. BOX 1393, 201 SOUTH ROSALIND AVENUE, ORLANDO, FL 32802-1393
PHONE: 407-836-7370 • FAX: 407-836-7360 • EMAIL: MAYOR@OCFL.NET

June 16, 2026

Central Florida Area Workforce Development Consortium
c/o CareerSource Central Florida
390 N. Orange Ave., Suite 700
Orlando, FL 32801

Dear Consortium:

I am pleased to approve the appointment of Sachely Rosado to serve in the business seat on the CareerSource Central Florida Board for the term 7/1/26 through 6/30/29.

Appointment (see attached nomination letter):

- Ms. Sachely Rosado, Executive Director of Organizational Effectiveness & Culture, AdventHealth

As the Executive Director of Organizational Effectiveness and Culture at AdventHealth, Ms. Rosado brings years of experience in organizational development and workforce engagement. She has the knowledge and expertise that will greatly benefit CareerSource Central Florida's mission.

Sincerely,

A handwritten signature in blue ink that reads "Jerry L. Demings".

Jerry L. Demings
Orange County Mayor

Cc: Pamela Nabors, President/CEO, CareerSource Central Florida



June 11, 2026

The Honorable Mayor Jerry Demings
Chair, Central Florida Area Workforce Development Consortium
Orange County Government
201 South Rosalind Ave., 5th Floor
Orlando, FL 32801



Dear Mayor Demings:

The Orlando Economic Partnership is pleased to nominate Ms. Sachely Rosado to serve in the business seat representing Orange County on the CareerSource Central Florida Board of Directors.

Ms. Rosado serves as Executive Director of Organizational Effectiveness and Culture at AdventHealth. We are proud to recommend this individual for consideration.

Please let me know if you have any questions or need further information.

Regards,

A handwritten signature in black ink that reads "Tim Giuliani".

Tim Giuliani
President & CEO
Orlando Economic Partnership

cc: Jeffrey Newton, Orange County Attorney
Pamela Nabors, President/CEO, CareerSource Central Florida



June 10, 2026

Pam Nabors
President and Chief Executive Officer
CareerSource Central Florida
390 N Orange Ave, Suite 700
Orlando, FL 32801

Dear Pam,

I am writing to provide this letter of recommendation in support of Sachely Rosado's appointment to the CareerSource Central Florida Board of Directors.

In my role as Director of Community Board Management for AdventHealth's Central Florida Division, I have the privilege of supporting the placement of our senior leaders on community boards that align with both organizational priorities and community impact. Sachely comes highly recommended by our Chief People Officer, Amy Santorelli, and I am confident she would be an exceptional addition to your board.

Sachely currently serves as Executive Director of Organizational Effectiveness and Culture at AdventHealth and has held multiple leadership roles within Human Resources and Organizational Effectiveness.

We are confident that she is able to contribute valuable perspective, strategic insight, and a strong commitment to advancing workforce and community outcomes across the region.

Please do not hesitate to reach out if I can provide any additional information. Thank you for your consideration.

Warmly,

X 

Amanda Spinosa
Director, Community Board Management



ORANGE COUNTY MAYOR

Jerry L. Demings

P.O. BOX 1393, 201 SOUTH ROSALIND AVENUE, ORLANDO, FL 32802-1393
PHONE: 407-836-7370 • FAX: 407-836-7360 • EMAIL: MAYOR@OCFL.NET

February 10, 2026

Central Florida Area Workforce Development Consortium
c/o CareerSource Central Florida
390 N. Orange Ave., Suite 700
Orlando, FL 32801

Dear Consortium:

I am pleased to approve the appointment of Mr. Paul Sohl to serve in the business seat on the CareerSource Central Florida Board for the term 7/1/26 through 6/30/29.

Appointment (see attached nomination letter):

1. Paul Sohl, CEO, The Florida High Tech Corridor

As the CEO of the Florida High Tech Corridor, Mr. Sohl has extensive experience collaborating with academic institutions, industry, and economic development partners. His knowledge and expertise would greatly benefit CareerSource Central Florida's mission.

Sincerely,

A handwritten signature in blue ink that reads "Jerry L. Demings".

Jerry L. Demings
Orange County Mayor

c: Pamela Nabors, President/CEO, CareerSource Central Florida



January 27, 2026

The Honorable Mayor Jerry Demings
Chair, Central Florida Area Workforce Development Consortium
Orange County Government
201 South Rosalind Ave., 5th Floor
Orlando, FL 32801

Dear Mayor Demings:

The Orlando Economic Partnership is pleased to nominate Mr. Paul Sohl to serve in the business seat representing Orange County on the CareerSource Central Florida Board of Directors.

Mr. Sohl serves as CEO of The Florida High Tech Corridor. We are proud to recommend this individual for consideration.

Please let me know if you have any questions or need further information.

Regards,

A handwritten signature in black ink that reads "Tim Giuliani".

Tim Giuliani
President & CEO



Cc: Frank Townsend, Osceola County Attorney
Pamela Nabors, President/CEO, CareerSource Central Florida

Color Code:
 Renewing (Expiring 6/30/26)
 Vacancies/Replacements

ACTIVE BOARD MEMBERS: 37
 NUMBER OF VACANCIES:
 EFFECTIVE DATE: 7/1/26

BUSINESS SEATS

NAME OF RWB MEMBER	Organization/Company	AREA(S) OF REPRESENTATION	County	Appointment Date	Years Served Since 7/1/21	Current Term
Albu, Andrew	Albu & Associates, Inc.	BU	Orange	7/1/2018	5	7/1/2024 - 6/30/2027
Arroyo, Sharon	Duke Energy	BU	Orange	7/1/2024	2	7/1/2024 - 6/30/2027
Battista, Joe	Orlando Economic Partnership	BU	Orange	12/11/2025	1	12/11/2025 - 6/30/2028
Brandon, Wendy	UCF Lake Nona Medical Center	BU	Orange	10/5/2011	5	7/1/2025 - 6/30/2028
Daugherty, Michele		BU	Region	12/11/2025	1	12/11/2025 - 6/30/2028
Gary, Tanisha Nunn	African American Chamber of Commerce of Central Florida	BU	Orange	7/1/2022	4	7/1/2025 - 6/30/2028
Dorea Mays <i>(replacing Mark Havard)</i>	Rosen Hotels & Resorts	BU	Orange	7/1/2026		7/1/2026 - 6/30/2028
LeWinter, Lindsey	Fairwinds	BU	Orange	7/1/2023	3	7/1/2026 - 6/30/2029
Sohl, Paul <i>(replacing Steven "Snak" Nakagawa)</i>	Florida High Tech Corridor	BU	Orange	7/1/2026		7/1/2026 - 6/30/2029
Ortigoni, Gaby	Hispanic Economic Advancement Foundation	BU	Orange	7/1/2022	4	7/1/2025 - 6/30/2028
Indera Rampal-Harrod <i>(replacing Brinkley Ruffin)</i>	Universal Orlando Resort	BU	Orange	7/1/2026		7/1/2026 - 6/30/2029
Rosado, Sachely <i>(replacing Amy Santorelli)</i>	Advent Health	BU	Orange	12/11/2023		7/1/2026 - 6/30/2029
Martz, Nicole	Sanford Airport Authority	BU	Seminole	7/1/2023	3	7/1/2026 - 6/30/2029
Sprinkle, David	Veritas Recruiting Group, LLC	BU	Seminole	2/22/2018	5	7/1/2024 - 6/30/2027
Sweat, Richard	.decimal	BU <i>Small Business</i>	Seminole	10/5/2011	5	7/1/2025 - 6/30/2028
Walton, Matt	MiGre Engineers, LLC	BU	Seminole	7/1/2018	5	7/1/2024 - 6/30/2027
Hindle, Shawn	Hanson, Walter & Associates, Inc.	BU	Osceola	7/1/2021	5	7/1/2024 - 6/30/2027
Siracuza, Stella	Tomato Express, Inc.	BU <i>Small Business</i>	Osceola	12/17/2020	5	7/1/2026 - 6/30/2029
Olson, Sheri	South Lake Hospital	BU	Lake	7/1/2013	5	7/1/2024 - 6/30/2027
Schaefer, Jonathan	Kalos Services, Inc.	BU	Lake	12/11/2023	3	7/1/2025 - 6/30/2028
Ferguson, Casey	Casey Ferguson Cattle, LLC	BU	Sumter	12/11/2023	3	7/1/2026 - 6/30/2029

REQUIRED SEATS						
NAME OF RWB MEMBER	Organization/Company	AREA(S) OF REPRESENTATION	County	Appointment Date	Years Served Since 7/1/21	Current Term
McKnight, Carla	Valencia College	ETPC	Region	12/11/2025	1	12/11/2025 - 6/30/2028
Cunha, Gui	Seminole County Government, Office of Economic Development & Tourism	GRED	Region	12/16/2021	5	7/1/2026 - 6/30/2029
Simpkins, Tremayne	Division of Vocational Rehabilitation / Florida Department of Education	GRVRD	Region	12/9/2024	2	12/9/2024 - 6/30/2027
Donnelly, Sean	Electrical Training Alliance of Central Florida / Central Florida AFL-CIO	WOLOWOJ	Region	12/16/2021	5	7/1/2026 - 6/30/2029
Ford, Wendy	Osceola Council on Aging	CBO	Region	7/1/2019	5	7/1/2025 - 6/30/2028
Gill, John	Quest, Inc.	WOD (CBO representing Individuals & Disabilities)	Region	7/1/2016	5	7/1/2025 - 6/30/2028
Hayward, Jeff	Heart of Florida United Way	WOD/VOV (CBO representing Disabilities/Veterans)	Region	7/1/2017	5	7/1/2026 - 6/30/2029
Kostenbauder, Molly	Seminole State College	ETPA	Region	7/1/2023	3	7/1/2026 - 6/30/2029
McManus, Catherine Steck	Habitat for Humanity Greater Orlando & Osceola County	CBO	Region	7/1/2024	2	7/1/2024 - 6/30/2027
Pascal, Chris	IUPAT / Florida Finishing Trades	WOLOWOJ	Region	12/11/2023	3	7/1/2026 - 6/30/2029
Kristin Williams	Crummer Graduate School of Business at Rollins College	ETPC	Region	7/1/2024	2	7/1/2024 - 6/30/2027
Sperzel, Michelle	Harbor House	CBO	Multi-County	7/1/2022	4	7/1/2025 - 6/30/2028
Thomas, DeAnna	Lake Technical College	ETPA	Multi-County	7/1/2021	5	7/1/2025 - 6/30/2028
Ushkowitz, Eric	City of Orlando	GRED	Region	10/5/2011	5	7/1/2024 - 6/30/2027
Bixler, Robert	Orange County Public Schools	ETPO	Orange	7/1/2025	1	7/1/2025 - 6/30/2028
Wafford, Richard	Ironworkers Local Union 808 / Joint Apprentice Training Committee	WOLOWOJ	Multi-County	12/11/2023	3	7/1/2026 - 6/30/2029

PY 2025-2026

REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

Central Florida Workforce Development Board. d/b/a CareerSource Central Florida REGION NUMBER 12

Key Codes:

Areas of Representation:

BU – Business (21 Seats)

WOLO – Workforce-Labor Organization

WOJ – Workforce-Joint labor-management Apprenticeship Program

WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)

WOV – Workforce-Community-based Organizations representing Veterans (optional)

WOY – Workforce-Community-based Organizations representing Youth (optional)

ETPA – Education and Training Provider-Adult Education and Literacy

ETPC - Education and Training Provider - Institution for Higher Learning

ETPO – Education and Training Provider-Other Providers (optional)

GRED – Government Representative-Economic Development

GRES – Government Representative-Employment Service

GRVRD – Government Representative-Vocational Rehabilitation

GRO – Government Representative-Other (optional) **CareerSource Central Florida operates the Wagner Peyser (GRO) function

OTHER – Other (please specific group/program being represented) (optional)



**APPROVAL TO
DESIGNATE CONSORTIUM CHAIR
AS SIGNATORY**



Action Item

To: Central Florida Area Workforce Development Consortium "Consortium"
 From: Leo Alvarez, CFO
 Subject: Designating Consortium Chair as Signatory on Memorandums of Understanding and Infrastructure Funding Agreements
 Date: June 18, 2026

Purpose:

The purpose of this Action Item is to seek Consortium approval to formally grant authority to the Chair of the Consortium to execute Memorandums of Understanding and Infrastructure Funding Agreements on behalf of the Consortium.

Background:

The Florida Commerce monitoring results for Fiscal Year 2023–2024 identified an "Other Non-Compliance Issue" (a non-finding), noting that CSCF's MOU did not include a signature line that included all of the Chief Elected Officials (CLEOs).

In response to The Florida Commerce item identified above, the CSCF Audit Committee and Board of Directors approved during the February 2026 meeting for staff to seek clarification and technical assistance from Florida Commerce To ensure full regulatory alignment and prevent recurrence.

Proposed Corrective Action Plan (CAP):

CSCF will implement the following corrective action:

CSCF is presenting an action item to the five-county Consortium of Chief Local Elected Officials to formally grant authority to the Chair of the Consortium to execute Memorandums of Understanding and Infrastructure Funding Agreements on behalf of the Consortium.

This action will:

- Ensure compliance with 20 CFR signature requirements
- Eliminate execution delays associated with multi-jurisdictional signatures
- Strengthen enforceability and clarity of authority
- Enhance accountability and documentation consistency
- Establish a standardized execution protocol for all future MOUs and IFAs

Upon approval, CSCF will update its MOU/IFA templates and execution procedures to reflect the delegated authority structure and ensure all future agreements include required identification and signature elements.

Recommended Action:

The CSCF Board of Directors is seeking Consortium approval to formally grant authority to the Chair of the Consortium to execute Memorandums of Understanding and Infrastructure Funding Agreements on behalf of the Consortium.

Approved :

Board of Directors – 2/26/2026

Audit Committee – 1/14/2026

PROPOSED: CONSORTIUM MEETING CALENDAR

- **November 2026: Date To Be Determined**
- **Thursday, June 17, 2027, 9:00 a.m. – 11:00 a.m.**



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CSCF SPOTLIGHT STORY

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ADJOURNMENT OF CONSORTIUM

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6/18/26 BOARD OF DIRECTORS MEETING AGENDA

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Agenda Item #"	Topic	Presenter	Action Item
7.	Recognition of Board Service – Departing Board Members	Sheri Olson	
8.	Consent Agenda A. Proposed 2026-2027 Board Schedule B. Transfer Authority of WIOA Adult/DW Funding (Finance) C. Waiver Request of ITA Training Requirements (Finance) D. Travel Policy (Finance) E. FY 26-27 Executive Compensation, Merit & Incentive (Executive)	Sheri Olson	X
9.	Information / Discussion / Action Items A. Chair's Report B. President's Report C. Finance Report D. Committee Reports 1) Executive (<i>met on 4/14/26 and 6/15/26</i>) 2) Audit (<i>tentative joint meeting w/Finance on 9/2/26</i>) 3) Facilities Ad Hoc (<i>met on 3/30/26</i>) 4) Career Services (<i>met on 4/2/26</i>) 5) Community Engagement Committee (<i>met on 5/7/26</i>) 6) Finance (<i>met on 4/9/26 & 6/3/26</i>) 7) Governance (<i>met on 6/8/26</i>) a) Slate of Officers b) Board Engagement – To Date 8) Revenue Diversity & New Markets (<i>met on 3/31/26</i>)	Sheri Olson Pamela Nabors Eric Ushkowitz Sheri Olson Matt Walton Matt Walton Andrew Albu Lindsey LeWinter Eric Ushkowitz David Sprinkle John Gill	X

6/18/26 BOARD OF DIRECTORS MEETING AGENDA

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Agenda Item #	Topic	Presenter	Action Item
10.	Insight A. BI Insight – Emerging Workforce Trends B. Story Telling Results (from April Board Retreat)	Melanie Markes & Jamie Santos Mark Freid, Think Integrated	
11.	Other Business		
12.	Adjournment		

Upcoming Meetings (Pending):

- Governance** 8/20/26, 3:00 p.m. to 4:30 p.m.
- Community Engagement** 8/27/26, 3:00 p.m. to 4:30 p.m.
- Audit & Finance** 9/2/26, 2:00 p.m. to 3:30 p.m.
- Executive Committee** 9/17/26, 2:00 p.m. to 3:30 p.m.
- Board Meeting** 9/24/26, 9:00 a.m. to 10:30 a.m.



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BOARD RECOGNITION



OUTSTANDING SERVICE RECOGNITION



MARK HAVARD
CAREERSOURCE CENTRAL FLORIDA
BOARD OF DIRECTORS
7/1/16 - 6/30/26



OUTSTANDING SERVICE RECOGNITION



KRISTIN GRAY
CAREERSOURCE CENTRAL FLORIDA
BOARD OF DIRECTORS
7/1/23 - 6/30/26



OUTSTANDING SERVICE RECOGNITION



BRINKLEY RUFFIN
CAREERSOURCE CENTRAL FLORIDA
BOARD OF DIRECTORS
7/1/24 - 6/30/26



OUTSTANDING SERVICE RECOGNITION



AMY SANTORELLI
CAREERSOURCE CENTRAL FLORIDA
BOARD OF DIRECTORS
12/11/23 - 6/30/26



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CONSENT AGENDA

- A. [Proposed 2026-2027 Board Meeting Schedule](#)
- B. [Transfer Authority of WIOA Adult/DW Funding \(*Finance*\)](#)
- C. [Waiver Request of ITA Training Requirements \(*Finance*\)](#)
- D. [Travel Policy \(*Finance*\)](#)
- E. [FY 2026-2027 Executive Compensation, Merit & Incentive \(*Executive*\)](#)

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INFORMATION / DISCUSSION / ACTION ITEMS



CHAIR'S REPORT

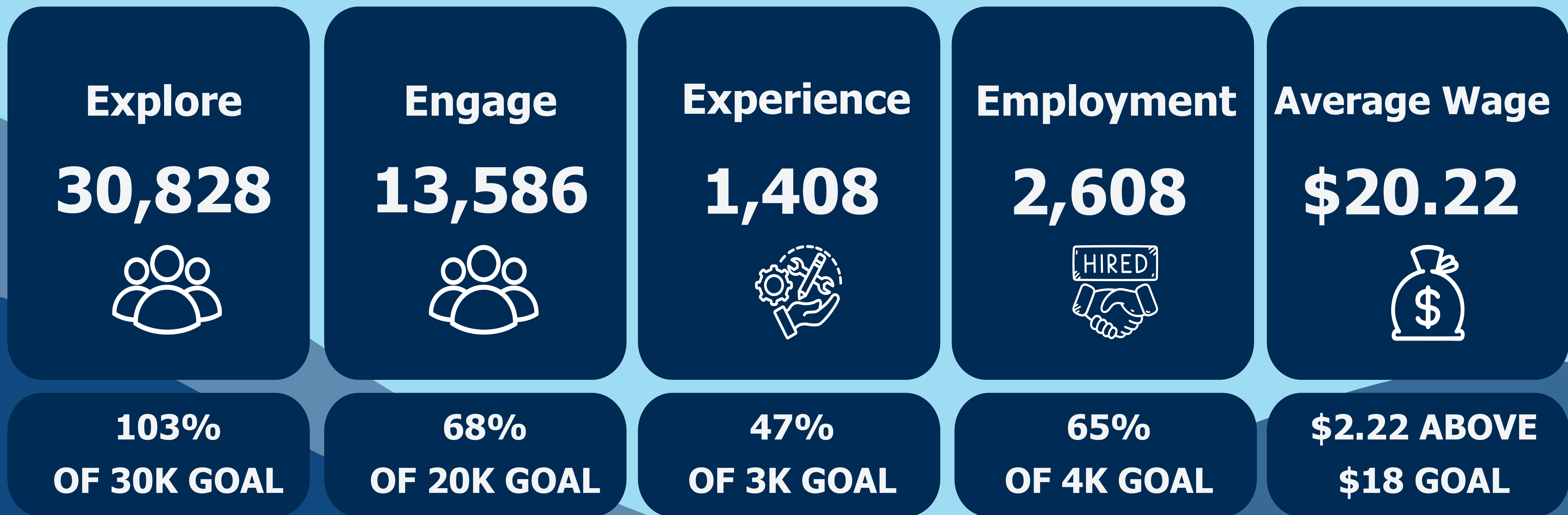




PRESIDENT'S REPORT



WORKFORCE OPERATIONS



BUSINESSES

Business Relationships
2,632



66%
OF 4K GOAL

**Interviewed
To
Hired Ratio**

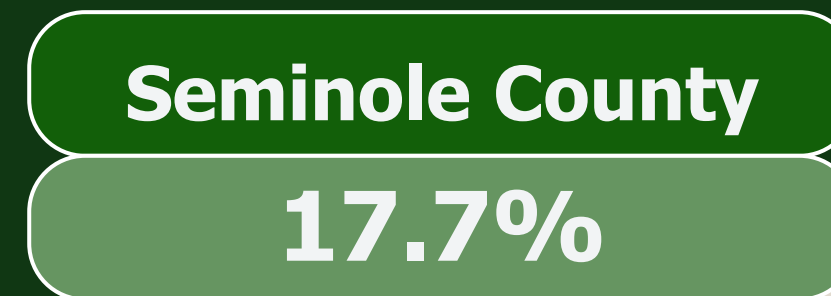
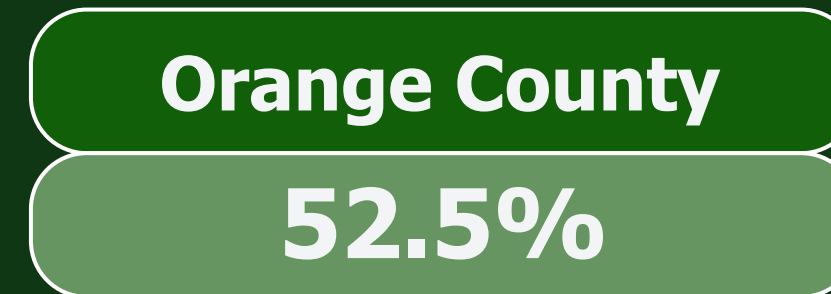


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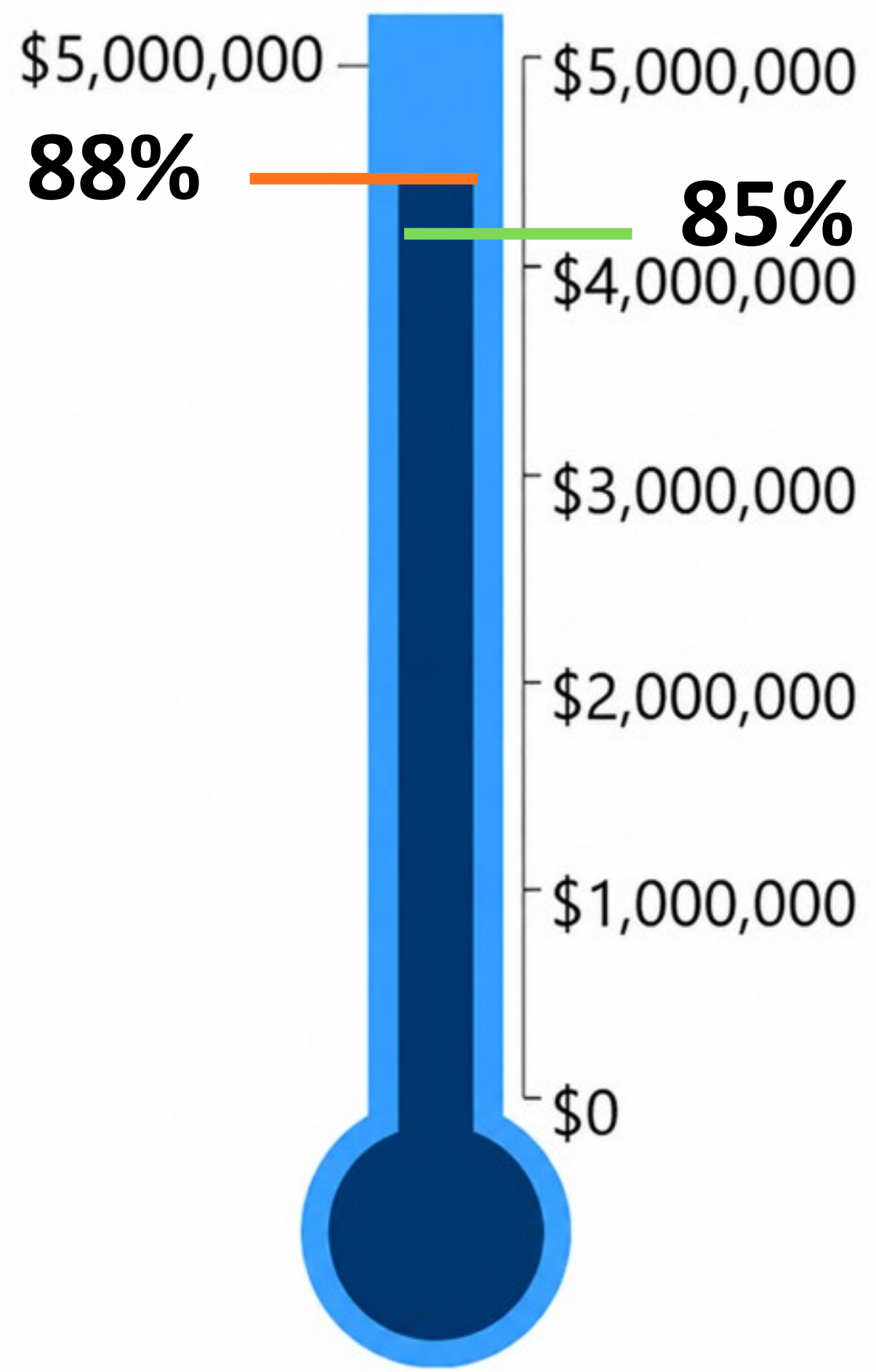


CUSTOMER SATISFACTION

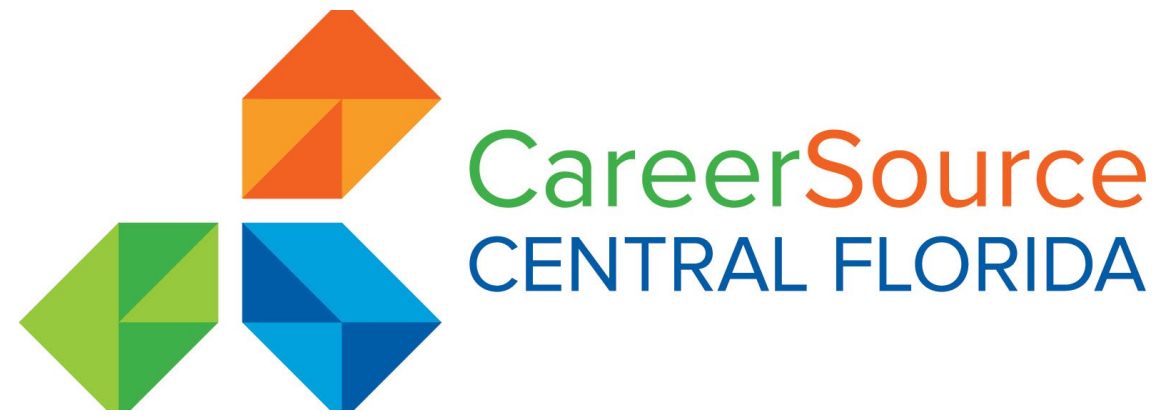
BASED ON A 10 POINT SCALE



REVENUE DEVELOPMENT



	Q3	YTD
Attainment	\$4,249,763	\$4,418,533
Requested	\$7,208,589	\$7,589,859
Funders	28	40
Solicitations	64	69



SPRING 2026 UPDATES





CSCF Board and Staff Achievements & Recognition

- Downtown Orlando Partnership awarded Golden Brick Award to Board member Catherine Steck McManus and Habitat for Humanity of Greater Orlando & Osceola County
- Tadar Muhammad recognized as Black Empowerment & Community Council Vanguard Award Honoree
- Marven Gee, Leadership Seminole Class 35 Graduate
- CSCF launched BOLD Ambassadors program
- Featured on Fox 35 – CSCF Veterans Team for hosting the Stand Up for Veterans hiring event





CSCF Highlights

- CSCF delivers employment and job training services to Spirit Airlines employees
- CSF President Adrienne Johnston visits CSCF Community Hub at East Coast Dream Center
- Summer Youth Program kicks-off with 1,600 students
- Seminole County Career Center Closure and Community Hubs Open
- Lake County 2026 HR Summit





You're Invited!

Rise & Thrive

- Wednesday, September 30, 2026

8:30 AM

SeaWorld Ports of Call

Featured Keynote Speaker:

Jake Thompson

Founder of Compete Every Day

Author of Beat Yesterday

A graphic for the "Rise & Thrive" event. It features a blue and white background with a curved top. On the left is a "30th Anniversary" logo with the CareerSource Central Florida logo. To the right, the words "RISE & THRIVE" are written in large, bold, green and blue letters. Below that, it says "30 YEARS OF OPPORTUNITY" and "SAVE THE DATE" in bold black letters. A date box shows "September 30, 2026" with "Wednesday" and "8:30 AM" on either side. At the bottom, it says "PRESENTED BY Addition FINANCIAL".

RISE & THRIVE
30 YEARS OF OPPORTUNITY
SAVE THE DATE

September
30
2026

Wednesday 8:30 AM

Please save the date for the Second Annual Rise & Thrive— CareerSource Central Florida's signature event and the kick-off to our 30th Anniversary — 30 Years of Opportunity.

Join regional leaders, partners, and champions of workforce success for an inspiring program that celebrates impact, elevates what's next for Central Florida, and kicks off a year of stories and momentum.

Formal invitation and event details—including location, program highlights, and registration —will follow soon. For now, please hold the date on your calendar and plan to be part of this milestone moment.

PRESENTED BY **Addition**
FINANCIAL

[RETURN TO AGENDA](#)

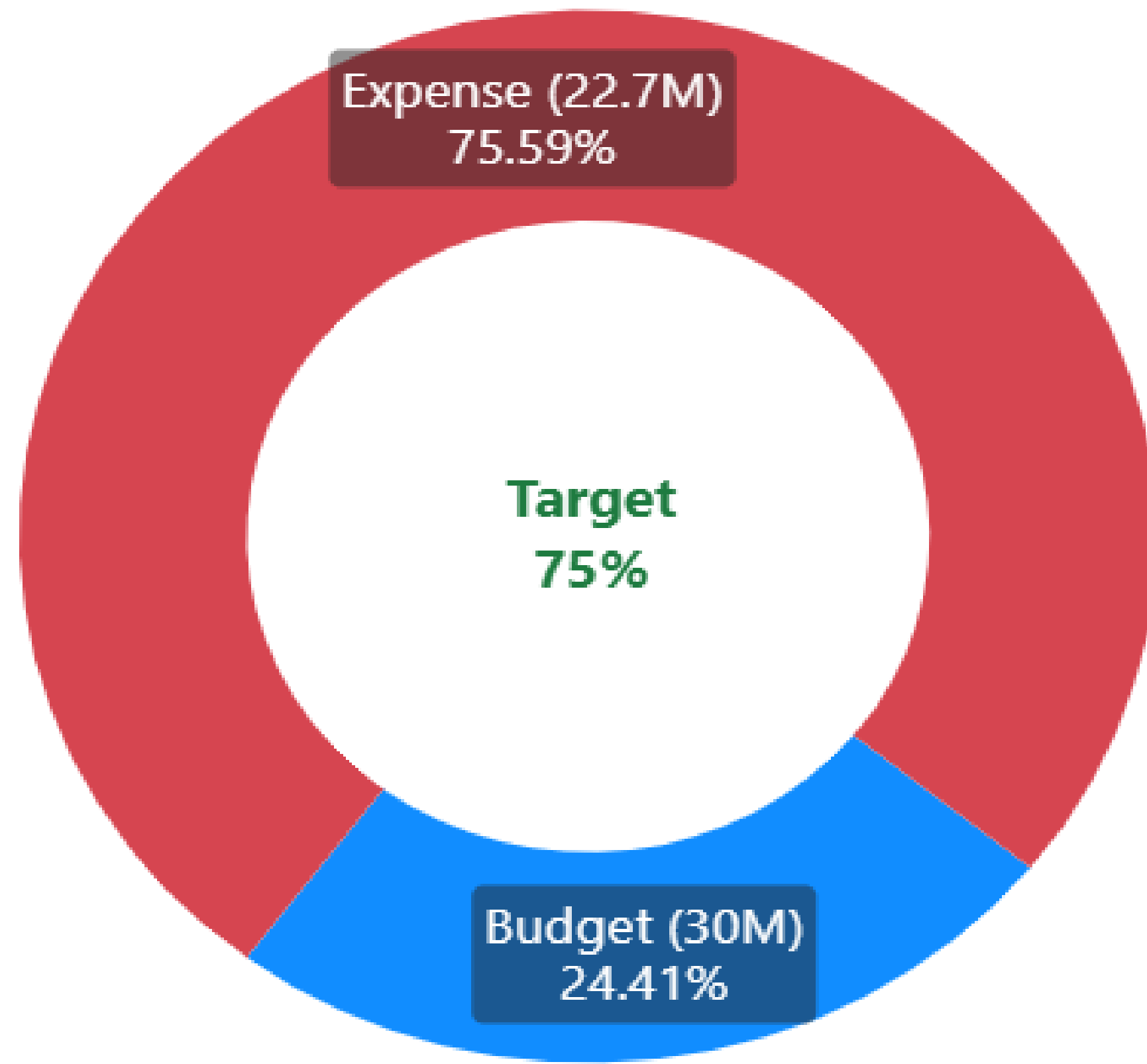


FINANCE SCORECARD THRU 3RD QUARTER (FY 7/1/25 THRU 3/31/26)

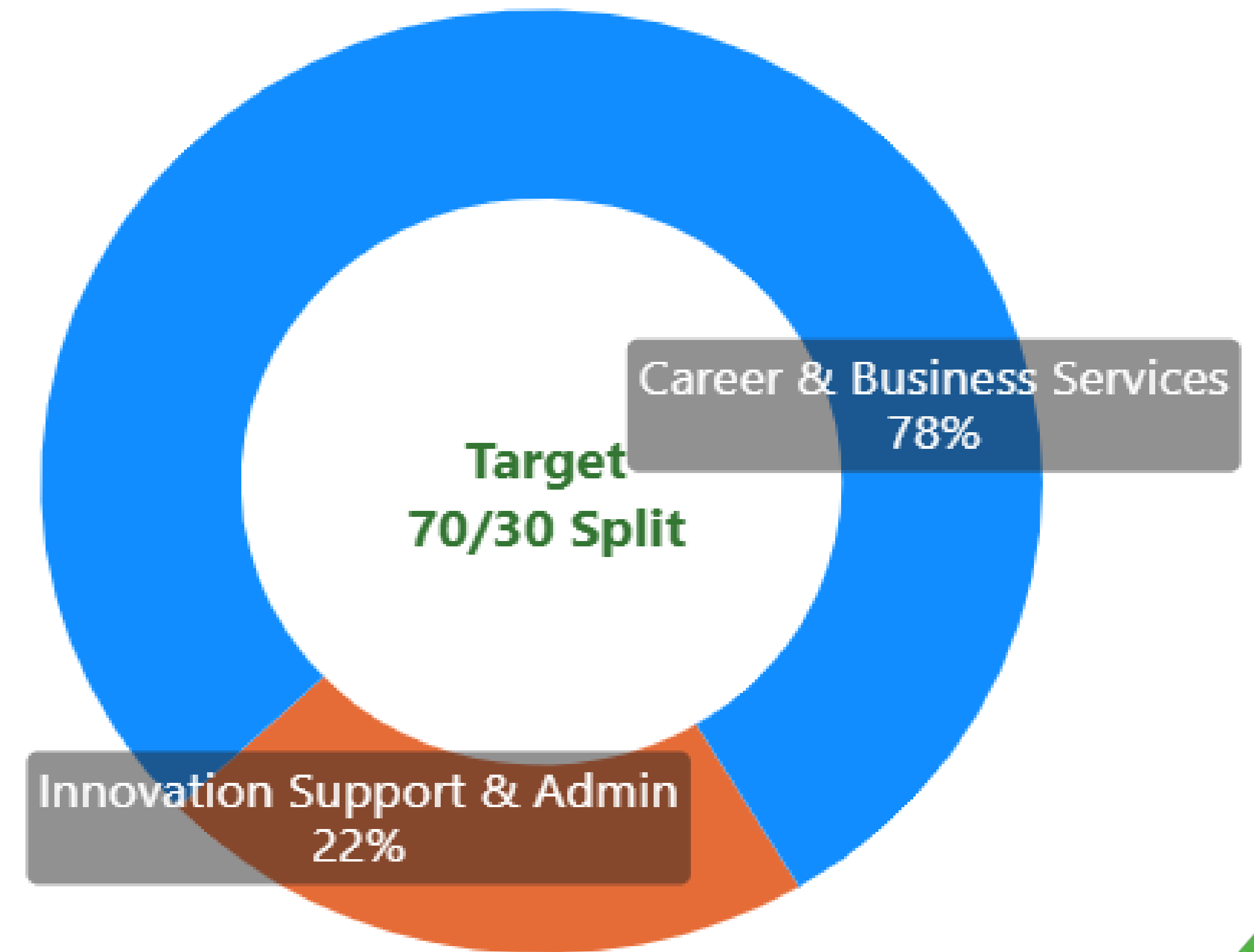


BUDGET VS ACTUAL

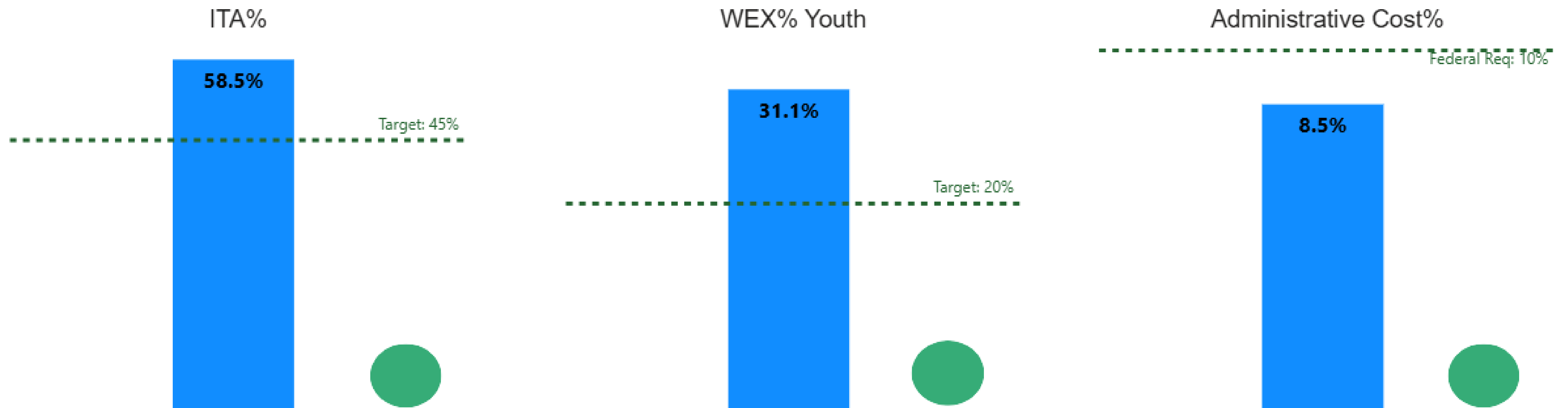
BUDGET VS ACTUAL EXPENSES



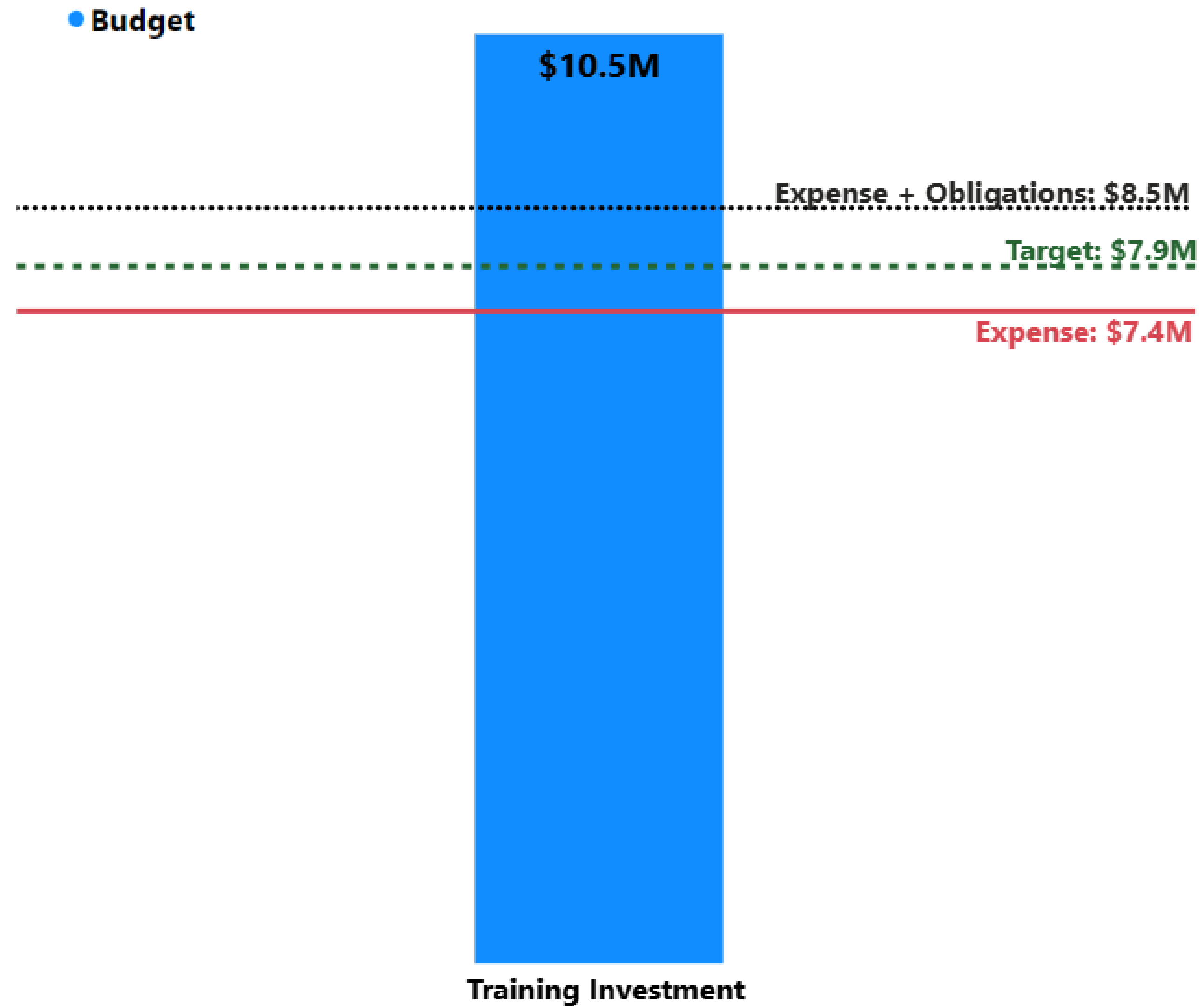
BUDGET OPERATIONS/SUPPORT



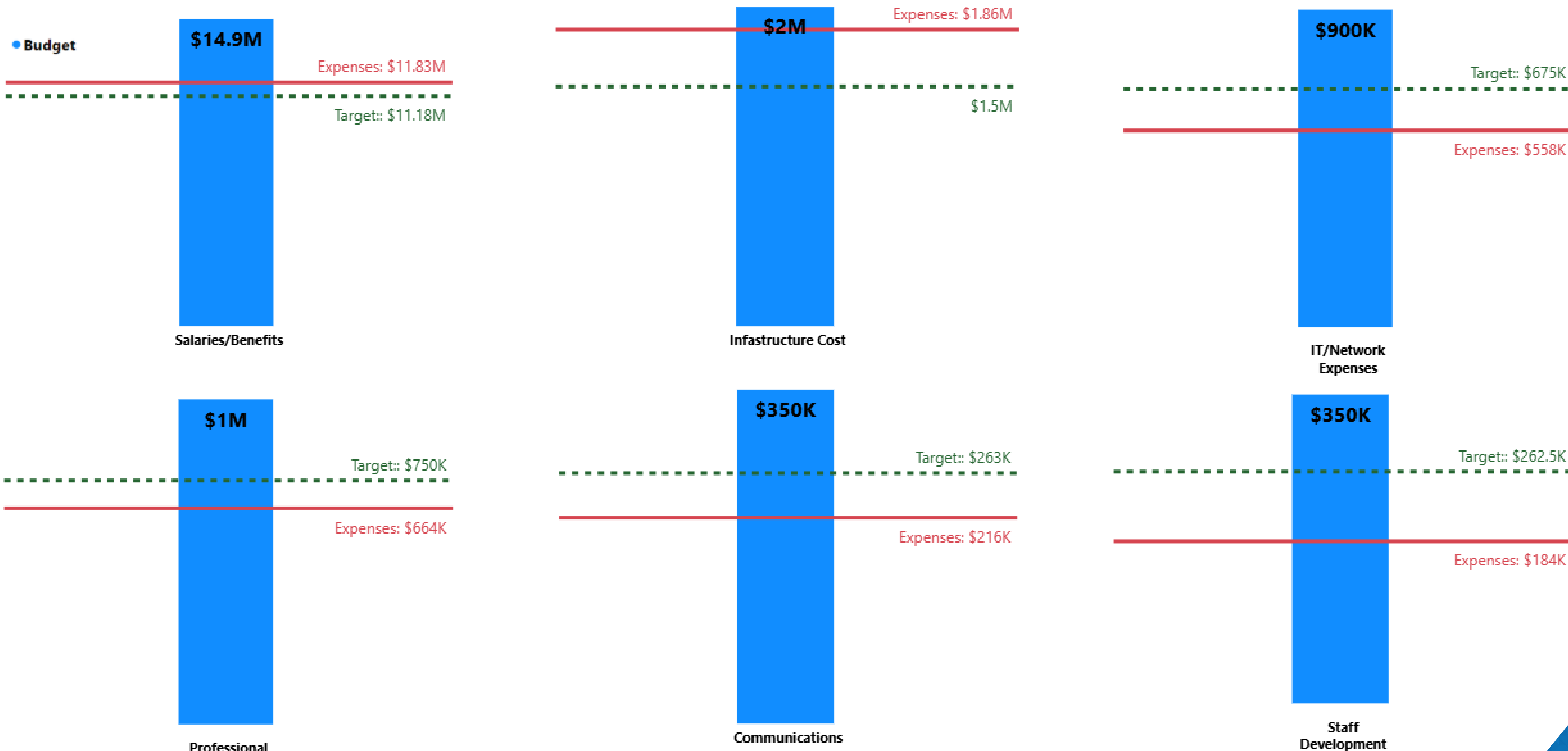
BUDGET FEDERAL/STATE REQUIREMENTS



BUDGET VS ACTUAL BY EXPENDITURE CATEGORY



BUDGET VS ACTUAL BY EXPENDITURE CATEGORY



[RETURN TO AGENDA](#)

REPORTS BY COMMITTEE CHAIR

Executive

Sheri Olson

Audit

Matt Walton

Facilities Ad Hoc

Matt Walton

Career Services

Andrew Albu

Community Engagement

Lindsey LeWinter

Finance

Eric Ushkowitz

Governance

David Sprinkle

Revenue Diversity & New Markets

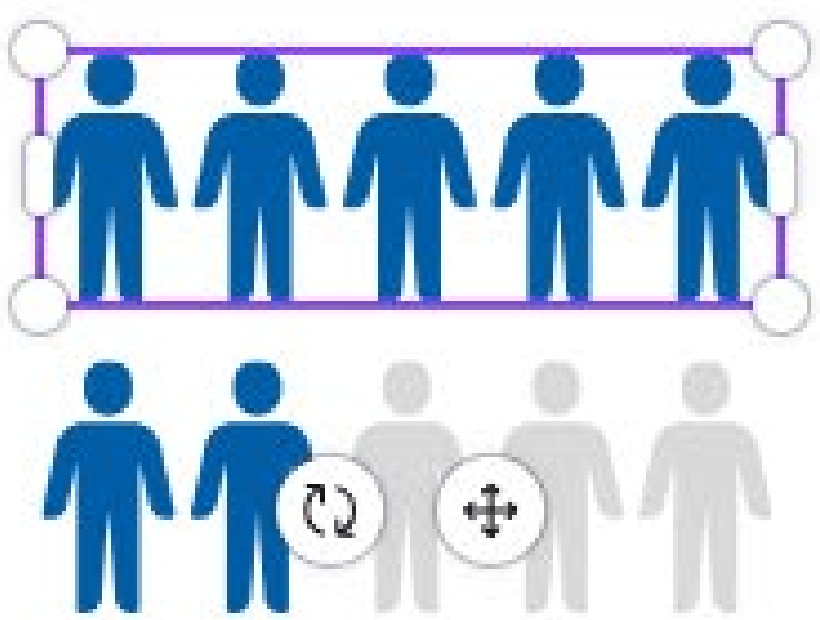
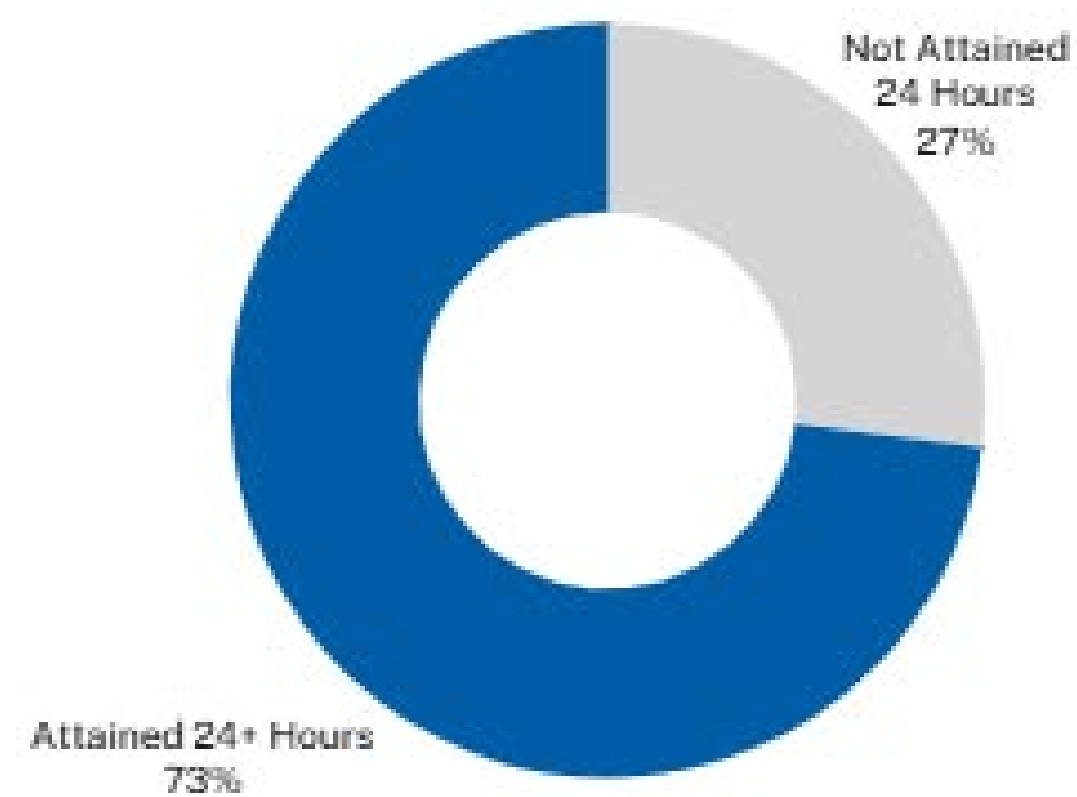
John Gill



**Proposed:
 Slate of Officers FY: 2026-2027**

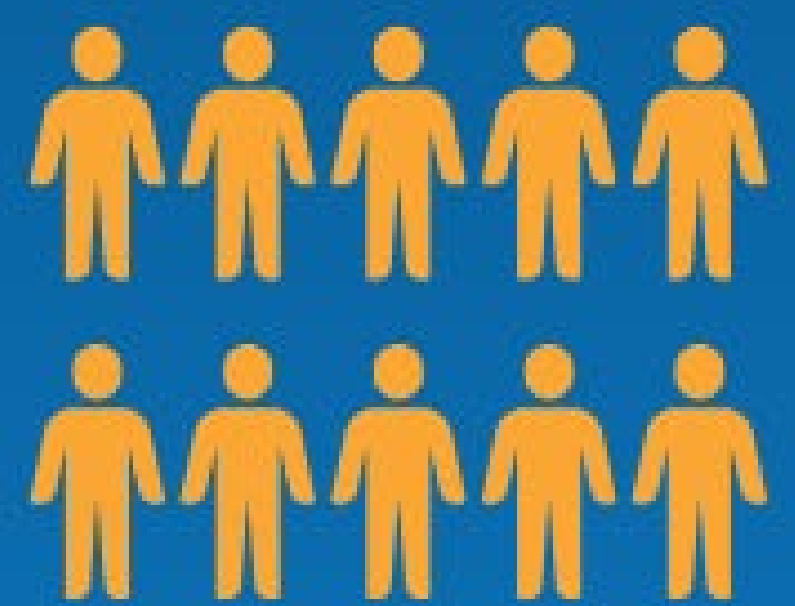
Board Position	Nomination	Job Title	Organization
Chair	Sheri Olson	Director, Guest, Volunteer & Concierge Services	Orlando Health South Lake Hospital
Vice Chair	David Sprinkle	Managing Partner	Veritas Recruiting Group, LLC
Treasurer	Eric Ushkowitz	Business Development Division Manager	City of Orlando
Secretary	Jeff Hayward	President/CEO	Heart of Florida United Way

Participate



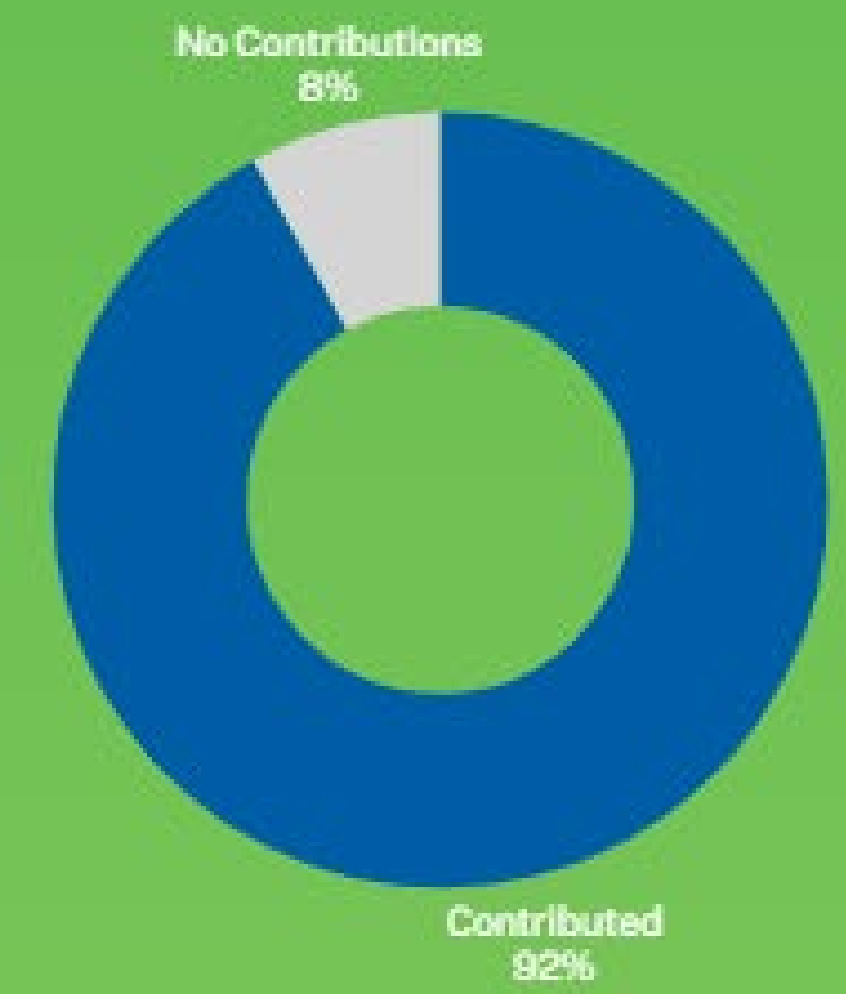
73%
about $\frac{3}{4}$ of our board
on track with 24+
participation hours to
date.

Demonstrate

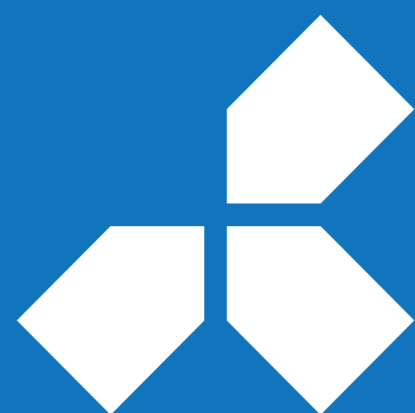


100%
of our board
performed at least
one activity to
date.

Contribute



92%
of our board made at least
one contribution to date.



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CENTRAL FLORIDA

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INSIGHT: STATE OF THE REGION



PUBLISHED: MAY 2026

STATE OF THE REGION

**BUSINESS
INTELLIGENCE**

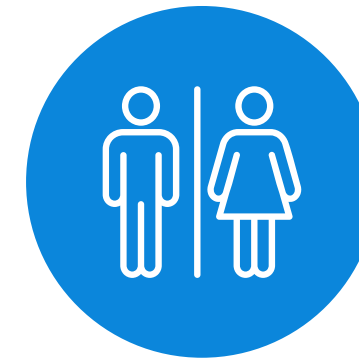


CENTRAL FLORIDA DEMOGRAPHIC SNAPSHOT



POPULATION

3,229,502



GENDER

FEMALE: 50.9%

MALE: 49.1%



LABOR FORCE

1,566,960



MEDIAN AGE

40 Years Old



HOUSEHOLD INCOME

SIMPLE AVG OF ALL COUNTY MEDIAN HOUSEHOLD INCOMES

\$80.0K



HIGH SCHOOL GRADUATION RATE

SCHOOL YEAR: 2024-2025

93.6%



CENTRAL FLORIDA DEMOGRAPHIC SNAPSHOT



PREPARING TO RETIRE

WORKING POPULATION OLDER THAN 55

929,254

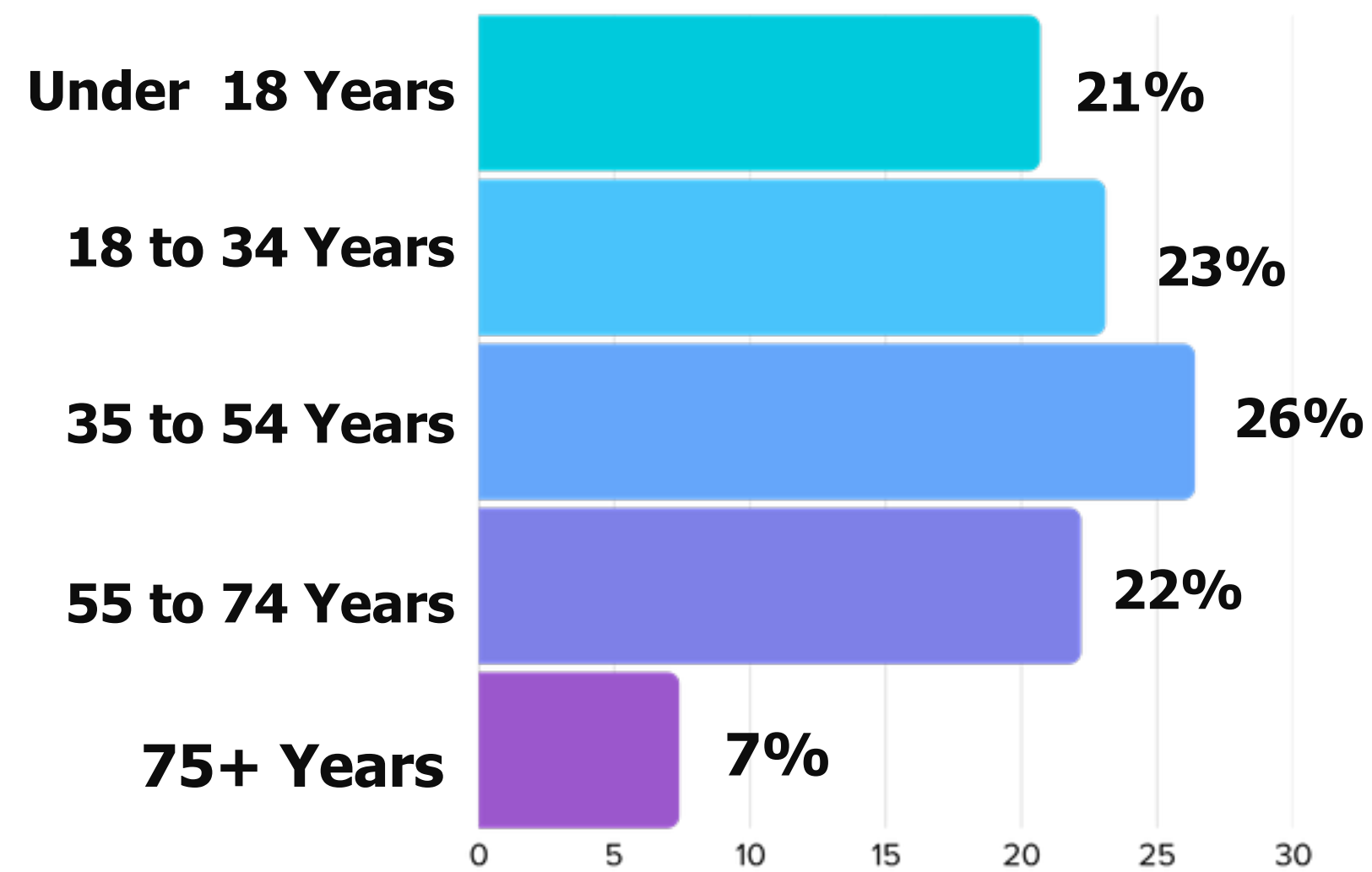


VETERANS

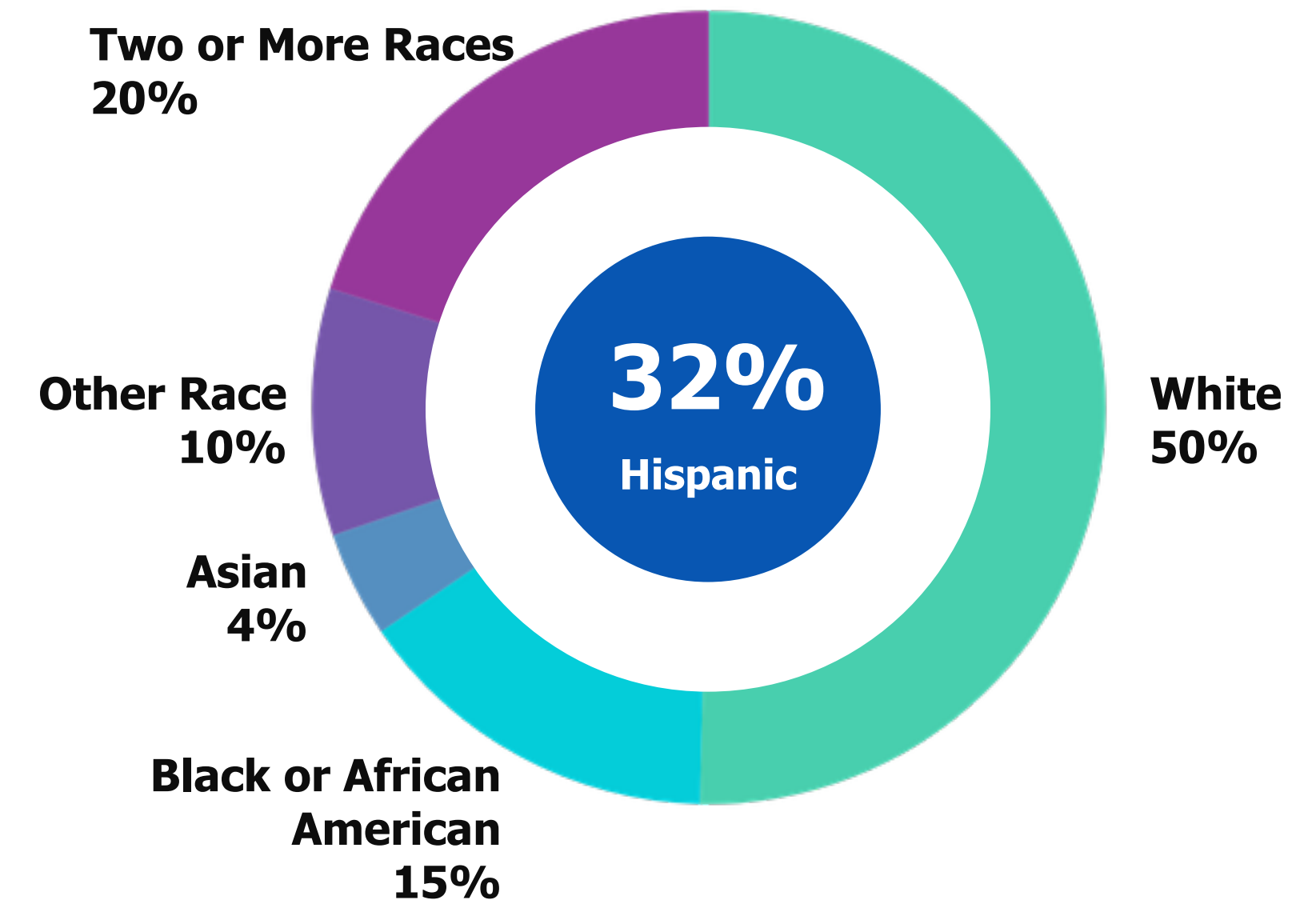
156,751



AGE DISTRIBUTION



RACE DISTRIBUTION



*Figures may not sum due to rounding.

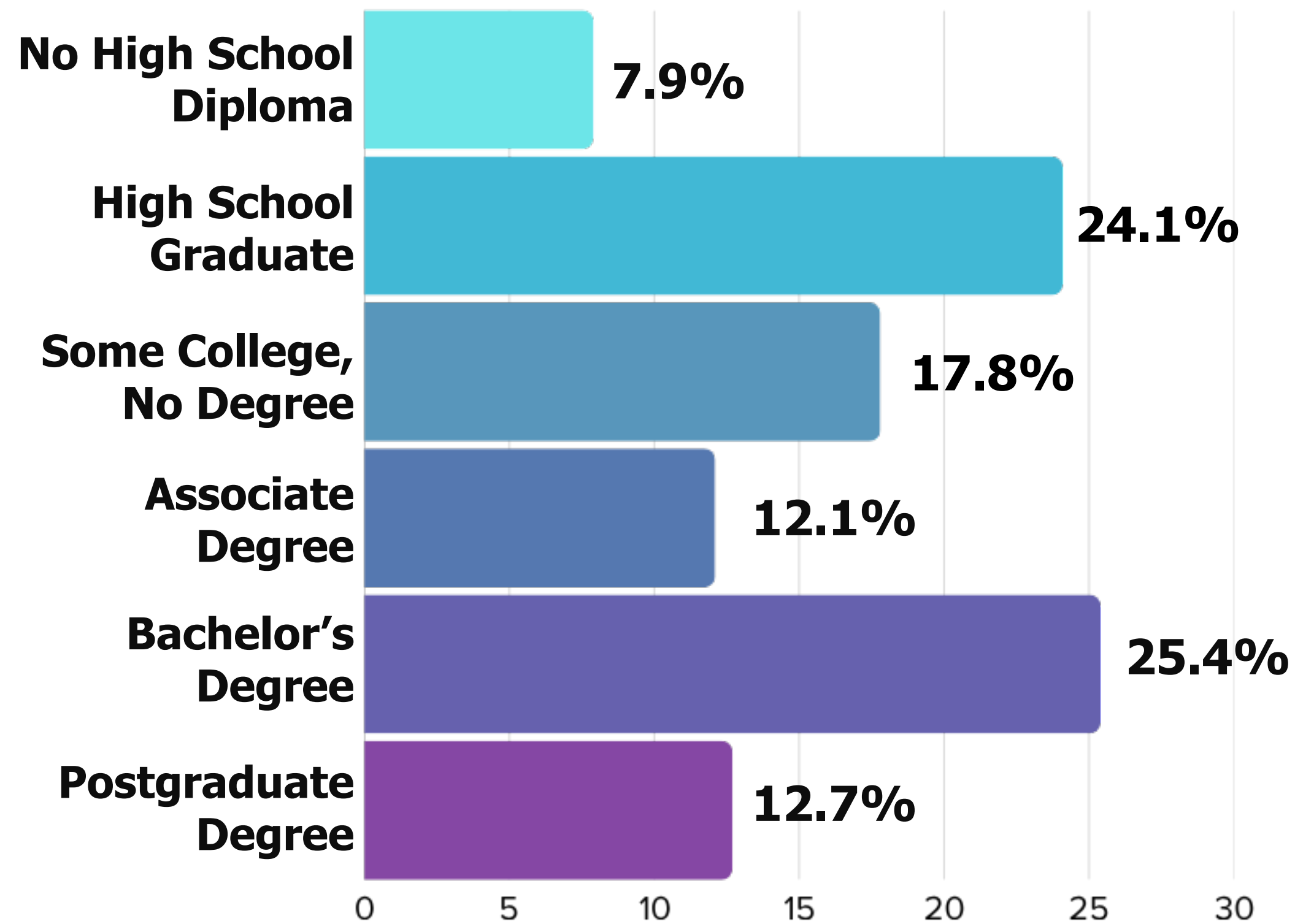


CENTRAL FLORIDA EDUCATIONAL SNAPSHOT

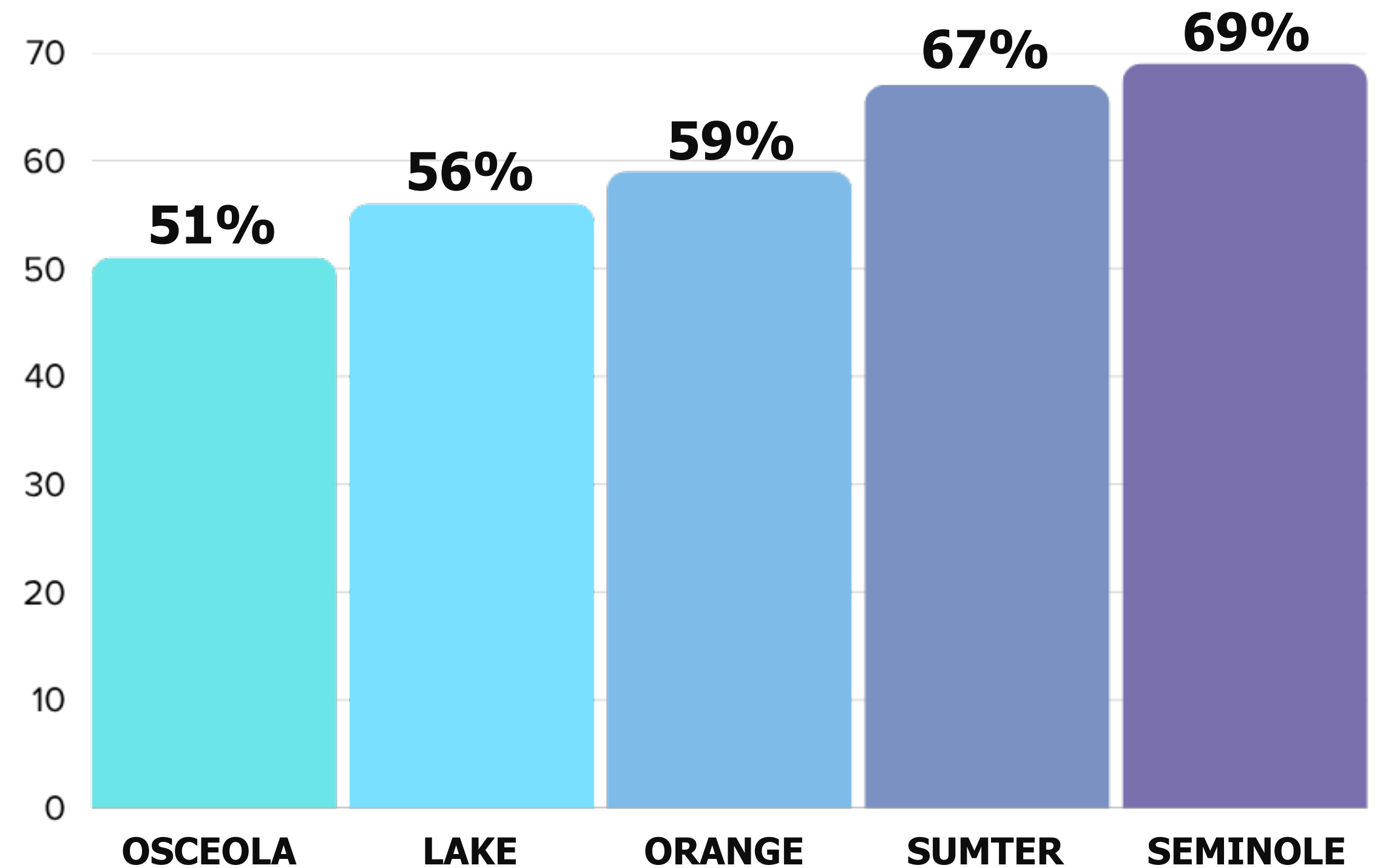


EDUCATIONAL ATTAINMENT

AGE 25 - 64



3RD GRADE READING SCORES



CENTRAL FLORIDA ECONOMIC SNAPSHOT



STATE MINIMUM WAGE

FEDERAL MINIMUM WAGE \$7.25/hr

\$14.00/hr



LIVABLE WAGE

SINGLE NO KIDS (ORLANDO MSA)

\$25.16/hr

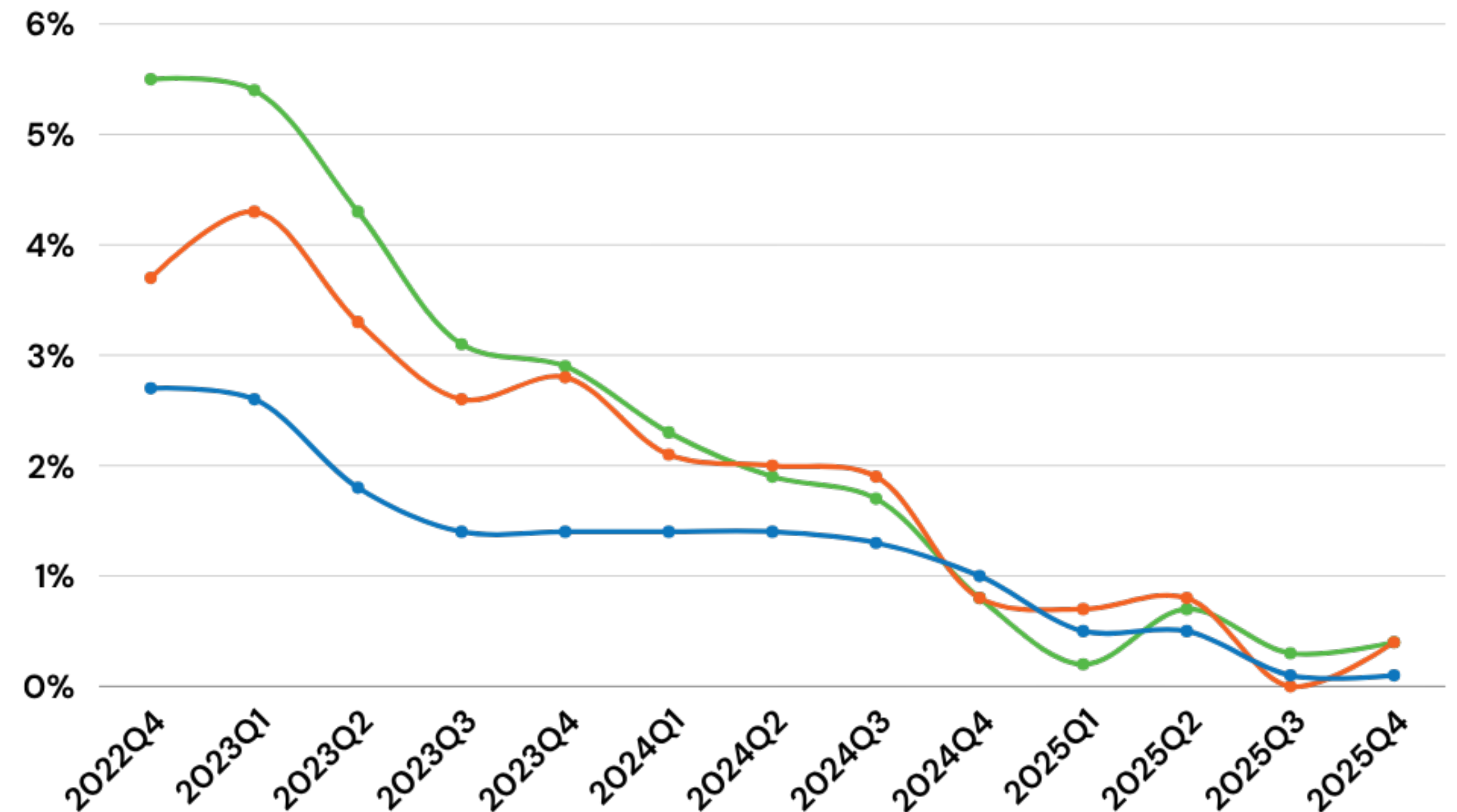


MEDIAN WAGE

MEDIAN OCCUPATIONAL WAGE

\$22.80/hr

2025Q4 JOB GROWTH RATE



UNEMPLOYMENT RATE

CENTRAL FLORIDA

Unemployment Rate: **4.6%**

Rate: Labor Force: **1,566,960**

Force:

FLORIDA

Unemployment Rate: **4.6%**

Rate: Labor Force: **11,147,000**

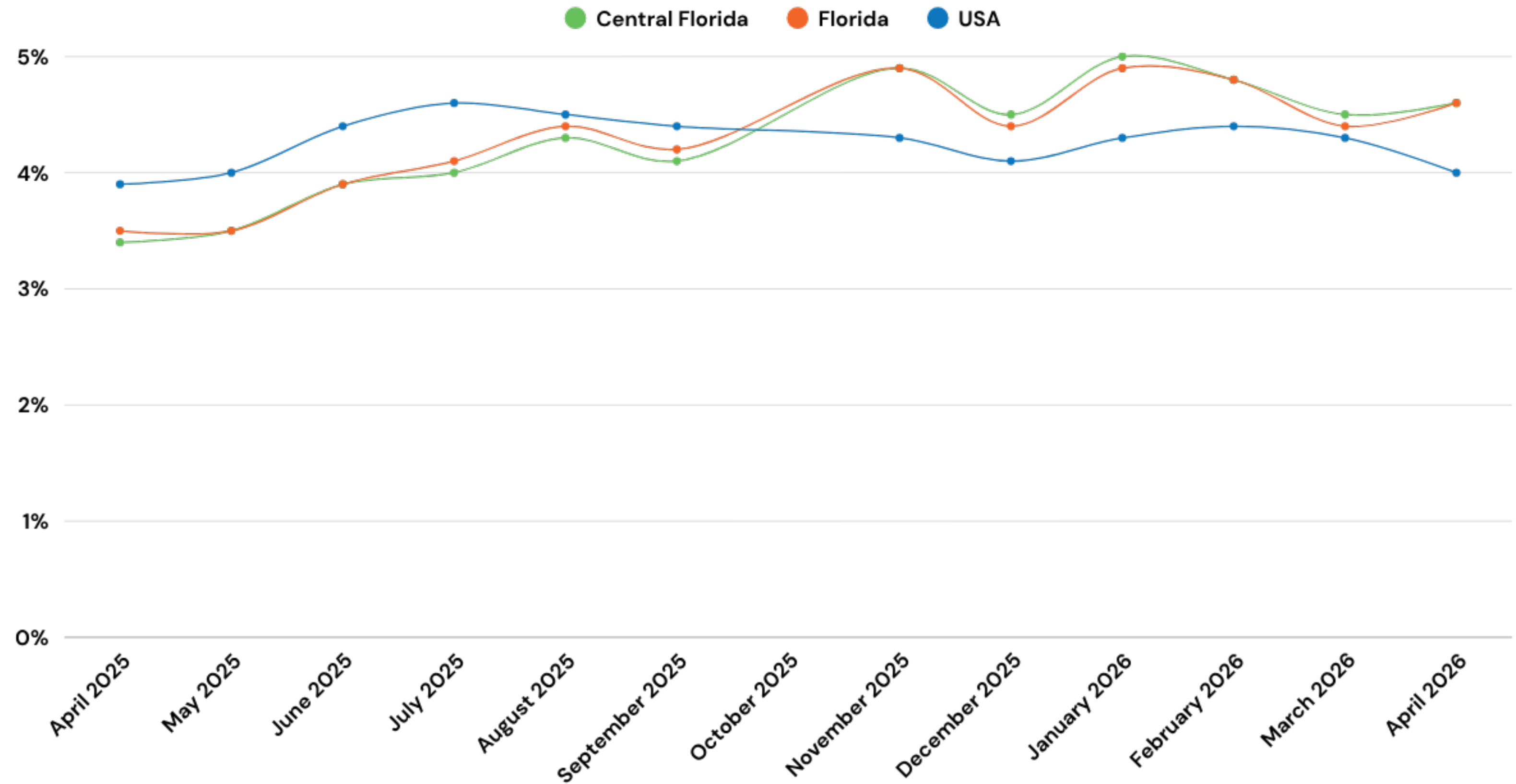
Force:

UNITED STATES

Unemployment Rate: **4.0%**

Rate: Labor Force: **169,548,000**

Force:

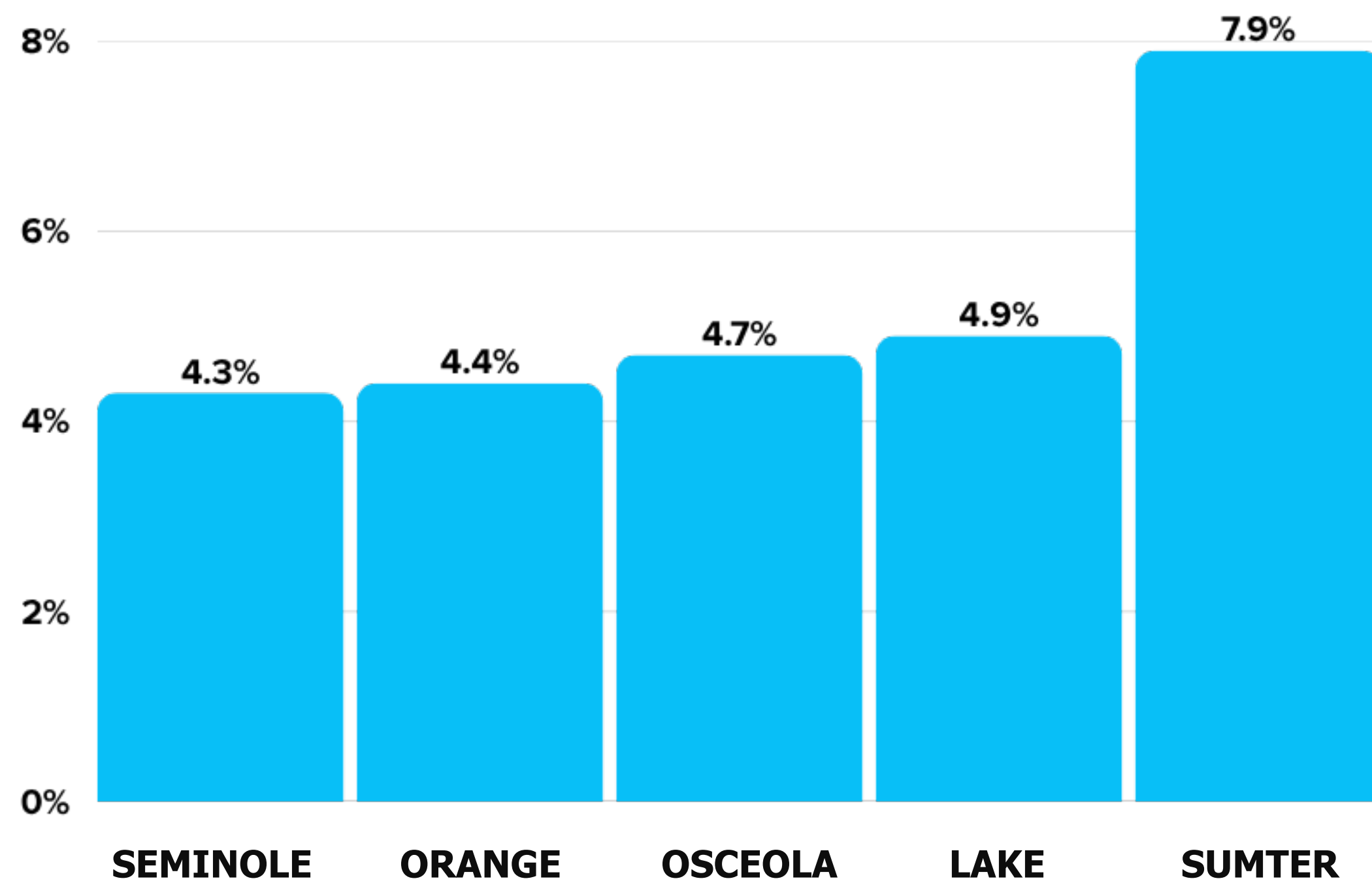


PLEASE NOTE: OCTOBER 2025 DATA IS NOT AVAILABLE DUE TO GOVERNMENT SHUTDOWN IN 2025

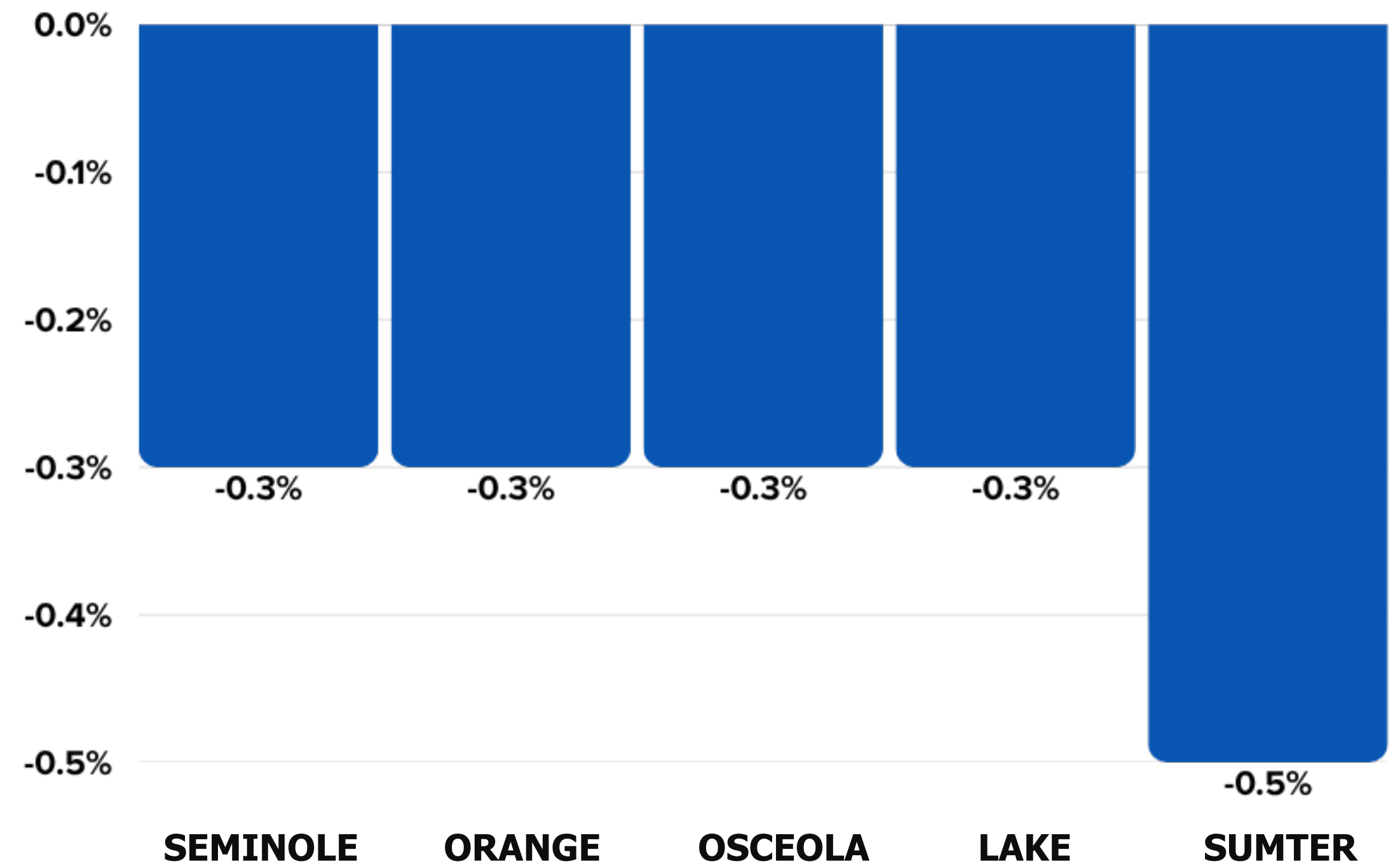


COUNTY BY COUNTY ECONOMIC SNAPSHOT

UNEMPLOYMENT RATE BY COUNTY



JOB GROWTH RATE BY COUNTY YOY



CONSIDERATIONS TO ENTERING WORKFORCE

+0.8%
APRIL 2026
MOM%

Change
+3.6%
YOY %

Change
+24%
2020 -
2025



INFLATION
(Consumer Price
INDEX)
SOUTH FLORIDA

45%
(512,321)
Households are
below the ALICE
threshold

11.7%
(133,004)
Households living in
poverty

33.3%
(379,317)
Households defined as ALICE



ALICE
(ASSET LIMITED,
INCOME CONSTRAINED, EMPLOYED)
CENTRAL FL

\$1,936
APRIL 2026
AVERAGE RENT

\$384K
Typical home
value/cost



Rent & Housing
CENTRAL FL

\$13K
Average annual cost
of child care for an
infant

\$9,548
Average annual cost
of childcare for a
four-year-old



Child Care in Florida
FLORIDA



REGIONAL INDUSTRY DATA

CENTRAL FLORIDA TOP 5

BY EMPLOYMENT

INDUSTRIES

Accommodation and Food Services

Health Care and Social Assistance

Retail Trade

Administrative, Support and Waste Services

Professional, Scientific and Technical Services

OCCUPATIONS

Office and Administrative Support Occupations

Food Preparation and Serving Related Occupations

Sales and Related Occupations

Transportation and Material Moving Occupations

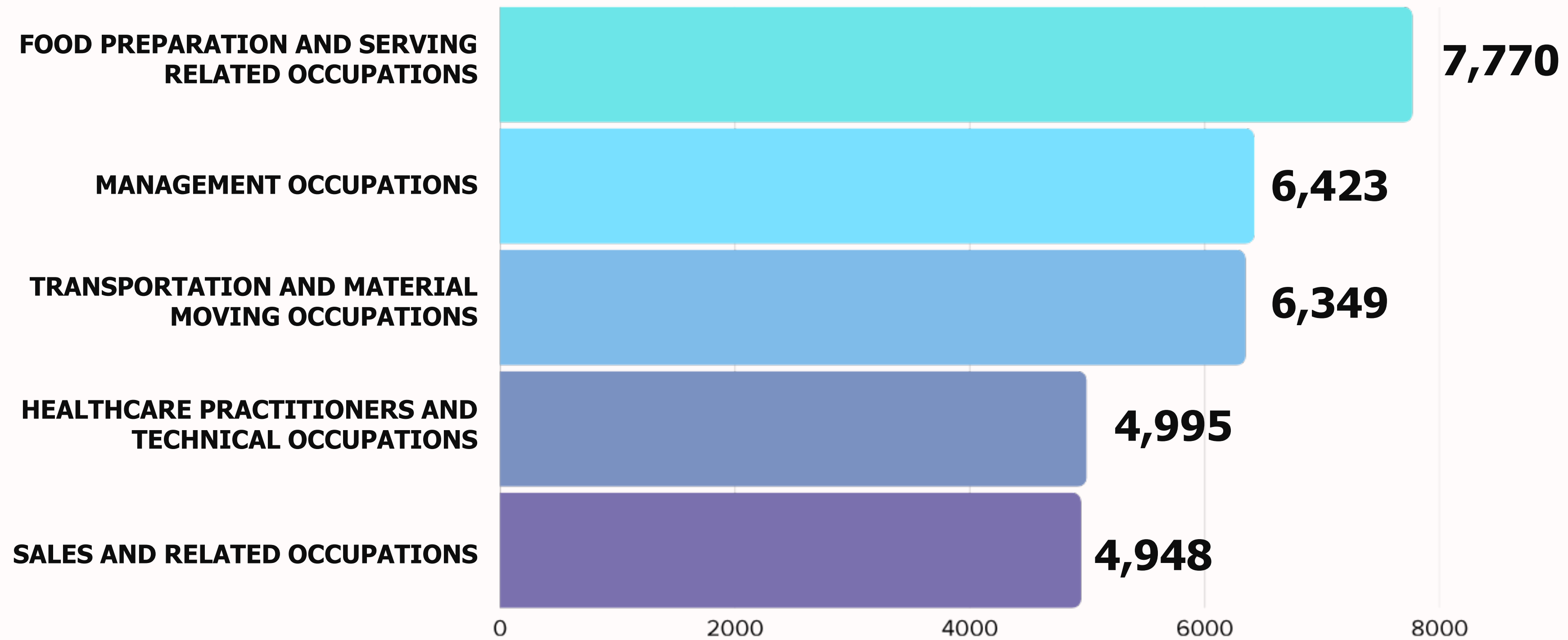
Management Occupations



CENTRAL FLORIDA PROJECTED JOB GROWTH

3-YEAR PROJECTION

**ESTIMATED NUMBER OF NEW JOBS EXPECTED.
THIS DOES NOT INCLUDE CHANGES DUE TO SEPARATIONS.**



CENTRAL FLORIDA: YOY JOB POSTINGS

APR 2025 - APR 2026



UNIQUE POSTINGS

325,972



EMPLOYERS COMPETING

21,841



ADVERTISED SALARY

\$24.06/hr

TOP 5 HIRING COMPANIES

APR 2025 - APR 2026

AdventHealth

Orlando Health

HCA Healthcare

Marriott International

Encompass Health

TOP 5 POSTED OCCUPATIONS

APR 2025 - APR 2026

Registered Nurse

Retail Salesperson

Heavy and Tractor-Trailer Truck Drivers

First-Line Supervisors of Retail Sales Workers

Customer Service Representatives



TAKEAWAYS

POPULATION IS AGING

Nearly 1 in 3 people are over 55

ECONOMIC PRESSURE

45% of Central Florida households live below the ALICE threshold

ESSENTIAL ROLES IN DEMAND

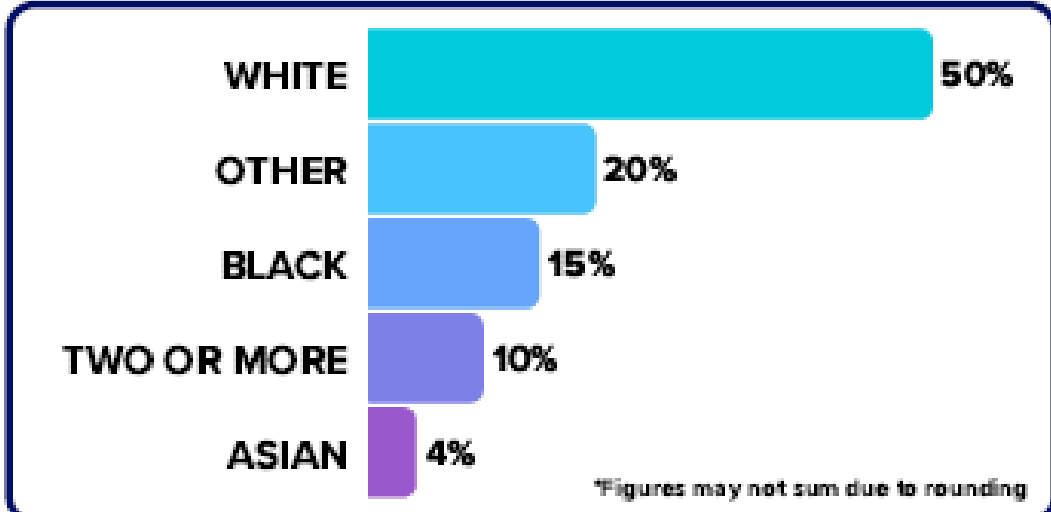
Healthcare & retail lead in job demand

LABOR MARKET INFO
CENTRAL FLORIDA

DEMOGRAPHIC SNAPSHOT

POPULATION
3.2M
▲ ~2.3% YOY

RACE & ETHNICITY



32%
Hispanic

EDUCATION
BACHELOR'S DEGREE

GENDER
FEMALE: 50.9%
MALE: 49.1%

MEDIAN AGE
40 Years

PREPARING TO RETIRE
929K

WORKFORCE TRENDS

APR 2026
UNEMPLOYMENT RATE
4.6%
▲ 1.5% YOY

APR 2026
LABOR FORCE
1,575,905
▲ 1.0% YOY

MEDIAN OCCUPATIONAL WAGE
\$22.80/hr
\$47K/ANNUAL

HOUSEHOLDS BELOW THE ALICE THRESHOLD
45%
(512,321)

TOP 5 INDUSTRIES

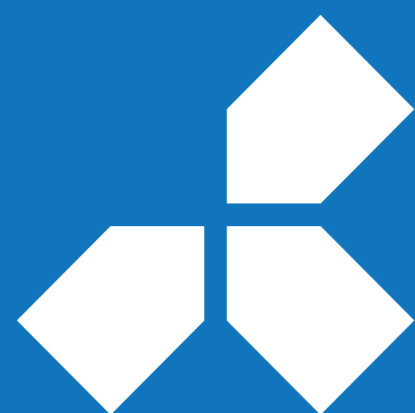
- Office and Administrative Support Occupations
- Health Care and Social Assistance
- Retail Trade
- Administrative, Support, and Waste Services
- Construction

HOUSEHOLDS LIVING IN POVERTY
11.7%
(133,004)

FAMILIES DEFINED AS ALICE
33.3%
(379,317)

CENTRAL FLORIDA: ORANGE, SEMINOLE, OSCEOLA, LAKE & SUMTER COUNTIES

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INSIGHT:

MARK FREID, INTEGRATED THINKING STORY TELLING RESULTS



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ADJOURNMENT OF BOARD

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CONNECT WITH US



or in person by appointment, in your place of business or at one of our Career Centers.



THANK YOU

Phone: 800.757.4598

Website: www.CareerSourceCentralFlorida.com



APPENDIX

- **FY 2026-2027 CSCF BUDGET (CONSORTIUM/BOARD ITEM)**
- **PROPOSED 2026-2027 BOARD SCHEDULE (CONSENT AGENDA ITEM)**
- **TRANSFER AUTHORITY OF WIOA ADULT/DW FUNDING (CONSENT AGENDA ITEM)**
- **WAIVER REQUEST OF ITA TRAINING REQUIREMENTS (CONSENT AGENDA ITEM)**
- **TRAVEL POLICY (CONSENT AGENDA ITEM)**
- **FY 2026-2027 EXECUTIVE COMPENSATION, MERIT & INCENTIVE (CONSENT AGENDA ITEM)**

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Leo Alvarez, CFO

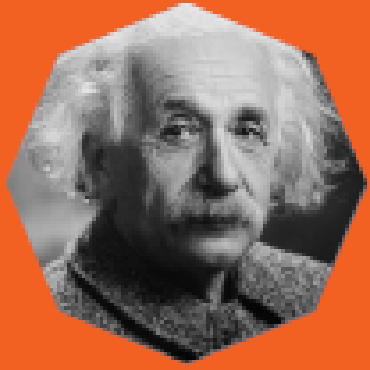
BUDGET WORKSHOP FY2026-27

What do these four organizations have in common with CSCF?



In 2026 these organizations pivoted strategically to remain mission-driven while becoming economically sustainable in a changing environment

Agenda



“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”

EINSTEIN

- 1 Budget Focus
- 2 Strategic Priorities
- 3 Revenue Projections
- 4 Budget Allocations & Comparisons
- 5 Board Metrics
- 6 Fiscal Metrics
- 7 Summary

Budget Focus



Increase Diversified Revenue

Leverage Innovation & Maximize Quality of Customer Experience

Strategic Priorities

**Organization
Development
Strategies**

**Skill
Development-
Career Seeker
Training**

Innovation

**Diversified
Revenue**

Organization Development Strategy

- ✔ **Complete a Compensation Study**
 Conduct a comprehensive market and internal equity compensation analysis to evaluate pay competitiveness, alignment to organizational structure and future workforce needs to drive recruitment and retention.
- ✔ **Procure Employee Benefits Broker**
 Issue an RFP to evaluate current employee benefits services, ensuring alignment with organizational goals, cost effectiveness, compliance and employee experience to maximize partnership and value to the company.
- ✔ **Enhance Talent Development Strategy**
 Develop and strengthen a talent development strategy focused on competency development and career pathing, customer service excellence training, management training and succession management to upskill CareerSourcers.
- ✔ **Create a Workforce Optimization Strategy**
 Develop a workforce optimization strategy that assesses current and future FTE needs to maximize staffing resources, operational efficiency, and alignment with evolving business priorities.



Skill Development (Career Seeker Training)



- ✓ **Maximize Training Investments**
Focus training resources on programs that lead to high-demand careers and strong employment outcomes for residents and businesses
- ✓ **Align Career Pathways to Regional Demand**
Connect individuals to education and career opportunities that support Central Florida's growing industries and workforce needs.
- ✓ **Expand Apprenticeship Opportunities**
Increase access to hands-on learning opportunities while providing the support needed for individuals to successfully develop skills and advance into employment
- ✓ **Enhance Business Engagement**
Strengthen partnerships with employers to better understand workforce needs and develop talent solutions together.

Innovation



- ✓ **AI & Workforce Innovations**
Expand AI-enabled workforce solutions to improve career seeker engagement, rapid response efforts, and consistent service delivery.
- ✓ **Enterprise PMO Launch & Evolution**
Standardize project governance and prioritization to improve accountability, transparency, and organizational learning.
- ✓ **Business Intelligence Modernization**
Advance data-driven decision making through modern dashboards, impact insights, and stronger community reporting deliverables.
- ✓ **Enhance Virtual Services**
Expand and optimize virtual workforce services to increase accessibility, improve operational efficiency, and meet customers where they are through flexible digital engagement options.

Diversified Revenue



- ✓ **Expand Earned Revenue Strategies**
 - Establish revenue-sharing partnerships
 - Develop fee-for-service consulting opportunities

- ✓ **Increase Corporate Investments**
 - Cultivate multi-year sponsorships and strategic gifts aligned with CSCF's four engagement pathways (Sponsor, Invest, Volunteer, Hire)
 - Target corporations, business foundations, and community organizations for gifts ranging from event sponsorships to major program investments in High School Career Express, Access to Career Pathways, and Summer Youth Program

- ✓ **Pursue Direct Federal Grants**
 - Partner with a strategic federal grant consulting firm to strengthen applications for federal workforce development and youth career exploration grants that align with existing program infrastructure

- ✓ **Strengthen Sector Partnerships & Business Development**
 - Create employer engagement and contribution opportunities across sponsorship, internship investment, volunteering, and hiring to deepen long-term relationships and position CSCF as a trusted workforce solutions partner.

Revenue

In the last three years, revenues continue to decline.

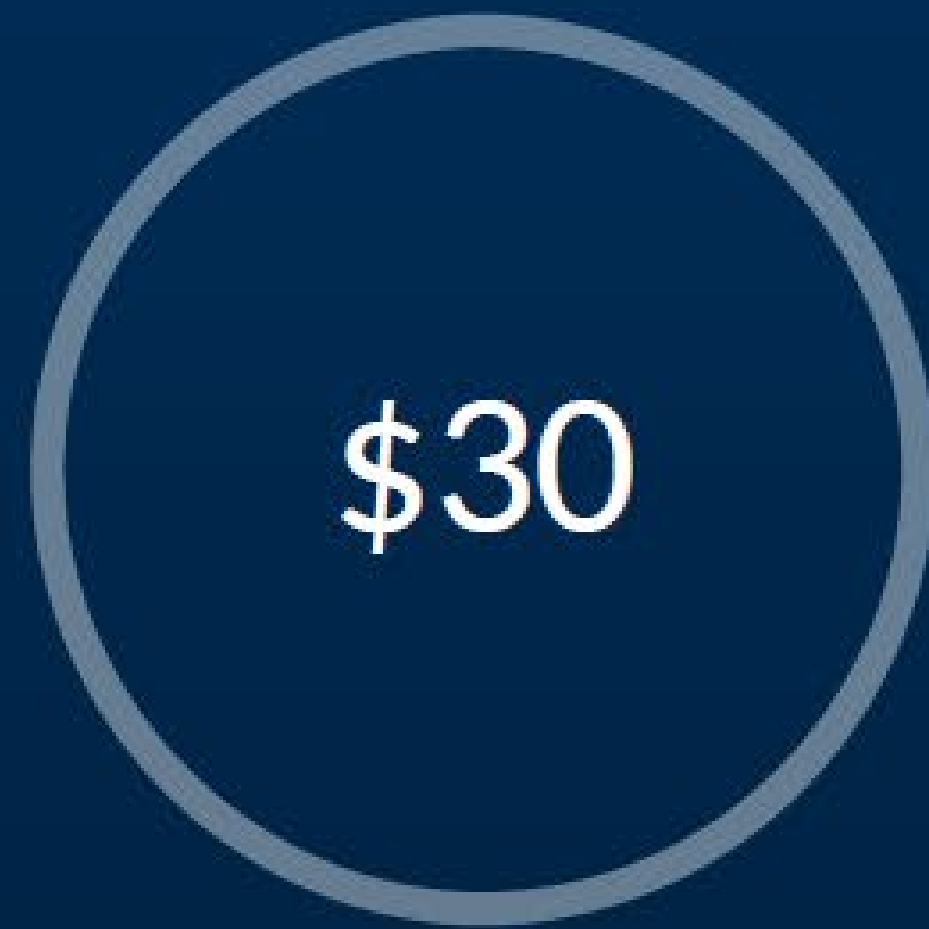
2025 - \$33M

2026 - \$30M

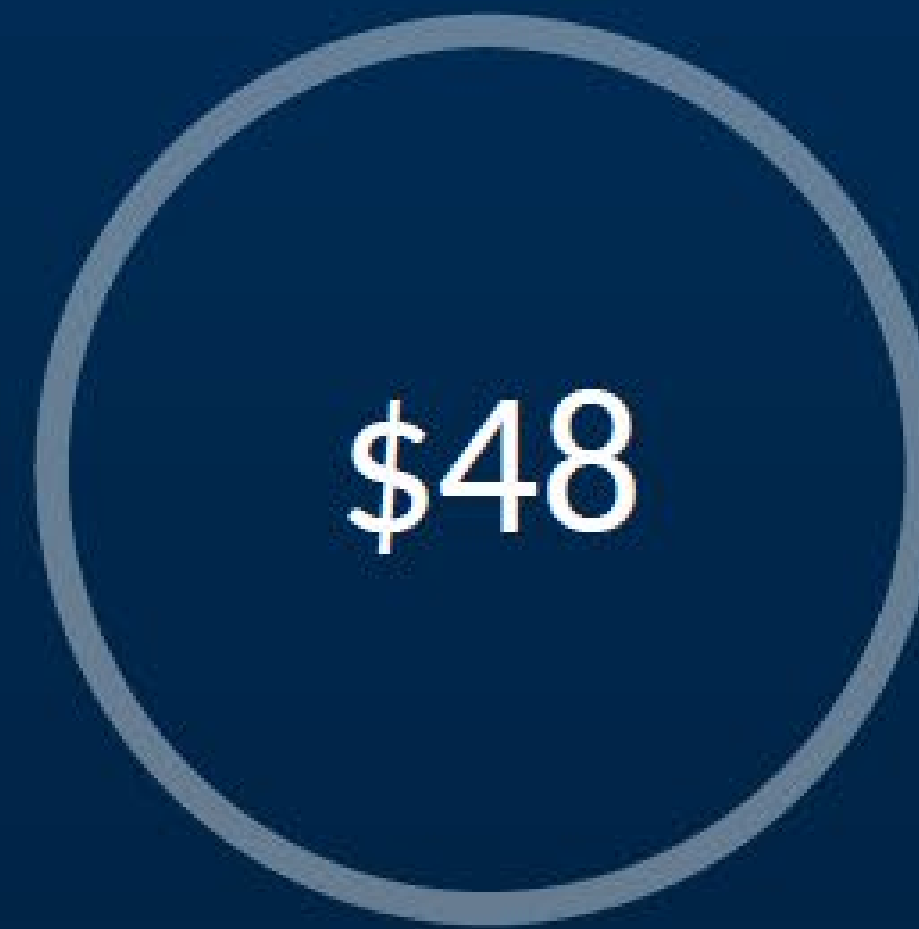
2027 - \$28M

10 Year Lookback Revenue (Millions)

How it Breaks
Down



10Yr Average



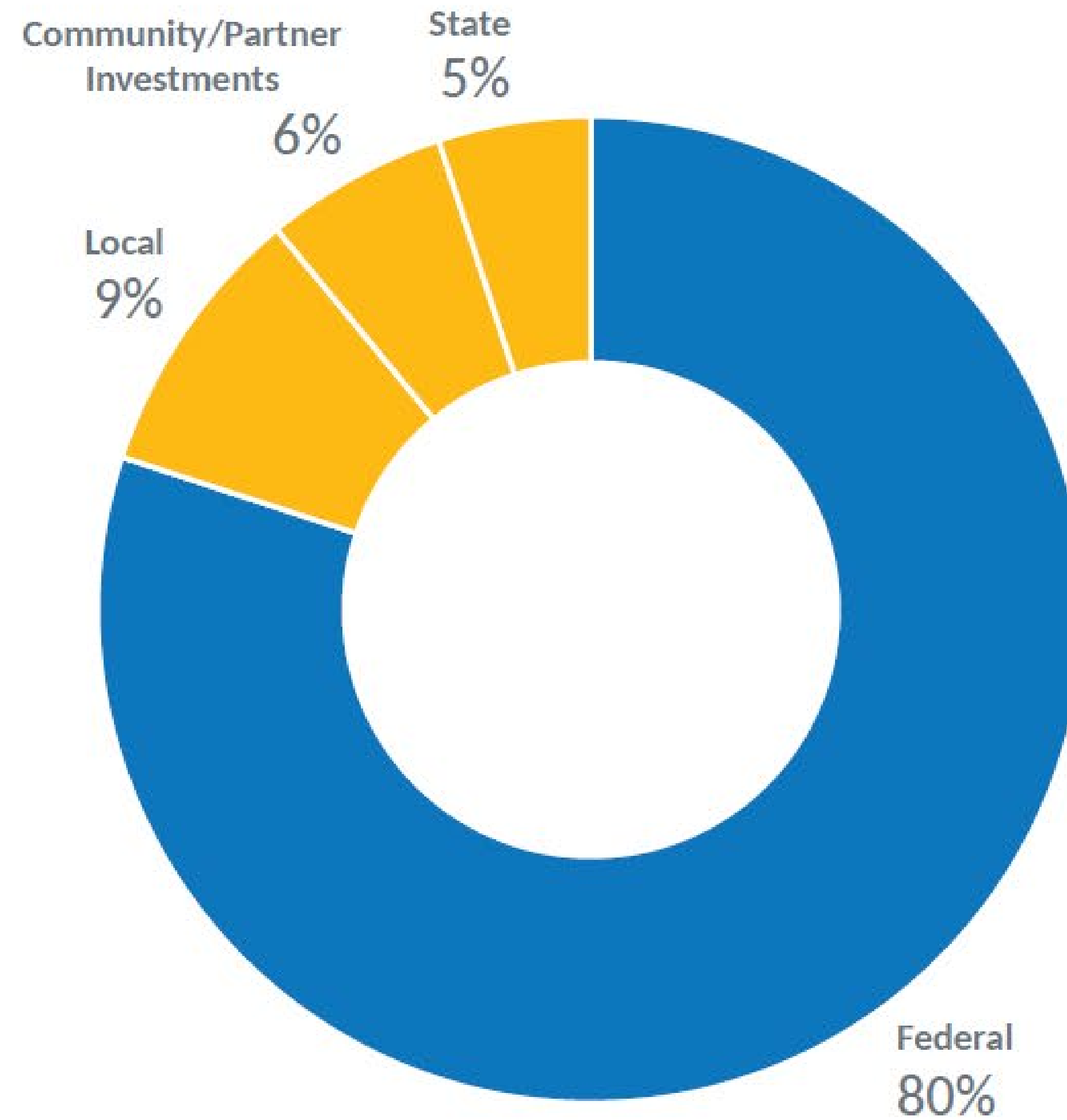
Peak Yr (2023)

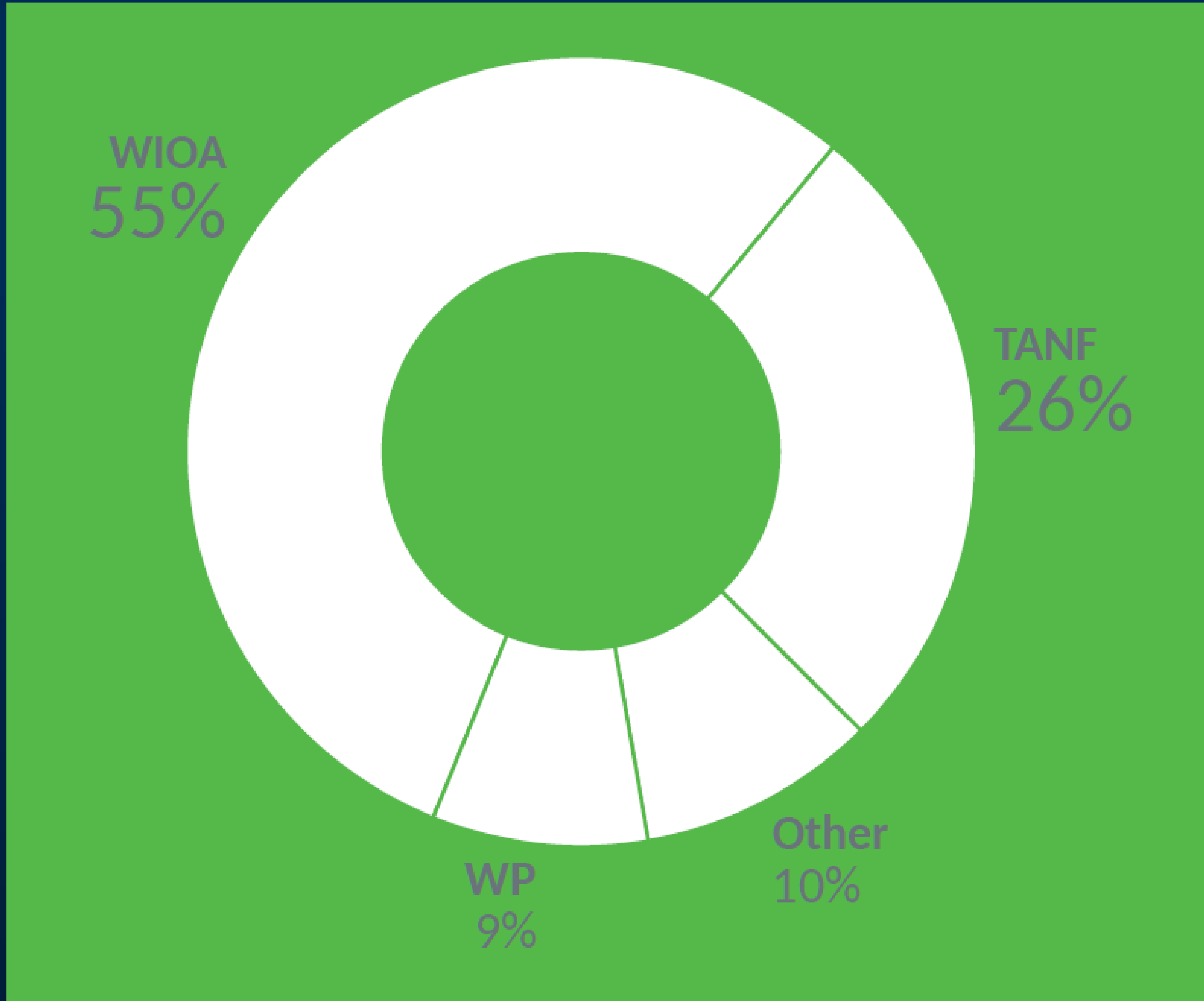


Current Year Budget

Budget Allocation

TOTAL
BUDGET
\$28M

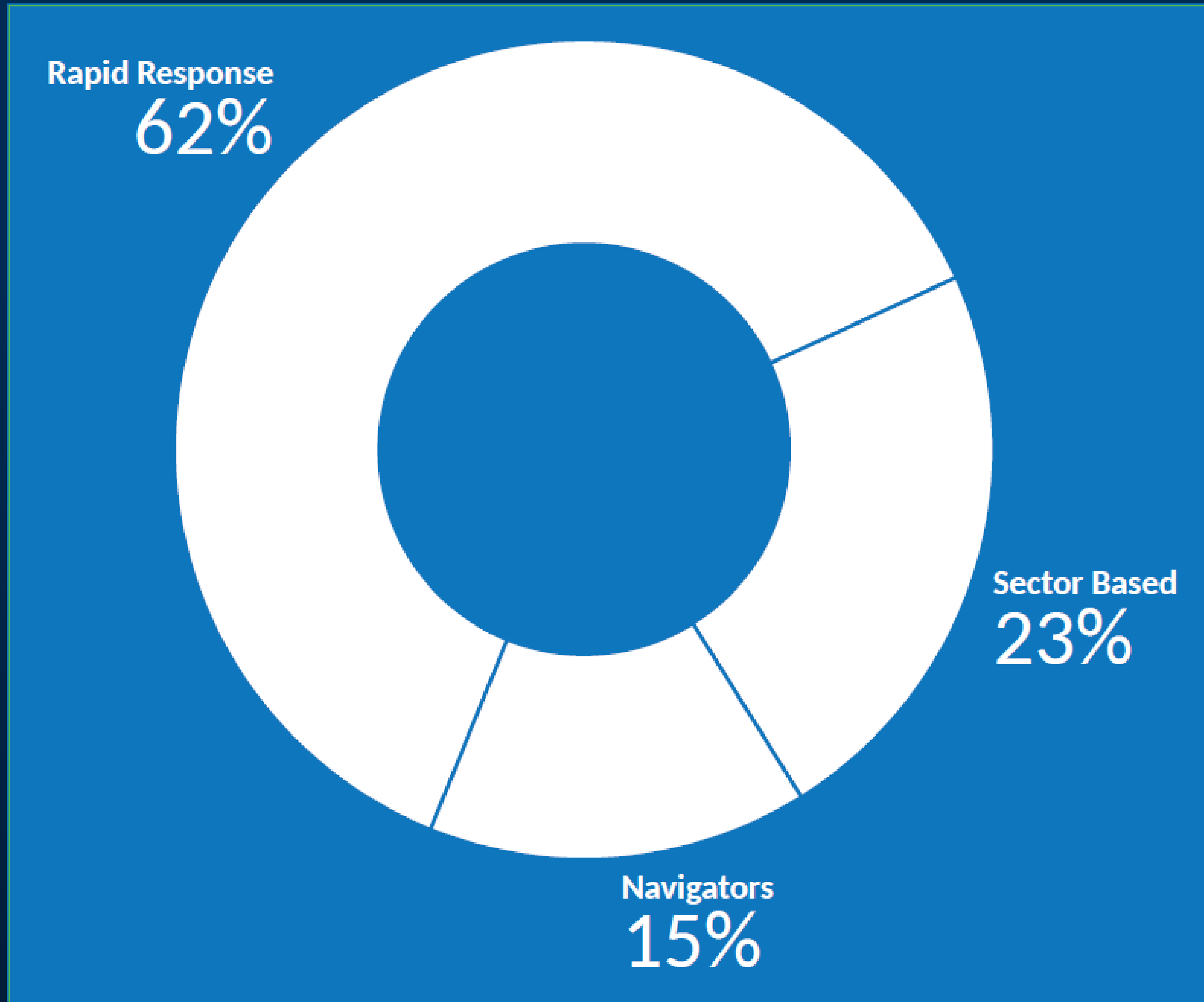




Federal Revenue

\$22.5M

TOTAL BUDGET



State Revenue

\$1.4M
TOTAL BUDGET

Orange County
77%



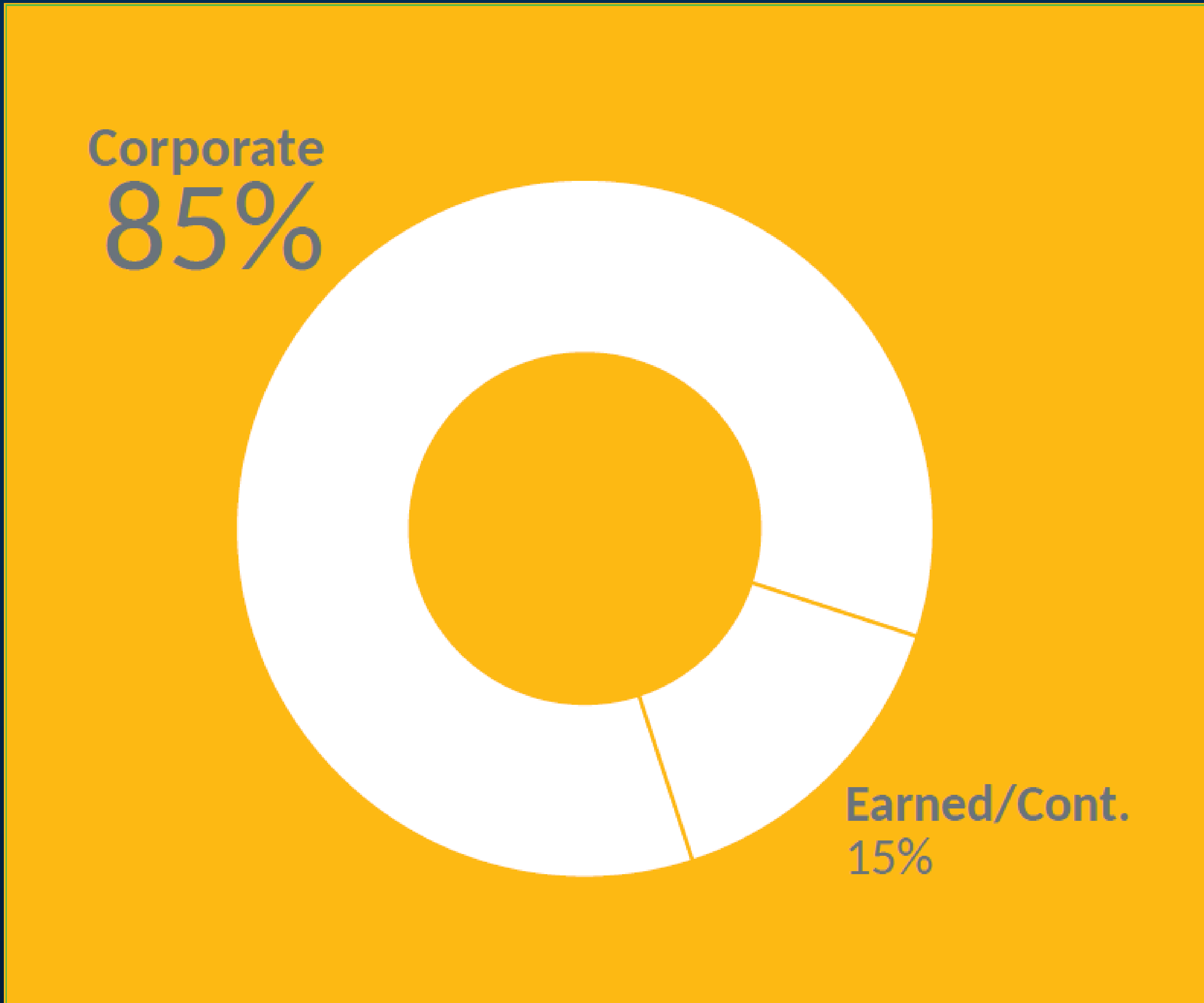
Other Public
5%

Other County
18%

Local Revenue

\$2.5M

TOTAL BUDGET



Community/Partner Investments

\$1.6M
TOTAL BUDGET

2026 - 2027 Budget Expenses (Millions)

How it Breaks Down



Total Expenses



Compensation



Skill Development



Innovation and Administration

Budget Allocations & Comparisons

Budget Allocations	FY 2026/27	FY 2025/26	Difference
Compensation	\$14,500,000	\$14,900,000	-\$400,000
<i>Operations</i>	\$10,100,000	\$10,400,000	
<i>Support</i>	\$4,400,000	\$4,500,000	
Skill Development (Training)	\$9,300,000	\$10,500,000	-\$1,200,000
Innovation & Administration	\$4,200,000	\$4,600,000	-\$400,000
<i>Innovation</i>	\$1,400,000	\$1,600,000	
<i>Administration</i>	\$2,800,000	\$3,000,000	
Total Expenses	\$28,000,000	\$30,000,000	-\$2,000,000

10 Year Lookback FTE Count

How it Breaks
Down



10Yr Average



Peak Yr (2023)



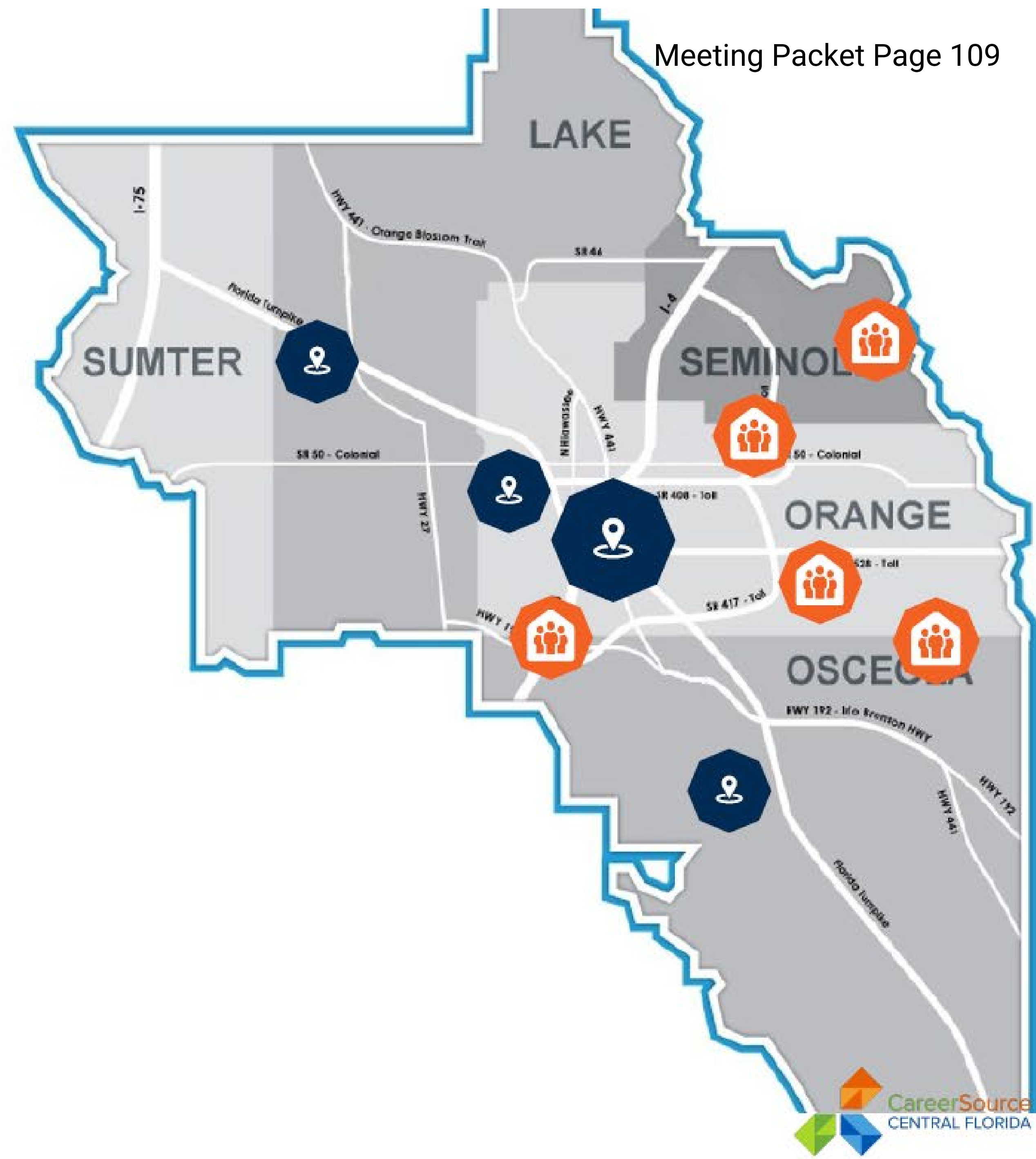
Current Year Budget

2026-27 Facility Cost

\$1M

Decrease of \$800K from PY

- 1 Administrative Office
- 3 Career Center Offices
- 6 Community Hubs
- Expand Virtual Services



BOARD METRICS

Diversify revenue streams to create resiliency.

✓ **\$5M
ATTAINED**

Identify and deliver skill development opportunities that address labor market demands.

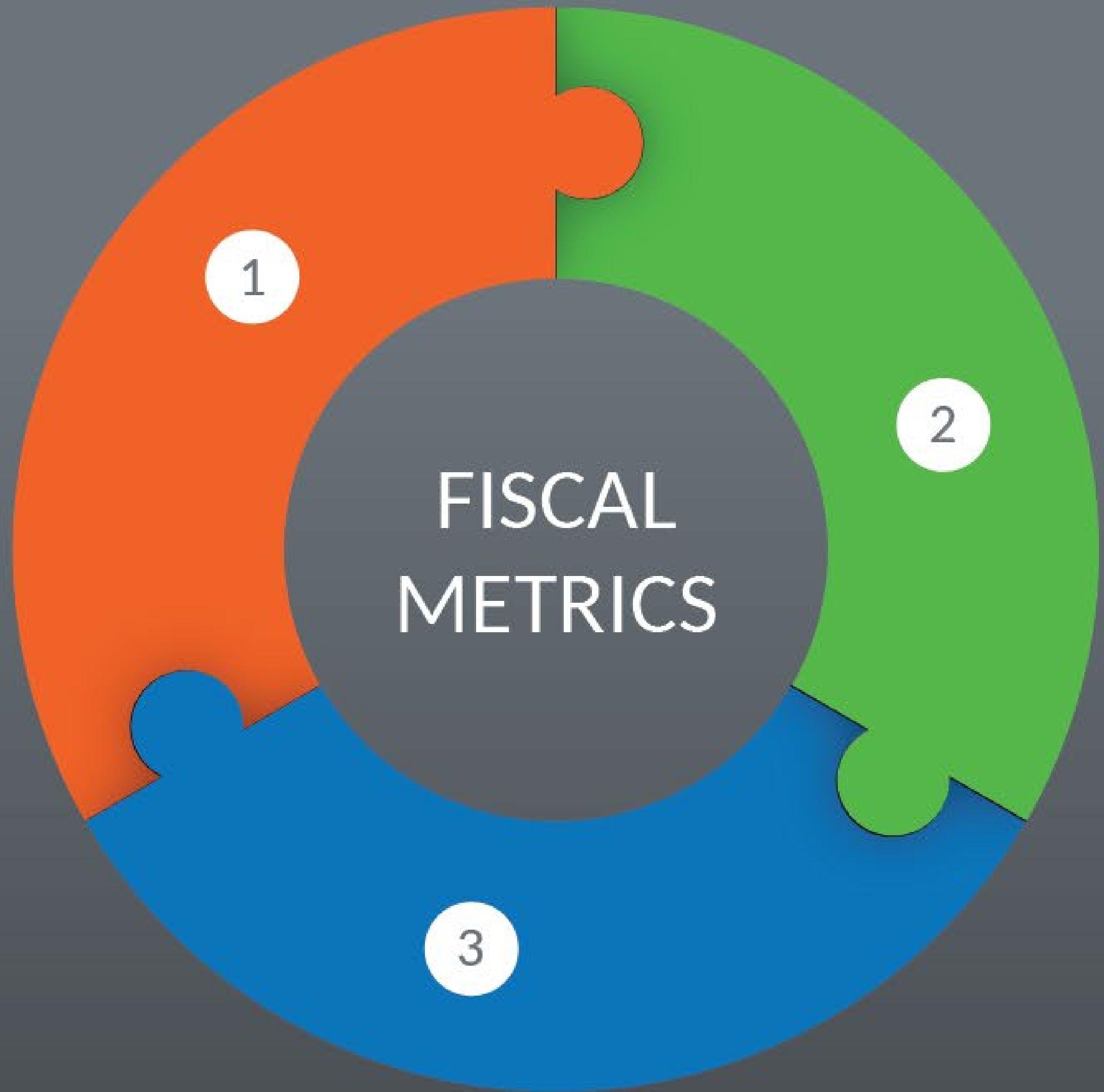
✓ **3,000 TRAINED**
✓ **4,000 EMPLOYED**
✓ **\$19/HR AVERAGE
WAGE**

Deliver personalized career support that ignites the potential of Central Florida residents.

✓ **20k ENGAGED IN
SERVICES**
✓ **90% CUSTOMER
SATISFACTION RATE**

Optimize workforce innovations to maximize organizational value.

✓ **3 NEW
INNOVATIONS**



- 1 Federal Metric**
 - 👍 Administrative Costs Target - 10%
 - 👍 Young Adults Internship Target - 20%
- 2 State Metrics**
 - 👍 Training Investment Target - 45%
- 3 Local Board Metrics**
 - 👍 Career & Business Services Target - 70%
 - 👍 Innovation Support & Administration - 30%

Summary

Fiscal Responsibility

- Total Projected Revenue \$28M; Year-over-Year \$2M or 7% decrease
 - 70% Earmarked for Career and Business Services; 30% in Innovation Support and Administration
 - The proposed budget for salaries reflects a 3% merit increase average overall, with merits ranging between 2% and 4% based on performance evaluation scores. Incentive compensation has been set at an organizational cap of \$300,000 with employee eligibility based on requirements set by the incentive compensation policy.
 - Employee health benefits reflect an increase of 9% of current cost based on maintaining current providers and plan structure.
- 8B • CSCF will be seeking approval from Florida Commerce to add transfer of funds flexibility of 90% between WIOA Adult and WIOA Dislocated Worker for program year 2026 funding.
- 8C • CSCF will request a waiver from CareerSource Florida to reduce the WIOA training state requirement from 50% to 45% for the fiscal year ending June 30, 2027.
- The total amount budgeted for administrative costs will not exceed the state allowable cap of 10%.



\$146,300,000

Each \$1 invested results in \$5 in wages earned by people we help get hired.

Return on Investment

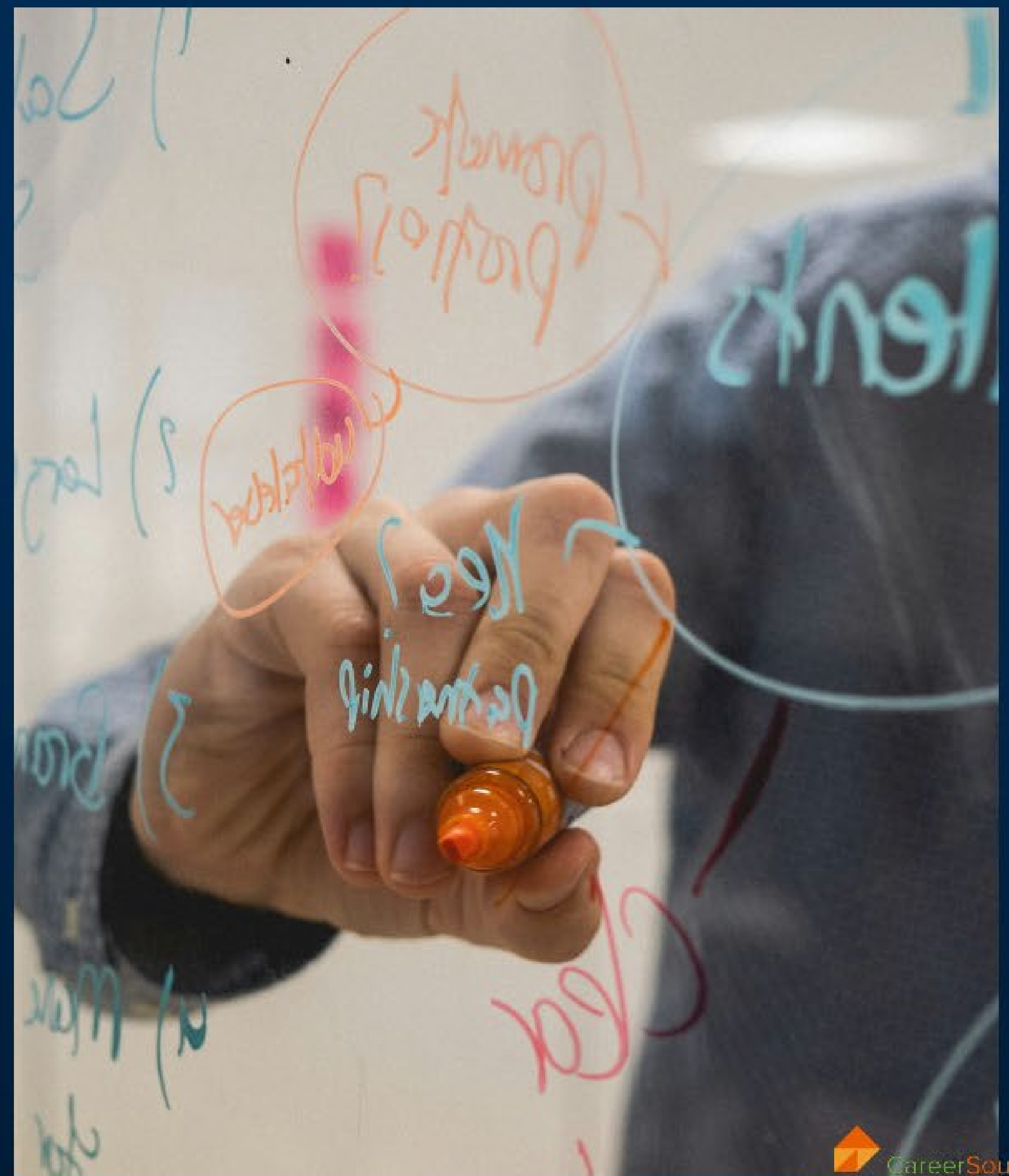
ROI: (Career Seekers Hired) * (Average Hourly Wage Annualized)

Ratio: ROI/Cost of Investment



Thoughts? Questions?

Open for feedback and discussion.



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PROPOSED: BOARD MEETING CALENDAR

- **September 24, 2026 9:00 a.m. – 10:30 a.m.**
- **December 10, 2026 9:00 a.m. – 10:30 a.m.**
- **February 25, 2027 9:00 a.m. – 10:30 a.m.**
- **April 29, 2027 8:30 a.m. – 9:00 a.m.**
- **June 17, 2027 9:00 a.m. – 11:00 a.m.**

Summary

Fiscal Responsibility

- Total Projected Revenue \$28M; Year-over-Year \$2M or 7% decrease
 - 70% Earmarked for Career and Business Services; 30% in Innovation Support and Administration
 - The proposed budget for salaries reflects a 3% merit increase average overall, with merits ranging between 2% and 4% based on performance evaluation scores. Incentive compensation has been set at an organizational cap of \$300,000 with employee eligibility based on requirements set by the incentive compensation policy.
 - Employee health benefits reflect an increase of 9% of current cost based on maintaining current providers and plan structure.
- 8B • CSCF will be seeking approval from Florida Commerce to add transfer of funds flexibility of 90% between WIOA Adult and WIOA Dislocated Worker for program year 2026 funding.
- 8C • CSCF will request a waiver from CareerSource Florida to reduce the WIOA training state requirement from 50% to 45% for the fiscal year ending June 30, 2027.
- The total amount budgeted for administrative costs will not exceed the state allowable cap of 10%.

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To: CareerSource Central Florida (CSCF) Board of Directors
From: CSCF Finance Committee
Subject: CareerSource Central Florida – Regional Travel Policy Update
Date: June 18, 2026

Purpose:

The Finance Committee seeks approval of CSCF Board of Directors for staff to implement a revised Regional Travel Expense Reimbursement Policy designed to modernize, simplify, and improve the administration of local business travel expenses for employees whose positions require recurring in-town travel.

Background:

CareerSource Central Florida has evaluated its current regional travel reimbursement process and identified opportunities to improve administrative efficiency while maintaining compliance with applicable federal and state requirements. The existing mileage reimbursement model requires significant staff time and resources to administer and process employee travel claims.

During the prior year, CSCF incurred approximately **\$138,500** in annual costs associated with administering and processing regional travel reimbursements. These costs include:

- Employee mileage reimbursement expenses;
- Concur subscription and processing system costs; and
- Approximately 0.5 Full-Time Equivalent (FTE) of staff support dedicated to reimbursement processing activities.

Under the proposed Monthly Travel Allowance Program, CSCF projects annual travel-related administrative and reimbursement costs of approximately **\$90,000**, resulting in an estimated annual savings of **\$48,500**.

Proposed Monthly Travel Allowance Program:

Under the revised policy, eligible employees whose positions require routine local travel will receive a taxable monthly travel allowance through payroll in lieu of submitting recurring mileage reimbursement requests.

Allowance levels were established based on:

- Historical travel reimbursement data;
- Employee job duties and operational responsibilities;
- Anticipated travel requirements;
- Geographic service areas; and
- Expected travel frequency associated with specific positions.

The allowance structure is designed to reasonably approximate business-related travel expenses while reducing administrative burden for both employees and CSCF. Allowance levels may be periodically reviewed and adjusted as operational needs evolve.

Allowance Tier Structure:



Tier	Average Travel Frequency	Annual Allowance
6	Daily Travel ~750mi annually	\$ 4,000
5	Daily Travel ~560mi annually	\$ 3,000
4	9-15trips/month	\$ 1,500
3	2-8trips/month	\$ 750
2	1 trip/month	\$ 240
1	Minimal recurring travel	\$ 120

Oversight, Compliance, and Internal Controls:

The proposed policy has been developed to comply with:

- Section 112.061, Florida Statutes;
- Federal Uniform Guidance (2 C.F.R. § 200.475);
- Workforce Innovation and Opportunity Act (WIOA) requirements; and
- Other applicable federal and state travel expenditure regulations.

Legal counsel has reviewed the proposed policy and implementation framework.

To ensure continued reasonableness, accountability, and compliance, CSCF will maintain the following controls:

- Employees receiving an allowance must submit annual travel documentation and certification of business travel requirements;
- Allowance levels may be adjusted based on changes in job responsibilities, travel patterns, or operational needs;
- CSCF will maintain supporting documentation and methodology used to establish allowance amounts; and
- Management will periodically review allowance levels to ensure they remain reasonable and aligned with actual business travel requirements.

Timeline:

- **January 2026** – Initiated travel study and policy framework development.
- **March 2026** – Submitted policy for legal review.
- **April 2026** – Finalized operational processes and allowance methodology.
- **May 2026** – Developed draft Regional Travel Expense Reimbursement Policy.
- **June 2026** – Conduct management review and employee communication.
- **July 2026** – Policy implementation effective.

The revised policy is intended to balance fiscal stewardship, operational efficiency, administrative practicality, and regulatory compliance.

Action Item:

The Finance Committee recommends the CSCF Board of Directors approve to adopt the revised Regional Travel Expense Reimbursement Policy, transitioning from a traditional mileage reimbursement model to a monthly travel allowance program based on employee job duties, responsibilities, and business travel requirements.

Finance Committee – Approved 6/3/26

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ACTION ITEM

To: CareerSource Central Florida Board of Directors
From: Executive Committee
Re: Fiscal Year 2026-27 Executive Compensation, Merit & Incentive
Date: June 18, 2026

Purpose: The purpose of this memorandum is to recommend approval for the President/CEO of CareerSource Central Florida (CSCF) to award merit increases and incentive compensation to executive staff in accordance with CSCF's Merit Structure and Incentive Compensation Policy.

Background: CSCF conducts an annual performance review process at the conclusion of each fiscal year. Merit increases are awarded based on the achievement of annual performance goals and may range from 2% to 4% of base salary. The Fiscal Year 2026–27 budget includes funding for a 3% merit increase pool.

In addition, CSCF maintains an Incentive Compensation Policy designed to motivate and reward employees who exceed performance expectations or demonstrate exceptional innovation, creativity, and leadership in support of CSCF's mission, values, strategic goals, and organizational competencies.

Performance Criteria: To be eligible for incentive compensation, an employee must receive an overall performance rating of "Exceeds Expectations" on their annual performance evaluation. Evaluations are based on the successful achievement of individual goals established at the beginning of the fiscal year, as well as as demonstrated proficiency in CSCF's core competencies.

Annual incentive compensation opportunities are determined by position level. Executive-level employees (e.g., CEO, COO, CFO, CIO, Chief of Staff, and Vice Presidents) are eligible to receive incentive compensation of up to 10% of their annual base salary.

Incentive compensation may be recommended when an employee demonstrates one or more of the following:

- Criteria 1: Innovations or contributions that result in increased efficiency or excellence in internal/external service delivery and/or processes;
- Criteria 2: Actions or ideas that contribute to efficiency or cost reduction while maintaining or increasing standards of service or product

Board Approval Requirement:

CSCF's Grantee/Subgrantee Agreement with Florida Commerce requires Board approval for changes to executive compensation. Section 11, *Compensation and Travel*, states:

"No changes to compensation for executive staff of the Board are allowed without documented Board approval and must be in alignment with local policies and procedures. The Board shall ensure that all bonuses, pay raises, and benefits are reasonable and necessary for the successful performance of the award and are a prudent use of federal funds."

Consistent with past practice, the President/CEO is seeking authorization to implement merit increases and incentive compensation awards for executive staff based on their Fiscal Year 2025–26 performance evaluations and in accordance with CSCF policy.

Action Item: Executive Committee recommends approval for CSCF's President/CEO to award merit increases and incentive compensation to executive staff in accordance with CSCF's Merit Structure and Incentive Compensation Policy for Fiscal Year 2025–26. This action applies to the following executive staff members:

- Tadar Muhammad, Chief Operations Officer
- Leo Alvarez, Chief Financial Officer
- Steven Nguyen, Chief Information Officer
- Dyana Burke, Chief of Staff

:
Executive Committee: Approved on 6/15/26