



What: Finance Committee Meeting
When: Thursday, June 6, 2019, 2:30 p.m. – 4:00 p.m.
Where: CareerSource Central Florida 390 N. Orange Ave., Suite 700, Orlando, FL
Virtual: GoToMeeting (remote attendees):
➤ <https://global.gotomeeting.com/join/829242573>
➤ **Dial In: (866) 899-4679 / Access Code: 829-242-573**

Board Priorities: Analyze the Business | Engage the Talent

Item	Topic	Presenter	Action Item
1.	Welcome	Eric Ushkowitz	
2.	Roll Call / Establishment of Quorum	Kaz Kasal	
3.	Public Comment		
4.	Approval of Minutes		X
	A. 4/18/19 Finance Committee Meeting - Draft Minutes	Eric Ushkowitz	
5.	Information / Action Items	Eric Ushkowitz	
	A. 403(b) Retirement Plan Updates	Chepenik Financial	X
	B. Budget vs. Actual Results as of 4/30/19		
	C. Two Year Comparison as of 4/30/19		
	D. Approval of Fiscal Year 19-20 Draft Budget		X
6.	Other Business		
	A. Finance Committee Meetings: Proposed Dates for FY 19-20		
7.	Adjournment		

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Upcoming Meetings:

- Consortium & Board Meeting: 6/20/19, 9:00 am – 11:00 am
Location: Clermont Arts & Recreation Center, 3700 S. Highway 27, Clermont, FL 34711 (Clermont Room)

DRAFT
Finance Committee Meeting

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

Thursday, April 18, 2019
2:30 p.m.

MINUTES

MEMBERS PRESENT: Eric Ushkowitz, Wendy Brandon, Glen Casel, Keira des Anges, Nicole Guillet, Matt Walton and Mark Wylie

STAFF PRESENT: Pam Nabors, Mimi Coenen, Leo Alvarez, Kristine Concepcion, and Crystal Lee

Agenda Item	Topic	Action Item / Follow Up Item
1	Welcome Mr. Ushkowitz, Finance Committee Chair, called meeting to order at 2:35 p.m.	
2	Roll Call / Establishment of Quorum Ms. Concepcion, CSCF Senior Manager of Corporate Communications, reported a quorum present.	
3	Public Comment None Offered.	
4	Action Items <u>Approval of Minutes</u> <ul style="list-style-type: none">Reviewed draft minutes from 1/31/19 Audit & Finance Joint Committees' Meeting <u>Procurement Threshold Adjustments</u> <ul style="list-style-type: none">Reviewed action item memo (attachment) on CSCF's procurement thresholds and staff's recommendation to increase the procurement micro purchase threshold from \$3,500 to \$10,000, which would align with the federal procurement guideline.	 Mr. Walton made a motion to approve the minutes from the 1/31/19 Audit & Finance Joint Committee's Meeting. Mr. Wylie seconded; motion passed unanimously. Mr. Wylie made a motion to recommend, for Board's final approval, increasing the micro purchase threshold from \$3,500 to \$10,000. Mr. Walton seconded; motion passed unanimously.

Agenda Item	Topic	Action Item / Follow Up Item
5	Information	
	<p><u>Budget vs. Actual - as of 3/31/19</u></p> <ul style="list-style-type: none"> Reviewed financial and operations reports (attachments) through 3/31/19. <p><u>Two-Year Comparison and Fiscal Year Projections</u></p> <ul style="list-style-type: none"> Reviewed two year comparison budget/expenditures - current vs. previous year as of 3/31/19 (attachment). <p><u>Fiscal Year 19-20 Budget Timeline</u></p> <ul style="list-style-type: none"> Reviewed the timeline for the approval of CSCF's FY 19-20 Budget. <p><u>New Fiscal Year Budget Projections</u></p> <ul style="list-style-type: none"> Reviewed document entitled "Budget Goals FY 2019-2020" (attachment) to include budget comparison of FY 19-20 budget projections vs. FY 18-19, and FY 19-20 budget goals. <ul style="list-style-type: none"> Projected decrease of 8-10% in new allocations. CSCF will increase its focus on alternative funding options; the Revenue Diversity Committee to identify ways to raise additional revenue and set new targets for next year. <p><u>Fiscal Year 19-20 Health Insurance Plan Renewal</u></p> <ul style="list-style-type: none"> Introduction of Ms. Dyana Burke, CSCF's new VP of Human Resources Reviewed (attachment) on CSCF's health benefits renewal for FY 2019-2020 and Executive Committee's recommendation for Board to approve renewal of CIGNA as CSCF's benefits carrier for FY 2019-2020. <p><u>Facilities Update</u></p> <ul style="list-style-type: none"> Reviewed updates on Osceola and Seminole offices. Review Facilities memo (attachment) on the financial analysis of CSCF's current West Orange office lease vs. West Oaks Mall proposal. Executive Committee has approved for staff to finalize negotiations and execute a lease with the West Oaks Mall. 	

	<u>403(b) Retirement Plan Audit Results (attachment)</u> <ul style="list-style-type: none"> • CSCF received a clean audit with no issues found. The plan has doubled in size and 95% staff participation. • Chepenik Financial, CSCF's plan broker, will present plan updates at the June Meeting. 	
6	Other Business None offered.	
7	Adjournment There being no other business, the meeting was adjourned at 3:28 p.m.	

Respectfully submitted,

Crystal Lee
Marketing Outreach Coordinator



**WE GO
BEYOND**
for:





ADMINISTRATIVE UPDATE



ADMINISTRATIVE UPDATE

Aspect of Plan Design	Plan Provisions
Plan Name	CareerSource Central Florida 403(b) Plan
Plan Provider and Contract Number	Principal Financial Group – 623601
Plan Year	July 1 – June 30
Eligibility	Employee Deferrals: None Employer Contributions: Age 21 Service: 6 Months of Service Exclude: Employees who normally work less than 20 hours per week; student employees
Entry Date	Monthly – coinciding with or next following satisfaction of eligibility requirements
Contribution Types	Elective deferrals (Pre-Tax & Roth), rollovers, employer matching contributions, employer non-elective profit sharing contributions
Automatic Contribution Election	4% - ACA
Automatic Escalation	1% up to 6% (Consider up to 8%)
Employee Elective Contributions	Up to maximum permitted - \$19,000
Catch-Up Contributions	Yes, participants age 50 or older may contribute an additional \$6,000
Change in Contribution Amount	Anytime
Change in Investment Options	Anytime
Match Contribution	100% on the first 6% of pay
Non-Elective	NA
Vesting	Employee elective contributions and rollovers are always 100% vested. Employer matching contributions and non-elective profit sharing contributions are according to vesting schedule cliff
Withdrawals	Participants may withdraw a portion or all of their account due to: retirement, disability, death, termination of employment. In-service distributions are permitted at age 59½.
Loans	Loans are permitted. Participants can have 1 loan outstanding at a time; minimum loan amount is \$1,000; interest repayments are based on Prime Rate +1%..
Retirement	Age 65 – No early retirement provided
Contact Information	Principal Financial Group 800-258-9041 http://www.principal.com

Data provided by Principal Financial and believed to be true and accurate



ADMINISTRATIVE UPDATE



Plan Assets \$5,860,200
Avg. Account Balance: \$24,840



195 Eligible
183 Participants
93.9% Participation
4.8% Avg Deferral Rate w/ non Participants



Loans \$116.3k
35 Participants
Average Balance: \$3,324



85% Plan Assets QDIA

Data provided by Principal Financial and believed to be true and accurate

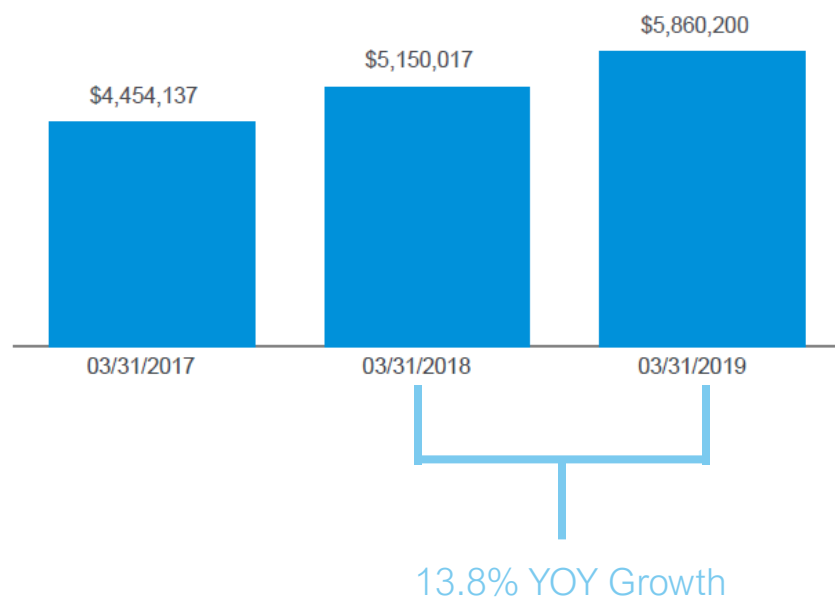


ADMINISTRATIVE UPDATE

As of 5.30.2019
\$5,929,482 in assets

Total Account Value

as of 03/31/2019



Participant Details

as of 03/31/2019

Total Deferring Participants	183
Total Eligible Participants	195
Eligible Employees Participating %	93.9%
Eligible Employees Not Participating %	6.1%
Account Values for Participants w/o Term Date	\$4,769,290
Number of Participants with an Account Value	192
Average Account Balance	\$24,840
Terminated Participant Account Value	\$1,077,205
Terminated Participant Counts	30
Highly Compensated Employee Account Value	\$321,315
Highly Compensated Employee Counts	3

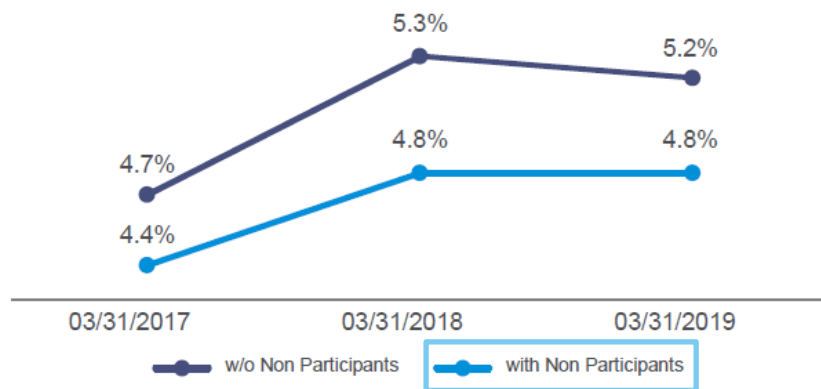
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ADMINISTRATIVE UPDATE

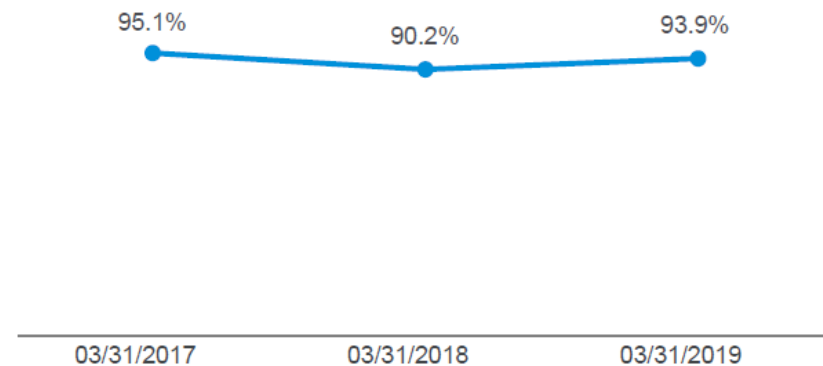
Average Deferral Rates

as of 03/31/2019



Average Participation Rate

as of 03/31/2019



Data provided by Principal Financial and believed to be true and accurate



ADMINISTRATIVE UPDATE

	Age 34 and Under	Age 35 - 54	Age 55 and Over	Totals
Total Eligible Participants	33	106	56	195
Total Deferring Participants	29	100	54	183
Eligible Employees Participating %	87.9%	94.3%	96.4%	93.8%
Average Deferral Rate (w/NP)	3.9%	4.5%	6.0%	4.8%
Average Deferral Rate (w/o NP)	4.4%	4.8%	6.3%	5.2%
Account Values for Participants w/o Term Date	\$286,449	\$2,562,815	\$1,920,026	\$4,769,290
Number of Participants with an Account Value	33	105	54	192
Average Account Balance	\$8,680	\$24,408	\$35,556	\$24,840
Median Account Balance	\$3,817	\$13,878	\$20,750	\$13,147
Terminated Participant Account Value	\$25,077	\$537,136	\$514,992	\$1,077,205
Terminated Participant Counts	3	15	12	30
Highly Compensated Employee Account Value	\$0	\$107,808	\$213,507	\$321,315
Highly Compensated Employee Counts	0	1	2	3
Non-Highly Compensated Employee Account Value	\$286,449	\$2,455,007	\$1,706,519	\$4,447,975
Non-Highly Compensated Employee Counts	33	104	52	189
Roth Contributor Account Value	\$10,988	\$17,297	\$6,761	\$35,046
Roth Contributor Counts	3	12	2	17
Outstanding Loan Account Value	\$1,715	\$78,444	\$36,186	\$116,345
Outstanding Loan Counts	1	24	10	35
Annual Increase Counts	15	34	10	59
Participants with Username/Password (YTD)	29	97	49	175
Participants Logged In (YTD)	16	43	27	86
Two-Factor Authentication Results (YTD)	29	82	48	159

Data provided by Principal Financial and believed to be true and accurate



ADMINISTRATIVE UPDATE

PLAN DESIGN ENHANCEMENTS:

- Chepenik recommends re-visiting automatic escalation in light of successful rollout
 - 60 current participants
 - Savings rates steadily increasing
 - Recommend moving Auto increase “Cap” to 8-10% of Pay (Currently 6%)

Data provided by Principal Financial and believed to be true and accurate





MARKET UPDATE & FUND REVIEW



MARKET UPDATE

Review



Stock markets recovered dramatically to start 2019. 2018 was the worst year for the stock market since 2008 while the first quarter of 2019 witnessed the strongest returns to start a new year since 1998

Fixed income advanced as well to start 2019 as the risk of future interest rate hikes has subsided. Markets now predict interest rates will move lower for the year

Outlook: Strengths



Earnings and economic momentum continue to indicate no imminent recession

The Federal Reserve appears ready to limit future interest rate hikes

Corporate cash-reserves and household debt ratios remain low and stocks are not excessively expensive based on long term averages

Outlook: Risks

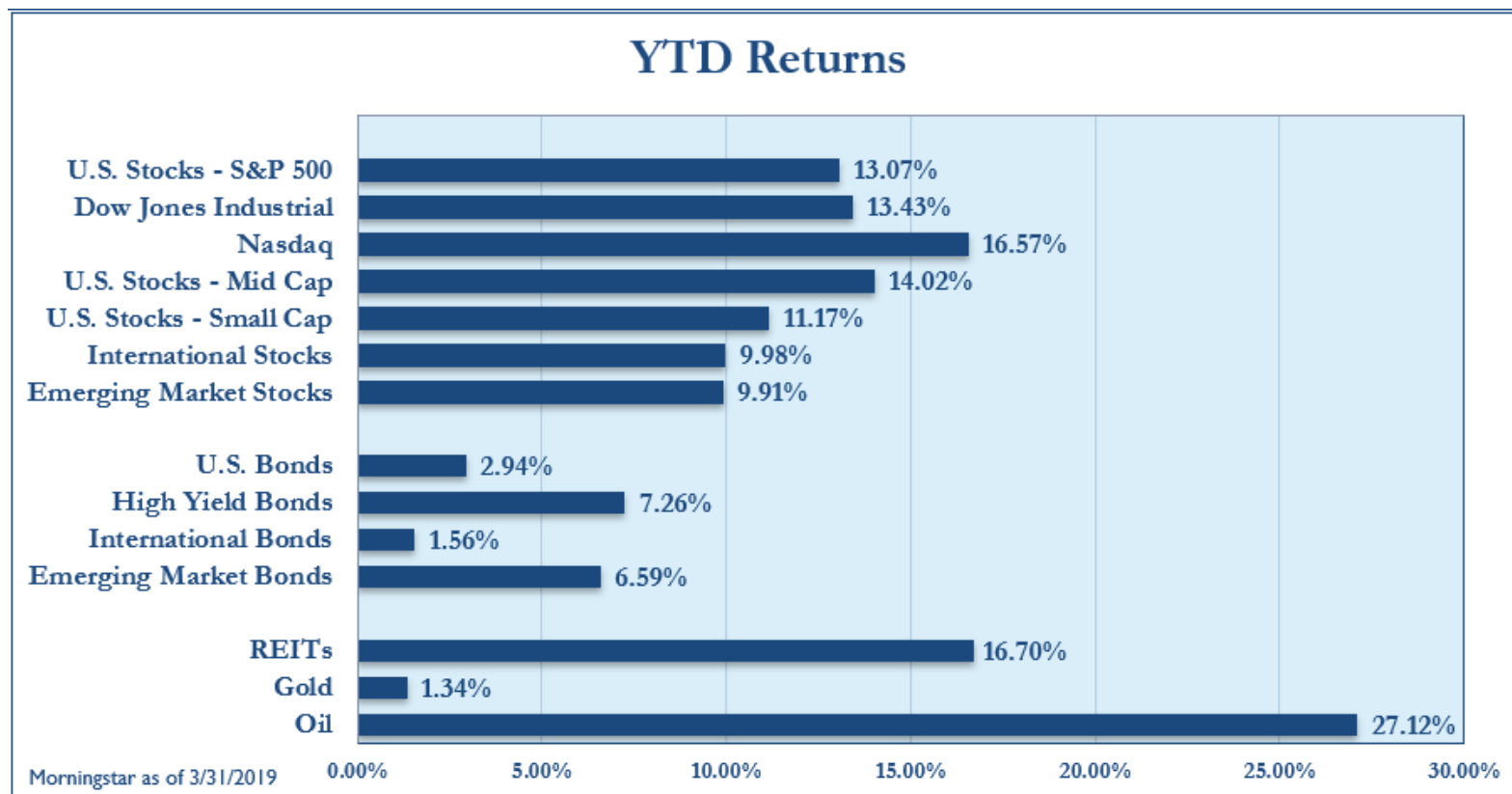


Unresolved geopolitical uncertainties remain prevalent

The current bull-market is now the longest in our nation's history

Can earnings continue higher at this pace as the benefit of corporate tax reform recedes?

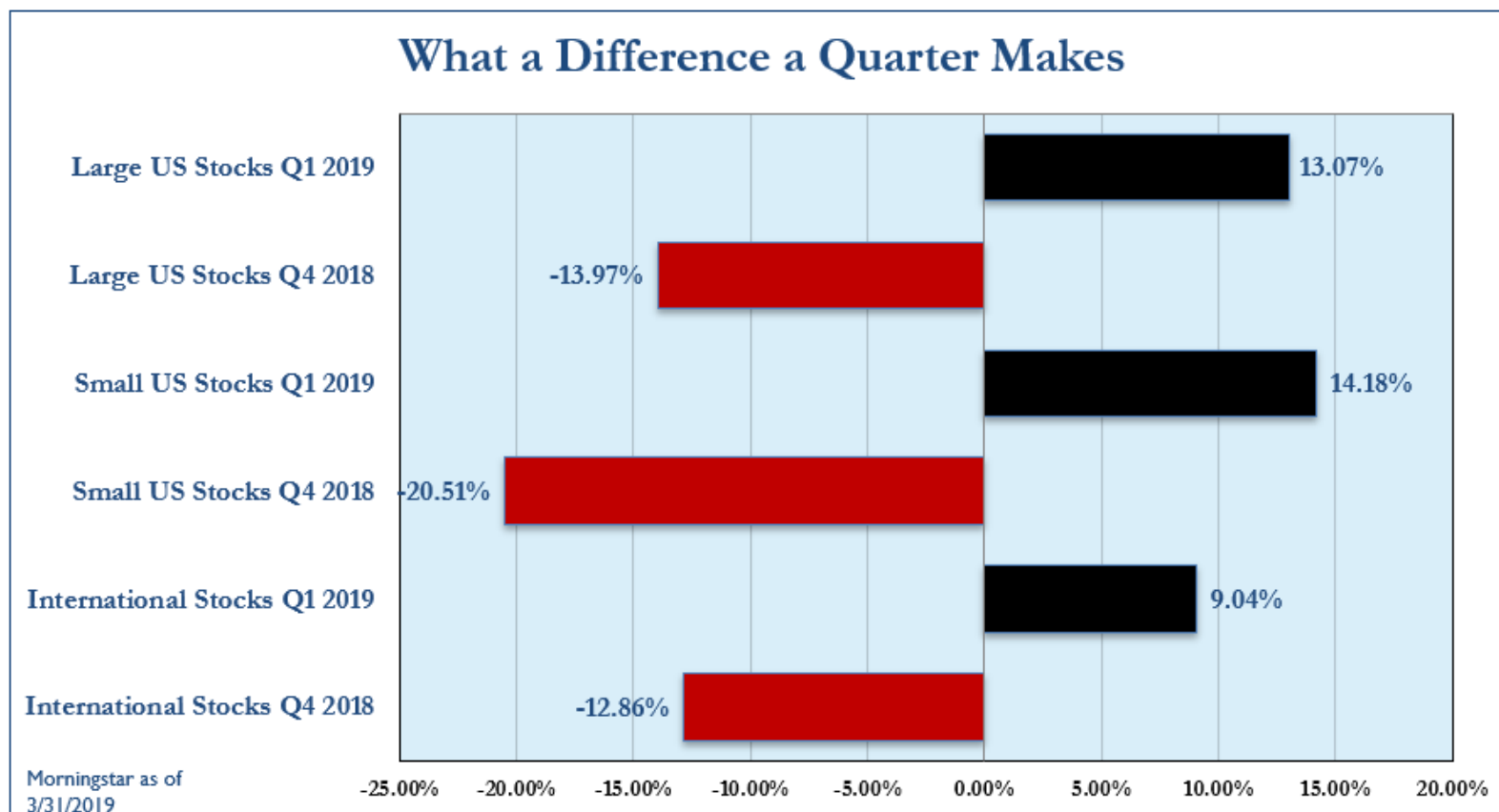
MARKET UPDATE



- Markets in general recovered nicely to start 2019. The first quarter was the strongest start to a new year for the S&P 500 since 1998. Based upon the underlying fundamentals, the markets moved down too dramatically in the 4th quarter of 2018, so the recent recovery is more a reversion to the mean than an adjustment to the broad market landscape.
- Domestic markets continue to lead as the economic data coming out of the United States is trending in a more positive manner compared to international markets.



MARKET UPDATE



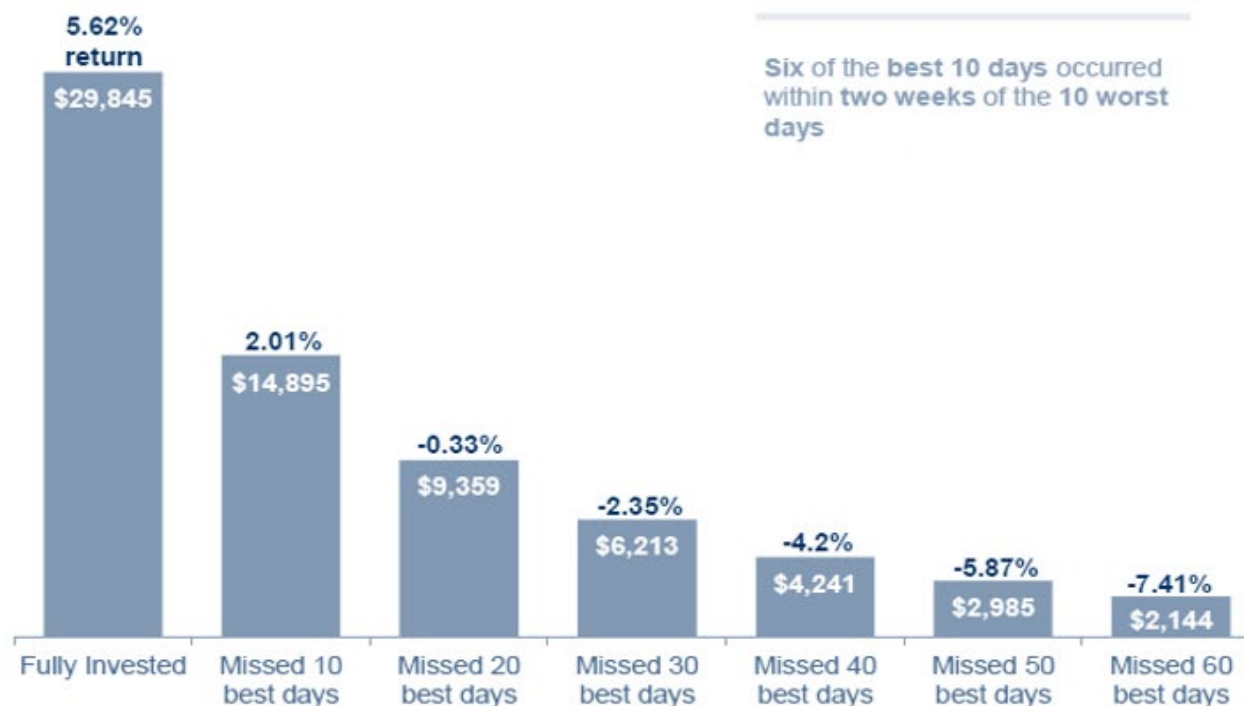
- The wild swings in market performance from the 4th quarter of 2018 through the 1st quarter of 2019 highlight the risks associated with emotionally responding to market volatility.
- Using Large US Stocks (S&P 500) as the example, if a market participant had bought at the high and sold at the low they could have underperformed the overall market by over 27%.



MARKET UPDATE

Returns of the S&P 500

Performance of a \$10,000 investment between January 4, 1999 and December 31, 2018



- Trying to time the market is extremely difficult to do. Market lows often result in emotional decision making. Investing for the long term while managing volatility has historically led to better performance outcomes.
- Market data – in the form of invest flows in stocks, bonds, and cash – continue to show that market participants are making the exact wrong decision at the exact wrong time. Attempts at market timing continue to be exposed as failed strategies.



MARKET UPDATE

U.S. Treasury yields



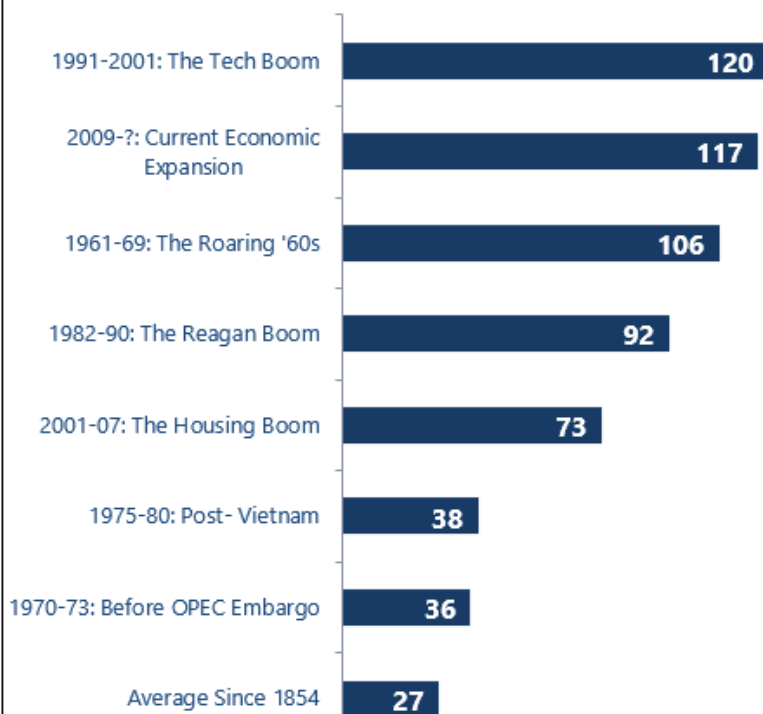
Source: Tullett Prebon Information

- The Federal Reserve did an abrupt pivot when they telegraphed to markets that they appear unlikely to raise interest rates any further after raising rates nine times over the past three years. Yields have dropped in response to this adjustment.
- For the first time since 2007 the yield curve inverted – meaning that the yields paid on shorter-term bonds are higher than those paid on longer denominated bonds. This has historically indicated a recession is approaching. However, a recession can still be years away, and the last four inversions like the one seen on Friday saw the S&P 500 positive every time one year later with an average return of 9%.

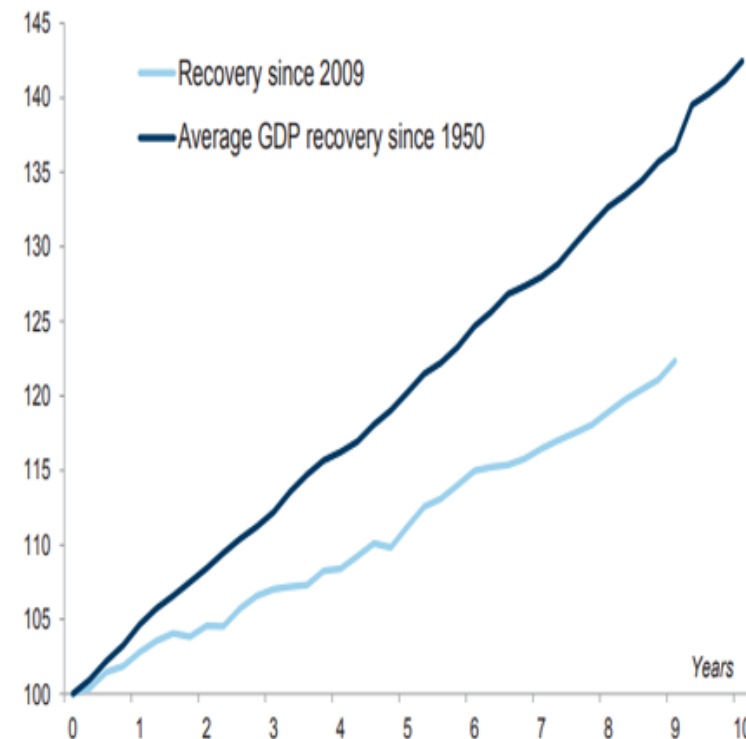


MARKET UPDATE

How Long Can This Bull Market Last? The Length (in months) of Economic Expansions in Our Nation's History



Source: JPMorgan



Source: Haver Analytics, Goldman Sachs Global Investment Research

- The current economic expansion is now 117 months long, making it the second longest in our nation's history, however bull markets never die from old age but rather euphoria, which is not currently at elevated levels.
- At the same time, as graphed in the upper right, this current economic expansion has an extremely low cumulative total growth rate compared to prior periods of economic expansion indicating it can continue to persist.



MARKET UPDATE

																2004 - 2018	
2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	YTD	Ann.	Vol.
REITs 31.6%	EM Equity 34.5%	REITs 35.1%	EM Equity 39.8%	Fixed Income 5.2%	EM Equity 79.0%	REITs 27.9%	REITs 8.3%	REITs 19.7%	Small Cap 38.8%	REITs 28.0%	REITs 2.8%	Small Cap 21.3%	EM Equity 37.8%	Cash 1.8%	REITs 17.2%	REITs 8.5%	REITs 22.4%
EM Equity 26.0%	Comdty. 21.4%	EM Equity 32.6%	Comdty. 16.2%	Cash 1.8%	High Yield 59.4%	Small Cap 26.9%	Fixed Income 7.8%	High Yield 19.6%	Large Cap 32.4%	Large Cap 13.7%	Large Cap 1.4%	High Yield 14.3%	DM Equity 25.6%	Fixed Income 0.0%	Small Cap 14.6%	EM Equity 8.3%	EM Equity 22.1%
DM Equity 20.7%	DM Equity 14.0%	DM Equity 26.9%	DM Equity 11.6%	Asset Alloc. 25.4%	DM Equity 32.5%	EM Equity 19.2%	High Yield 3.1%	EM Equity 18.6%	DM Equity 23.3%	Fixed Income 6.0%	Fixed Income 0.5%	Large Cap 12.0%	Large Cap 21.8%	REITs -4.0%	Large Cap 13.6%	Large Cap 7.8%	Small Cap 18.6%
Small Cap 18.3%	REITs 12.2%	Small Cap 18.4%	Asset Alloc. 7.1%	High Yield -26.9%	REITs 28.0%	Comdty. 16.8%	Large Cap 2.1%	DM Equity 17.9%	Asset Alloc. 14.9%	Asset Alloc. 5.2%	Cash 0.0%	Comdty. 11.8%	Small Cap 14.6%	High Yield -4.1%	DM Equity 10.1%	Small Cap 7.5%	Comdty. 18.6%
High Yield 13.2%	Asset Alloc. 8.1%	Large Cap 15.8%	Fixed Income 7.0%	Small Cap -33.8%	Small Cap 27.2%	Large Cap 15.1%	Cash 0.1%	Small Cap 16.3%	High Yield 7.3%	Small Cap 4.9%	DM Equity -0.4%	EM Equity 11.6%	Asset Alloc. 14.6%	Large Cap -4.4%	EM Equity 10.0%	High Yield 7.3%	DM Equity 17.6%
Asset Alloc. 12.8%	Large Cap 4.9%	Asset Alloc. 15.3%	Large Cap 5.5%	Comdty. -35.6%	Large Cap 26.5%	High Yield 14.8%	Asset Alloc. -0.7%	Large Cap 16.0%	REITs 2.9%	Cash 0.0%	Asset Alloc. -2.0%	REITs 8.6%	High Yield 10.4%	Asset Alloc. -5.8%	Asset Alloc. 9.1%	Asset Alloc. 6.2%	Large Cap 14.5%
Large Cap 10.9%	Small Cap 4.6%	High Yield 13.7%	Cash 4.8%	Large Cap -37.0%	Asset Alloc. 25.0%	Asset Alloc. 13.3%	Small Cap -4.2%	Asset Alloc. 12.2%	Cash 0.0%	High Yield 0.0%	High Yield -2.7%	Asset Alloc. 8.3%	REITs 8.7%	Small Cap -11.0%	High Yield 6.3%	DM Equity 5.2%	High Yield 11.0%
Comdty. 9.1%	High Yield 3.6%	Cash 4.8%	High Yield 3.2%	REITs -37.7%	Comdty. 18.9%	DM Equity 8.2%	DM Equity -11.7%	Fixed Income 4.2%	Fixed Income -2.0%	EM Equity -1.8%	Small Cap -4.4%	Fixed Income 2.6%	Fixed Income 3.5%	Comdty. -11.2%	Comdty. 6.3%	Fixed Income 3.9%	Asset Alloc. 10.3%
Fixed Income 4.3%	Cash 3.0%	Fixed Income 4.3%	Small Cap -1.6%	DM Equity -43.1%	Fixed Income 5.9%	Fixed Income 6.5%	Comdty. -13.3%	Cash 0.1%	EM Equity -2.3%	DM Equity -4.5%	EM Equity -14.6%	DM Equity 1.5%	Comdty. 1.7%	DM Equity -13.4%	Fixed Income 2.9%	Cash 1.3%	Fixed Income 3.3%
Cash 1.2%	Fixed Income 2.4%	Comdty. 2.1%	REITs -15.7%	EM Equity -53.2%	Cash 0.1%	Cash 0.1%	EM Equity -18.2%	Comdty. -1.1%	Comdty. -9.5%	Comdty. -17.0%	Comdty. -24.7%	Cash 0.3%	Cash 0.8%	EM Equity -14.2%	Cash 0.6%	Comdty. -2.5%	Cash 0.8%

- A diversified roster of investments has historically and continues to provide a more consistent return profile that mitigates the extreme peaks and valleys that can come with any one asset class.
- The right two columns show that while the average annual return of a diversified strategy has provided consistent returns over the past 15 years, only cash and traditional fixed-income have generated less volatility over the same period.





FIDUCIARY INVESTMENT MONITORING REPORT (FiRM)



FIDUCIARY INVESTMENT MONITORING REPORT (FiRM)

12 Point Scoring System

Criteria	Measurement
Style Consistency	≤ 29
5-Year Sharpe Ratio*	$>$ Category
R-Squared	$> 80\%$
1-Year Performance	$>$ Peer Group Median
3-Year Performance	$>$ Peer Group Median
5-Year Performance	$>$ Peer Group Median
5-Year Up/Down Capture	Up $>$ Down

Criteria	Measurement
Information Ratio 5-Years	> 0
Information Ratio 3-Years	> 0
Beta 5-Year	Between .75 – 1.15
Beta 3-Year	Between .75 – 1.15
Longest Tenured Manager	\geq Peer Median Tenure
Net Expense Ratio	\leq Peer Median

Scoring Threshold: 6

Investment Criteria Rating: 6

* Sharpe Ratio used to score Target Date Funds where applicable



INVESTMENT LINEUP

QDIA: Target Date Suite 85.0% Plan Assets

Asset Allocation/Target Date	
American Century One Choice 2020 (8.3%)	Target Date Series*
American Century One Choice 2025 (17.1%)	
American Century One Choice 2030 (12.4%)	
American Century One Choice 2035 (10.6%)	
American Century One Choice 2040 (8.8%)	
American Century One Choice 2045 (15.9%)	
American Century One Choice 2050 (5.6%)	
American Century One Choice 2055 (2.5%)	
American Century One Choice 2060 (0.1%)	
American Century One Choice In Ret (3.7%)	

*denotes QDIA



403(b) PLAN – 1st QUARTER ANALYSIS

INVESTMENT	ASSETS	% ASSETS	LAST QTR	YTD	1 YR	3 YR	5 YR	1Q19 of 12	4Q18 of 12	3Q18 of 12	2Q18 of 12
Target Date 2020											
American Century One Choice 2020 A	\$487,992	8.17%	7.44 (45)	7.44 (45)	2.97 (59)	5.76 (77)	4.23 (69)	-	-	-	-
Target Date 2025											
American Century One Choice 2025 A	\$998,902	16.73%	8.04 (68)	8.04 (68)	2.85 (65)	6.26 (89)	4.57 (77)	-	-	-	-
Target Date 2030											
American Century One Choice 2030 A	\$724,121	12.12%	8.68 (80)	8.68 (80)	2.71 (65)	6.77 (90)	4.91 (79)	-	-	-	-
Target Date 2035											
American Century One Choice 2035 A	\$621,998	10.41%	9.39 (89)	9.39 (89)	2.71 (64)	7.30 (97)	5.29 (82)	-	-	-	-
Target Date 2040											
American Century One Choice 2040 A	\$517,171	8.66%	10.02 (86)	10.02 (86)	2.72 (59)	7.94 (91)	5.67 (73)	-	-	-	-
Target Date 2045											
American Century One Choice 2045 A	\$928,800	15.55%	10.71 (85)	10.71 (85)	2.65 (58)	8.53 (96)	6.06 (68)	-	-	-	-
Target Date 2050											
American Century One Choice 2050 A	\$326,067	5.46%	11.32 (70)	11.32 (70)	2.54 (59)	8.91 (86)	6.27 (55)	-	-	-	-
Target Date 2055											
American Century One Choice 2055 A	\$146,838	2.46%	11.57 (55)	11.57 (55)	2.35 (62)	9.09 (89)	6.40 (54)	-	-	-	-
Target Date 2060+											
American Century One Choice 2060 A	\$5,654	0.09%	11.72 (60)	11.72 (60)	2.29 (67)	9.18 (92)	n/a (na)	-	-	-	-
Target Date Retirement											
American Century One Choice In Ret A	\$216,894	3.63%	7.27 (10)	7.27 (10)	3.00 (65)	5.49 (19)	4.01 (23)	-	-	-	-

Asset values as of 3/31/2019. Performance and scoring data as of 3/31/2019. The information presented in this document has been taken from multiple databases and is believed to be as accurate as possible. Scoring System is based on an evaluation of 12 different factors. Each factor is assessed using a pass or fail system. There are four areas being tested: Investment style (2 points), Performance (4 points), Risk (4 points), qualitative factors (2 points). The total score is the sum of the individual scores with the best possible score being 12 points. Score 10 – 12 = Suitable, 7 – 9 = Acceptable, 5 or fewer = watch list. These scores can be used to help evaluate an investment but should not be the sole source of information used to select and monitor investment.



INVESTMENT LINEUP

Core Menu: 15.0% Plan Assets

Domestic Equity (7.9% Plan Assets)			
Value	Blend	Growth	
Invesco Diversified Dividend (0.6%)	Principal Large Cap S&P 500 Index (0.9%)	Pioneer Fundamental Growth (1.0%)	Large
American Century Mid Cap Value (0.8%)	Principal Mid Cap S&P 400 Index (0.6%)	MassMutual Select Mid Cap Growth (0.7%)	Mid
Goldman Sachs Small Cap Value* (0.1%)	Principal Small Cap S&P 600 Index (0.6%)	Janus Triton (2.6%)	Small

*Fund shows as Small Cap Blend



403(b) PLAN – 1st QUARTER ANALYSIS

INVESTMENT	ASSETS	% ASSETS	LAST QTR	YTD	1 YR	3 YR	5 YR	1Q19 of 12	4Q18 of 12	3Q18 of 12	2Q18 of 12
Large Value											
W Invesco Diversified Dividend A	\$33,202	0.56%	11.53 (42)	11.53 (42)	6.82 (23)	6.55 (95)	6.94 (51)	6	7	5	5
Large Blend											
Principal Large Cap S&P 500 Index R5	\$52,524	0.88%	13.56 (34)	13.56 (34)	9.08 (26)	13.03 (31)	10.44 (19)	-	-	-	-
P American Funds Washington Mutual R3**		0.00%	10.25 (95)	10.25 (95)	8.22 (42)	12.35 (49)	9.34 (49)	8	9	11	11
Large Growth											
Pioneer Fundamental Growth A	\$57,246	0.96%	14.41 (77)	14.41 (77)	12.90 (30)	12.94 (80)	11.99 (48)	7	7	5	5
P T. Rowe Price Blue Chip Growth R**		0.00%	16.02 (50)	16.02 (50)	11.51 (47)	19.39 (10)	14.34 (11)	11	10	10	11
Mid-Cap Value											
American Century Mid Cap Value A**	\$45,605	0.76%	13.18 (65)	13.18 (65)	0.57 (48)	8.41 (56)	8.00 (9)	9	10	10	10
Mid-Cap Blend											
Principal MidCap S&P 400 Index R5	\$36,302	0.61%	14.44 (50)	14.44 (50)	2.20 (53)	10.75 (33)	7.80 (26)	-	-	-	-
Mid-Cap Growth											
MassMutual Select Mid Cap Growth R4**	\$38,272	0.64%	17.22 (71)	17.22 (71)	9.32 (50)	14.30 (53)	11.28 (21)	9	10	8	9
Small Value											
P Wells Fargo Special Small Cap Value A		0.00%	13.44 (22)	13.44 (22)	-0.87 (26)	10.29 (15)	6.69 (12)	10	10	10	10
Small Blend											
Principal SmallCap S&P 600 Index R5	\$36,242	0.61%	11.58 (83)	11.58 (83)	1.21 (38)	12.11 (27)	7.98 (10)	-	-	-	-
W Goldman Sachs Small Cap Value Svc	\$6,474	0.11%	12.36 (70)	12.36 (70)	-1.76 (70)	9.96 (54)	5.62 (59)	5	6	5	5
Small Growth											
Janus Henderson Triton S**	\$153,502	2.57%	17.41 (48)	17.41 (48)	6.06 (62)	15.86 (52)	11.68 (10)	8	10	9	10

Asset values as of 3/31/2019. Performance and scoring data as of 3/31/2019. The information presented in this document has been taken from multiple databases and is believed to be as accurate as possible. Scoring System is based on an evaluation of 12 different factors. Each factor is assessed using a pass or fail system. There are four areas being tested: Investment style (2 points), Performance (4 points), Risk (4 points), qualitative factors (2 points). The total score is the sum of the individual scores with the best possible score being 12 points. Score 10 – 12 = Suitable, 7 – 9 = Acceptable, 5 or fewer = watch list. These scores can be used to help evaluate an investment but should not be the sole source of information used to select and monitor investment.



INVESTMENT LINEUP

Core Menu: 15.0% Plan Assets

International Equity (1.5% of Plan Assets)			
Value	Blend	Growth	
		Oppenheimer International Growth (1.5%)	Large

Specialty (0.3% of Plan Assets)	
Principal Real Estate Securities (0.3%)	Real Estate



403(b) PLAN – 1st QUARTER ANALYSIS

INVESTMENT	ASSETS	% ASSETS	LAST QTR	YTD	1 YR	3 YR	5 YR	1Q19 of 12	4Q18 of 12	3Q18 of 12	2Q18 of 12
Foreign Large Blend											
P MFS Intl Diversification R3		0.00%	11.93 (13)	11.93 (13)	-0.42 (6)	9.61 (3)	4.85 (4)	10	11	11	11
Foreign Large Growth											
W Oppenheimer International Growth A	\$85,242	1.43%	11.33 (79)	11.33 (79)	-10.50 (93)	3.13 (96)	0.99 (94)	5	5	5	5
Specialty - Real Estate											
Principal Real Estate Securities R5	\$15,918	0.27%	17.35 (14)	17.35 (14)	18.25 (34)	7.01 (19)	10.02 (8)	11	11	11	11

Asset values as of 3/31/2019. Performance and scoring data as of 3/31/2019. The information presented in this document has been taken from multiple databases and is believed to be as accurate as possible. Scoring System is based on an evaluation of 12 different factors. Each factor is assessed using a pass or fail system. There are four areas being tested: Investment style (2 points), Performance (4 points), Risk (4 points), qualitative factors (2 points). The total score is the sum of the individual scores with the best possible score being 12 points. Score 10 – 12 = Suitable, 7 – 9 = Acceptable, 5 or fewer = watch list. These scores can be used to help evaluate an investment but should not be the sole source of information used to select and monitor investment.



INVESTMENT LINEUP

Core Menu: 15.0% Plan Assets

Cash Equivalents/Stable Value (5.3% of Plan Assets)

Principal Fixed Income Guaranteed Fund (5.3%)

Stable Value

Fixed Income (0.3% of Plan Assets)

Short-Term	Intermediate-Term	Long-Term	
	Western Asset Core Plus Bond A (0.3%)		Bonds



403(b) PLAN – 1st QUARTER ANALYSIS

INVESTMENT	ASSETS	% ASSETS	LAST QTR	YTD	1 YR	3 YR	5 YR	1Q19 of 12	4Q18 of 12	3Q18 of 12	2Q18 of 12
Money Market/Stable Value											
Principal Fixed Income Guaranteed Option	\$310,741	5.20%	n/a (na)	n/a (na)	n/a (na)	n/a (na)	n/a (na)	-	-	-	-
Intermediate-Term Bond											
Western Asset Core Plus Bond A**	\$14,494	0.24%	4.06 (8)	4.06 (8)	3.33 (83)	3.49 (9)	3.66 (4)	9	9	9	10

Asset values as of 3/31/2019. Performance and scoring data as of 3/31/2019. The information presented in this document has been taken from multiple databases and is believed to be as accurate as possible. Scoring System is based on an evaluation of 12 different factors. Each factor is assessed using a pass or fail system. There are four areas being tested: Investment style (2 points), Performance (4 points), Risk (4 points), qualitative factors (2 points). The total score is the sum of the individual scores with the best possible score being 12 points. Score 10 – 12 = Suitable, 7 – 9 = Acceptable, 5 or fewer = watch list. These scores can be used to help evaluate an investment but should not be the sole source of information used to select and monitor investment.



403(b) PLAN – 1st QUARTER ANALYSIS

INVESTMENT		MGR PEER	STYLE	5 YR R-SQ CAT	1 YR PEER	3 YR PEER	5 YR PEER	5 YR UP/DN CAT	3 YR INFO CAT	5 YR INFO CAT	3 YR BETA CAT	5 YR BETA CAT	NET EXP	SCORE OF 12
Large Value														
W	Invesco Diversified Dividend A	16.26	11.38	85.65	6.82	6.55	6.94	72.85/65.18	-0.97	-0.17	0.74	0.71	0.81	6
	Russell 1000 Value TR USD	-	-	-	5.67	10.45	7.72	-	-	-	-	-	-	-
	Peer Group Median (50th Percentile)	7.92	-	94.09	4.00	10.05	6.96	96.65/100.04	-0.12	-0.25	1.01	1.00	0.90	-
Large Blend														
P	Principal Large Cap S&P 500 Index R5	2.67	0.90	99.73	9.08	13.03	10.44	98.76/99.47	-0.99	-0.32	0.99	0.99	0.41	-
	American Funds Washington Mutual R3	21.76	7.15	94.72	8.22	12.35	9.34	87.93/90.06	-0.37	-0.47	0.82	0.87	0.94	8
	Russell 1000 TR USD	-	-	-	9.30	13.52	10.63	-	-	-	-	-	-	-
	Peer Group Median (50th Percentile)	8.25	-	95.10	7.52	12.26	9.27	94.36/101.78	-0.59	-0.60	0.99	0.99	0.85	-
Large Growth														
P	Pioneer Fundamental Growth A	12.22	12.15	93.15	12.90	12.94	11.99	87.63/88.59	-0.99	-0.44	0.80	0.85	1.09	7
	T. Rowe Price Blue Chip Growth R	25.77	9.10	90.18	11.51	19.39	14.34	103.71/100.23	0.66	0.19	1.05	1.06	1.23	11
	Russell 1000 Growth TR USD	-	-	-	12.75	16.53	13.50	-	-	-	-	-	-	-
	Peer Group Median (50th Percentile)	9.34	-	92.12	11.21	15.58	11.85	94.63/104.25	-0.37	-0.54	0.99	0.99	0.95	-

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403(b) PLAN – 1st QUARTER ANALYSIS

INVESTMENT	MGR PEER	STYLE	5 YR R-SQ CAT	1 YR PEER	3 YR PEER	5 YR PEER	5 YR UP/DN CAT	3 YR INFO CAT	5 YR INFO CAT	3 YR BETA CAT	5 YR BETA CAT	NET EXP	SCORE OF 12
Small Value													
P Wells Fargo Special Small Cap Value A	17.17	11.56	95.80	-0.87	10.29	6.69	94.53/88.89	-0.16	0.32	0.91	0.90	1.31	10
Russell 2000 Value TR USD	-	-	-	0.17	10.86	5.59	-	-	-	-	-	-	-
Peer Group Median (50th Percentile)	9.33	-	93.81	-3.04	8.27	4.58	90.27/94.97	-0.72	-0.30	0.97	0.95	1.15	-
Small Blend													
Principal SmallCap S&P 600 Index R5	2.67	10.37	97.59	1.21	12.11	7.98	98.28/93.69	-0.35	0.37	1.02	0.97	0.42	-
W Goldman Sachs Small Cap Value Svc	12.26	9.79	96.51	-1.76	9.96	5.62	85.30/90.07	-0.91	-0.45	0.91	0.90	1.44	5
Russell 2000 TR USD	-	-	-	2.05	12.92	7.05	-	-	-	-	-	-	-
Peer Group Median (50th Percentile)	7.53	-	95.04	0.30	10.27	6.00	88.00/93.30	-0.79	-0.32	0.96	0.93	1.10	-
Foreign Large Blend													
P MFS Intl Diversification R3	0.58	9.29	90.89	-0.42	9.61	4.85	90.89/76.88	0.41	0.62	0.89	0.86	1.12	10
MSCI EAFE NR USD	-	-	-	-3.71	7.27	2.33	-	-	-	-	-	-	-
Peer Group Median (50th Percentile)	6.73	-	91.09	-5.66	6.57	1.93	89.87/93.21	-0.50	-0.18	0.98	0.92	0.98	-
Foreign Large Growth													
W Oppenheimer International Growth A	23.03	10.77	90.72	-10.50	3.13	0.99	86.91/105.26	-1.56	-0.82	1.02	0.97	1.10	5
MSCI ACWI Ex USA Growth NR USD	-	-	-	-3.05	8.42	4.01	-	-	-	-	-	-	-
Peer Group Median (50th Percentile)	7.18	-	89.86	-3.98	7.77	3.57	92.19/93.09	-0.18	-0.13	0.99	0.95	1.05	-

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LEGISLATIVE & REGULATORY UPDATE



LEGISLATIVE & REGULATORY UPDATE

SECURE/RESA Act:

- Expanding access to multiple employer plans (MEPs) and other retirement plan options
- Improving the effectiveness of and reducing the cost of furnishing required notices and disclosures. (Within 1 year of this order -August 31, 2019)
- Updating life expectancy and distribution period tables for purposes of required minimum distribution rules. (Within 180 days of this order –February 27, 2019) – RMD's to begin at 72 (Currently 70 ½)
- Lifetime Income Provider Selection Safe Harbor

IRS Private Letter Ruling:

- \$1.3 trillion dollars of student loan debt obligations in the U.S.
- IRS is allowing a new employer-provided student loan repayment benefit offered through an employer's 401(k) plan.





ADDITIONAL DISCUSSION ITEMS



ADDITIONAL DISCUSSION ITEMS

- **InCharge Debt Solutions**
 - Local Non-Profit focused on community financial wellness
 - Jorge Pereira & InCharge Debt Solutions on site meetings scheduled
 - *June 10th 11, 12, 13, 19*
 - Curriculum focused on Debt counseling, Debt consolidation & overall financial wellness



FINANCIAL WELLNESS

CREATING A FINANCIALLY FIT COMMUNITY

The 4.01k Race for Financial Fitness™ is our **passion project**. We believe in being good corporate citizens and that every kid deserves a fair shot at a strong financial future, which is why we work with organizations such as Junior Achievement and Boys & Girls club to help support this mission.

7

Cities joined the race to help empower kids in their community

2,500

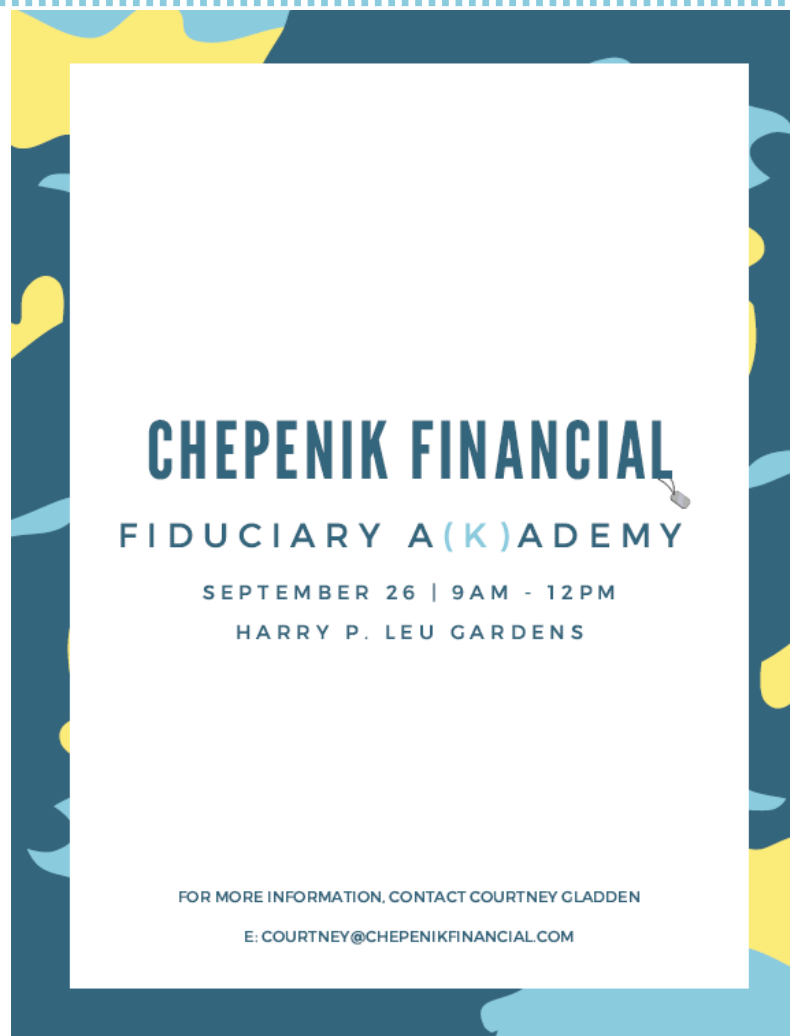
Runners and walkers stepped up to support their cities

\$250,000

Was donated to local financial literacy programs for children



STAY TUNED!
WE'RE BRINGING BACK OUR FIDUCIARY BOOTCAMP
WITH A NEW TWIST



We are Award-winning advisors for bringing insight & innovation both as a team and as individuals within the industry.



planadviser's **2019**
TOP 100
RETIREMENT PLAN ADVISERS



Top
Financial
Advisers
2018

FT 401 Ranking September 2018



PSCA
2018 Signature Award



PLANSponsor
RETIREMENT
PLAN ADVISER
LARGE TEAM
of the YEAR
2019



The **401kWire**



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Jason Chepenik
Jason@chepenikfinancial.com

Investment advice offered through Resources Investment Advisors, Inc., an SEC-registered investment adviser. Resources Investment Advisors, Inc. and Chepenik Financial are not affiliated with Triad Advisors, LLC.



CareerSource Central Florida
Budget Versus Actual Report
As of 04/30/19

CSCF Budget FY 2018 - 2019			INDIRECT COST													Special Grants/ Other Awards	UNRESTRICTED		
Funding Sources	Total Revenue			RESEA 119	WIOA Adult 20	Youth 22	WIOA DW 30	WT 60	TAA 81	SNAP 85	WP 90	DVOP 94	UC 96	LVER 98					
Carry In Funds From FY 17 - 18	11,048,130			-	3,088,550	2,964,814	-	581,577	-	-	441,320	-	-	-		3,971,869		Actual Expenditures	% of Expenditures
FY 18 - 19 Award	26,415,505			528,000	4,844,403	4,667,941	5,194,940	6,974,230	250,000	934,555	1,941,764	150,232	246,318	113,842		569,280	220,000		
Award Total - Available Funds	37,463,635			528,000	7,932,953	7,632,755	5,194,940	7,555,807	250,000	934,555	2,383,084	150,232	246,318	113,842		4,541,149	220,000		
LESS planned Carryover For FY 19 - 20	(6,263,636)			-	(1,479,460)	(2,000,000)	(2,298,735)		-	-	(485,441)	-	-						
Total Available Funds Budgeted	31,200,000			528,000	6,453,493	5,632,755	2,896,205	7,555,807	250,000	934,555	1,897,643	150,232	246,318	113,842		4,541,149	220,000		
PROGRAM	Authorized Budget																		
Salaries/Benefits	13,378,000		1,222,881	331,669	2,568,240	1,808,007	277,362	2,202,655	8,386	525,164	339,195	150,951	71,067	96,010		745,560	63,823	10,410,969	77.8%
Program Services	13,000,000		24,926	4,412	3,386,322	2,206,910	486,772	2,204,822	94,255	7,359	21,757	6,062	981	4,507		1,118,145	7,148	9,574,380	A 73.6%
Professional Services	670,000		275,572	4,407	34,220	22,216	3,677	28,425	453	7,696	23,050	6,543	1,124	4,646		9,088	27	421,142	62.9%
Outreach	282,000		29,830	5,724	45,982	29,007	4,592	36,819	683	9,786	27,322	7,843	1,066	6,084		19,226	3,717	227,681	80.7%
Infrastructure/Maintenance & Related Cost	2,400,000		144,219	20,916	167,528	107,523	15,838	130,811	2,593	35,776	1,352,963	28,678	4,023	29,875		49,171	84,468	2,174,381	90.6%
IT Cost/Network Expenses	1,165,000		71,332	18,078	155,200	109,965	17,748	126,969	3,553	35,135	132,937	29,839	3,753	20,490		45,071	395	770,463	66.1%
Staff Development & Capacity Building	305,000		30,439	2,945	44,354	19,621	2,523	20,633	378	8,008	15,606	4,769	690	3,265		6,483	27,277	186,992	61.3%
Indirect Cost (10%)			(1,981,418)	36,704	606,167	403,607	78,961	461,304	10,848	59,433	65,678	21,823	7,862	14,653		207,032	11,009		
EXPENDITURES	31,200,000		(182,218)	424,856	7,008,013	4,706,855	887,472	5,212,438	121,148	688,355	1,978,509	256,507	90,566	179,530		2,199,776	197,863	23,766,008	76.2%
FUNDING DECISIONS	-		8,886	-	(618,983)	36,779	548,650	-	-	-	159,839	(99,301)	-	(60,538)		90,364	(65,697)	90,364	
TOTAL BUDGET/EXPENDITURES	23,766,008		(173,332)	424,856	6,389,031	4,743,635	1,436,122	5,212,438	121,148	688,355	2,138,348	157,206	90,566	118,992		2,290,140	132,166	23,766,008	76.2%
TOTAL AVAILABLE FUNDS	7,433,991		173,332	103,144	64,462	889,120	1,460,083	2,343,370	128,852	246,200	(240,705)	(6,974)	155,752	(5,150)		2,250,999	87,833		
% OF FUNDS EXPENDED BY GRANT	76.2%			80.5%	99.0%	84.2%	49.6%	69.0%	48.5%	73.7%	112.7%	104.6%	36.8%	104.5%		50.4%	60.1%		
% OF FUNDS EXPENDED (INCLUDING OBLIGATIONS)	80.9%																		
TRAINING OBLIGATIONS	\$		% of Budget																
Training Expenditures as of 04/30/19	9,574,380	A	73.6%	A - The states mandates that 50% of total WIOA adult and dislocated worker funds are spent in client intensive training activities.															
Obligations (Training not yet billed by vendors)	1,466,246		10.8%																
Total Training & Expenditures	11,040,626		81.2%	B - The state mandates that total administrative cost are not to exceed 10% of total cost.															
	ACTUAL		TARGET																
ITA % (Adult DW)	54.3%		50.0%																
ITA% (Youth)	19.9%		20.0%																
ADMINISTRATIVE COST %	9.0%		10.0%																

CareerSource Central Florida
Current Year Budget and 2 yr Expenditure Comparison
As of 04/30/19

	CY	PY	\$	%
Funding Sources	Revenue	Revenue	Difference	Difference
Carry In Funds From FY 17 - 18	11,048,130	5,657,409	5,390,721	
FY 18 - 19 Award	26,415,505	33,365,447	(6,949,942)	
Award Total - Available Funds	37,463,635	39,022,856	(1,559,221)	
LESS planned Carryover For FY 19 - 20	(6,263,635)	(8,448,540)	2,184,905	
Total Available Funds Budgeted	31,200,000	30,574,316	625,684	2.0%

	Budget	CY Expenditures	PY Expenditures	\$ Difference	% Difference
Salaries/Benefits	13,378,000	10,410,969	9,752,007	658,962	6.8%
Career & Youth Services	13,000,000	9,574,380	7,565,172	2,009,207	26.6%
Professional Fees	670,000	421,142	700,206	(279,063)	-39.9%
Outreach	282,000	227,681	122,903	104,778	85.3%
Infrastructure/Maintenance & Related Cost	2,400,000	2,174,381	1,965,145	209,235	10.6%
IT Cost/Network Expenses	1,165,000	770,463	684,820	85,643	12.5%
Staff Development & Capacity Building	305,000	186,992	153,288	33,704	22.0%
TOTAL EXPENDITURES	31,200,000	23,766,007	20,943,542	2,822,466	13.5%

	BUDGET	CY ACTUAL	PY ACTUAL
ITA %	50.0%	54.3%	55.0%
ADMINISTRATIVE COST %	10.0%	9.0%	9.0%

DRAFT
PROPOSED ANNUAL BUDGET:
JULY 1, 2019 – JUNE 30, 2020
FINANCE COMMITTEE

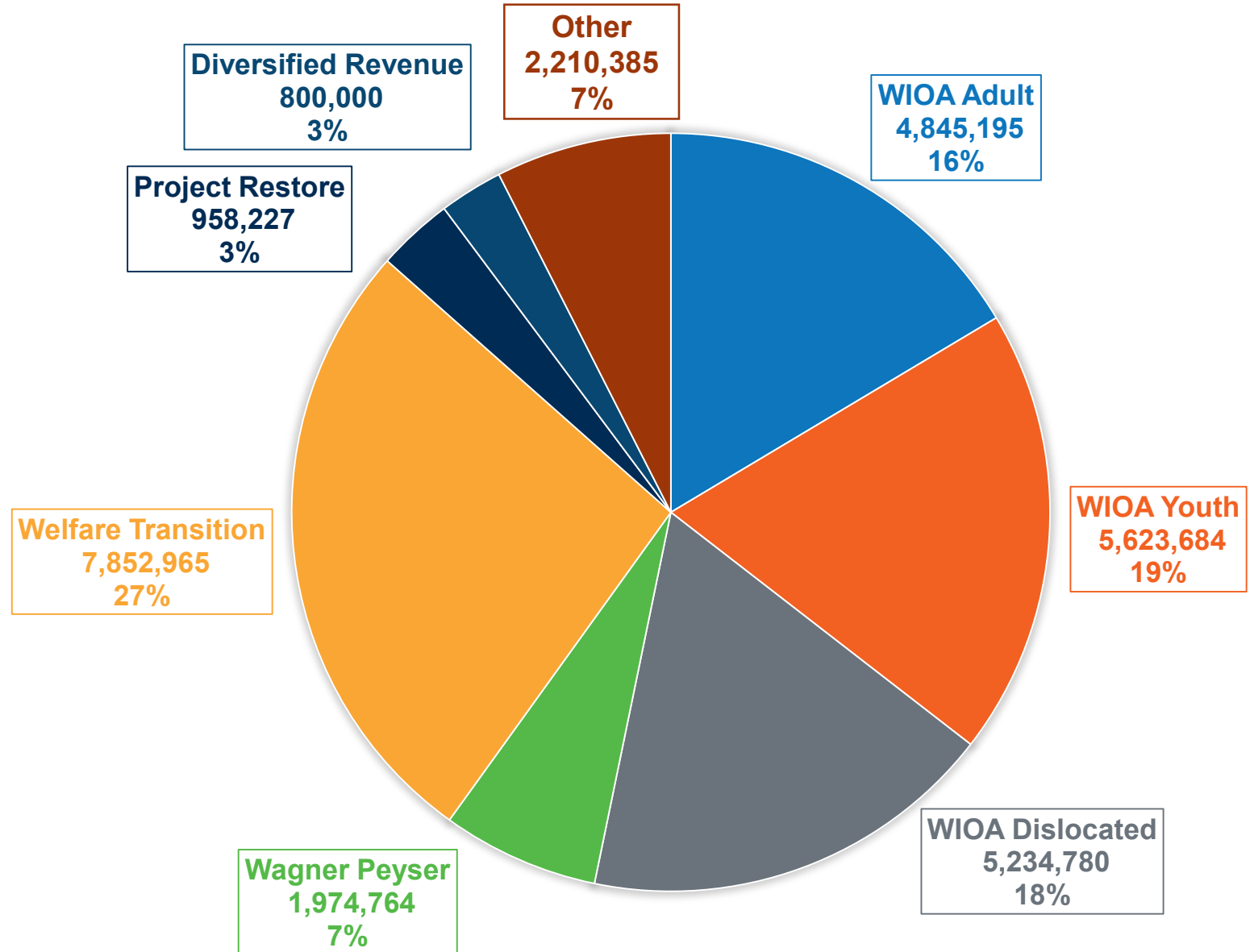
FINANCE COMMITTEE BUDGET REVIEW

JUNE 6, 2019

- **Full-Year Budget 2019-2020**
- **Budget Strategy - Talent Solutions**
- **General & Administrative**
- **Summary**

BUDGET OVERVIEW

REVENUE SOURCES



- Workforce Innovation Opportunity Act (WIOA)
- Includes WIOA Grant Funding



BUDGET STRATEGY

\$29.5M

Annual Budget Projections

There is a 5.4% decrease in the overall CSCF budget from previous years due to a decrease in WIOA adult and youth allocations. The reduction in budget is being absorbed by a reduction in reserves, a decrease in support services, and staff realignment.

The target goal is to earmark about 80% of the overall budget to the delivery of talent solution services and 20% to general and administrative costs. The budget accounts for the state requirement of 50% of the Workforce Innovation & Opportunity Act (WIOA) Adult and Dislocated Worker funds, and 20% of WIOA Youth funds are spent on customer training.

Budget Allocation

- Talent Solutions
 - Engage the Talent Pool
 - Implement Talent Strategies
- General & Administrative Allocations
 - CSCF negotiated employee health benefits, which resulted in an nominal increase of 5% of current cost based on market rate, and will not impact employee costs or plan structure for the program year.
 - The proposed budget for salaries will reflect a 3% merit increase average overall. Merit increases are awarded based upon achievement of annual performance goals.
 - The total amount budgeted for administrative cost will be to not exceed 8%, lower than the state allowable cap of 10%.

Total Expense	\$29,500,000	100%
TALENT SOLUTIONS	\$24,125,000	81.8%
GENERAL & ADMIN	\$5,375,000	18.2%

CSCF BUDGET ALLOCATION: FULL YEAR 2019 – 2020

\$29.5M

Budget Allocations	Budget	% of Expenditure
Talent Solutions - Engage the Talent Pool		
Talent Solution Consultants	8,930,000	
Staff Development (CareerSourcers)	355,000	
Career Seekers Support & Incentives	500,000	
Facilities, Maintenance & Related Cost	1,925,874	
Total Talent Solutions - Engage the Talent Pool	11,710,874	39.7%
Talent Solutions – Implement Talent Solutions		
Business Consultants	1,545,000	
Training Investment	10,000,000	
Contracted Services	500,000	
Facilities, Maintenance & Related Cost	369,126	
Total Talent Solutions - Implement Talent Solutions	12,414,126	42.1%
Staff Supporting Talent Solutions	2,880,000	9.8%
Strategic Communications	450,000	1.5%
Facilities, Maintenance & Related Cost	405,000	1.4%
G&A Contracted Services	440,000	1.5%
IT Cost/Network Expenses	1,200,000	4.1%
TOTAL EXPENDITURES	29,500,000	100.0%

TALENT SOLUTIONS	
\$24,125,000	81.8%

GENERAL & ADMIN COST	
\$5,375,000	18.2%

CSCF BUDGET ALLOCATION: YEAR-OVER-YEAR COMPARISON

2018-2019 VERSUS 2019-2020

Budget Allocations	FY 2019/2020	FY 2018/2019	DIFFERENCE	%
Talent Solutions - Engage the Talent Pool				
Talent Solution Consultants	8,930,000	9,245,000	(315,000)	
Staff Development (CareerSourcers)	355,000	305,000	50,000	
Career Seekers Support & Incentives	500,000	1,500,000	(1,000,000)	
Facilities, Maintenance & Related Cost	1,925,874	1,729,949	195,925	
Total Talent Solutions - Engage the Talent Pool	11,710,874	12,779,949	(1,069,075)	-9.1%
Talent Solutions - Analyze the Business/Implement Talent Strategies				
Business Consultants	1,545,000	1,480,000	65,000	
Training Investment	10,000,000	10,300,000	(300,000)	
Contracted Services	500,000	1,200,000	(700,000)	
Facilities, Maintenance & Related Cost	369,126	316,751	52,375	
Total Talent Solutions - Analyze the Business	12,414,126	13,296,751	(882,625)	-7.1%
Staff Supporting Talent Solutions	2,880,000	2,653,000	227,000	
Strategic Communications	450,000	282,000	168,000	
Facilities, Maintenance & Related Cost	405,000	353,299	51,701	
G&A Contracted Services	440,000	670,000	(230,000)	
IT Cost/Network Expenses	1,200,000	1,165,000	35,000	
TOTAL EXPENDITURES	29,500,000	31,200,000	(1,700,000)	-5.8%

TALENT SOLUTIONS COST	
FY 2019/2020	FY 2018/2019
\$ 24,125,000	\$ 26,076,701
81.8%	83.6%

GENERAL & ADMIN COST	
FY 2019/2020	FY 2018/2019
\$ 5,375,000	\$ 5,123,299
18.2%	16.4%

DIVERSIFIED REVENUE

UNRESTRICTED REVENUE

REVENUE

BUDGET

Unrestricted Balance As of April 2019 \$ 706,654

Additional Revenue - May & June 2019 \$ 85,000

*Ticket to Work Projected Revenue \$ 220,000

TOTAL PROJECTED REVENUE \$ 1,011,654

EXPENDITURES

Board Retreat & Associated Cost \$ 10,000

Annual All Staff Meeting \$ 20,000

Business Service/Community Relations
Activities/Incidentals \$ 60,000

Ticket to Work- Staff and OH Cost (1FTE) \$ 70,000

TOTAL PROJECTED EXPENDITURES \$ 160,000

Earmark \$90K of discretionary funds for activities that align with CSCF's business strategy which are not allowed under grant funding.

PROJECTED BALANCE AT 06/30/20 - (ROUNDED) \$ 851,600

* Diversified Revenue

➤ Ticket to Work Projected Revenue + Total Projected Revenue = \$800,000

RESTRICTED REVENUE

REVENUE

BUDGET

Municipalities Funding \$ 145,000

Business Investment \$ 145,000

Grant Revenue \$ 290,000

***TOTAL PROJECTED REVENUE \$ 580,000**

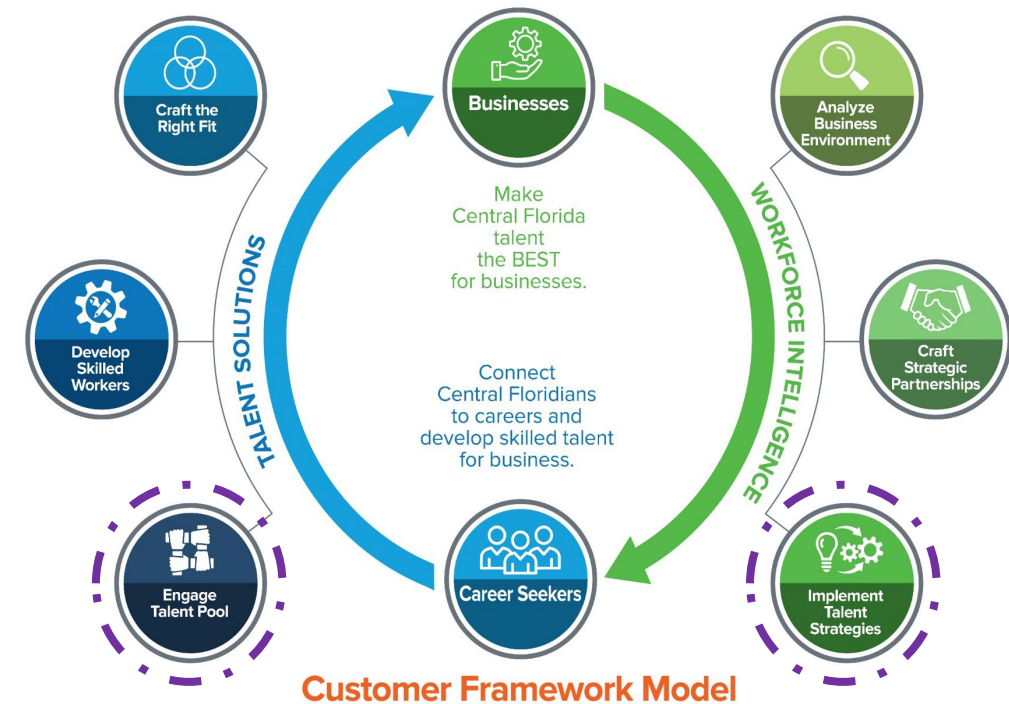
BUDGET STRATEGY

CSCF STRATEGIC PRIORITIES

DIVERSIFY REVENUE STREAMS TO
ADJUST FOR VARIABLES IN
FEDERAL FUNDING

DELIVER TALENT SOLUTIONS TO IGNITE
POTENTIAL

DELIVER TALENT ACQUISITION STRATEGIES
FOR BUSINESSES IN SIX HIGH GROWTH
INDUSTRIES



REVENUE DIVERSIFICATION

DIVERSIFY REVENUE STREAMS TO ADJUST FOR
VARIABLES IN FEDERAL FUNDING

GOAL

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

KEY PERFORMANCE METRICS

- ✓ Generate 10% of Annual Allocation Revenue (\$2.5M Dollars) by End of 2022 Fiscal Year
- ✓ Generate \$800K in Diversified Revenue

ENGAGE THE TALENT POOL

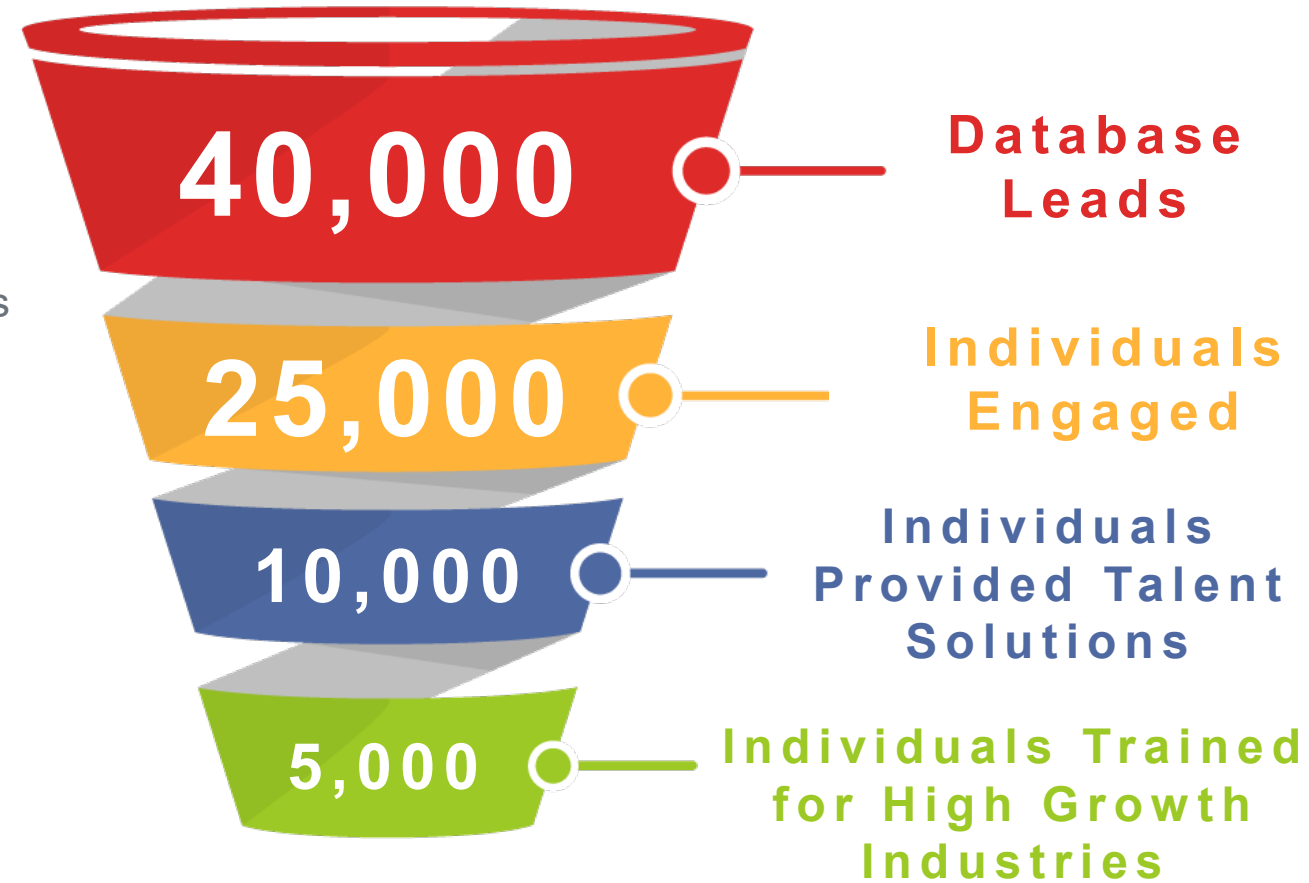
DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

GOAL

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

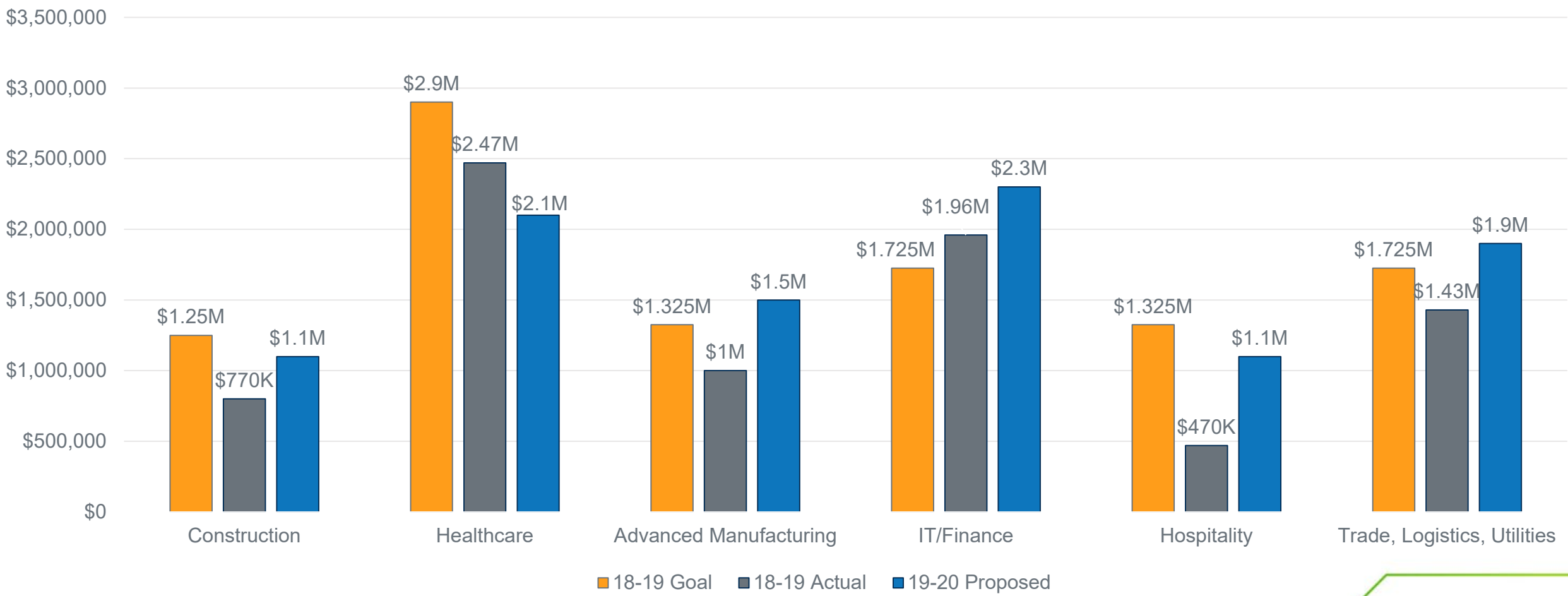
KEY PERFORMANCE METRICS

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



TRAINING INVESTMENTS

\$10M

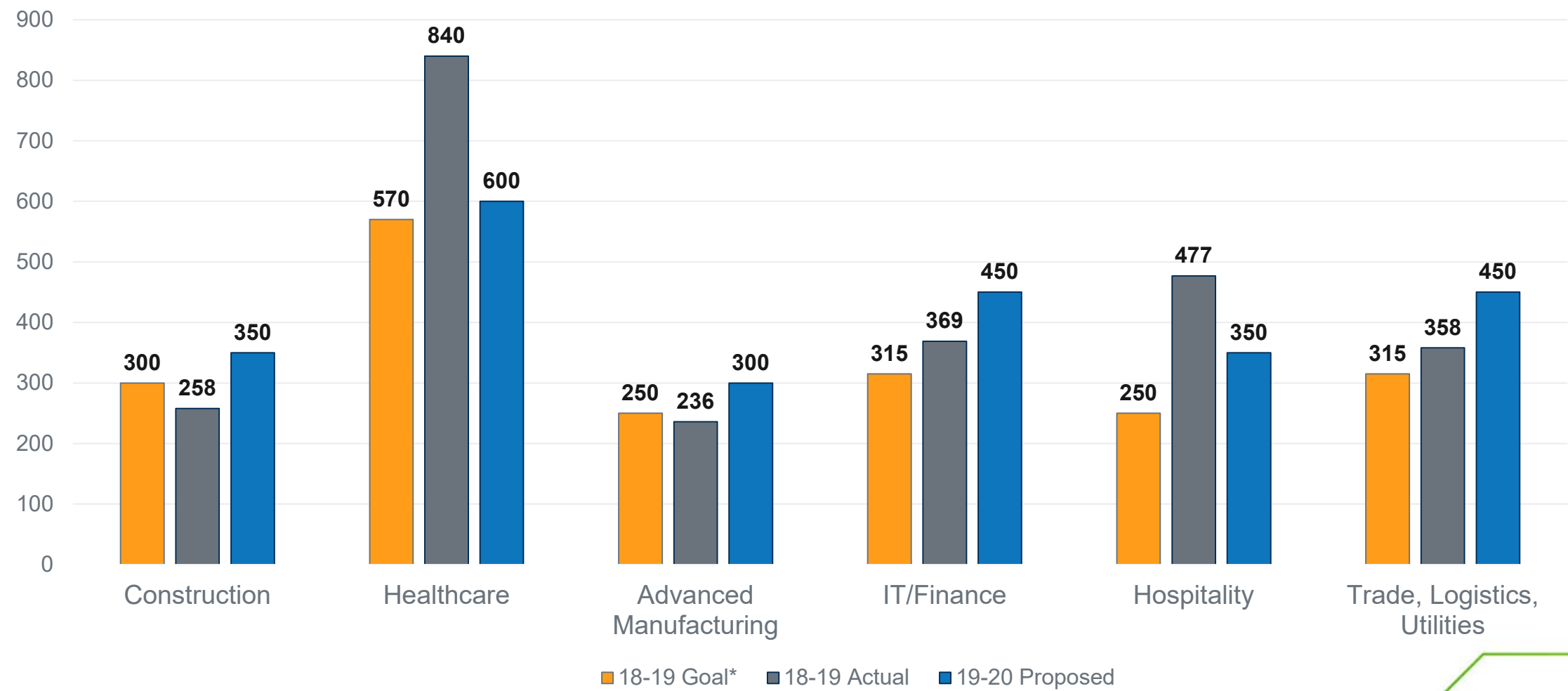


Adjusted Training Investment Model Approved By Board, December 2018



TRAINING ENROLLMENT

2,500 New ENROLLMENTS



*Adjusted Training Investment Model Approved By Board, December 2018



IMPLEMENT TALENT STRATEGIES

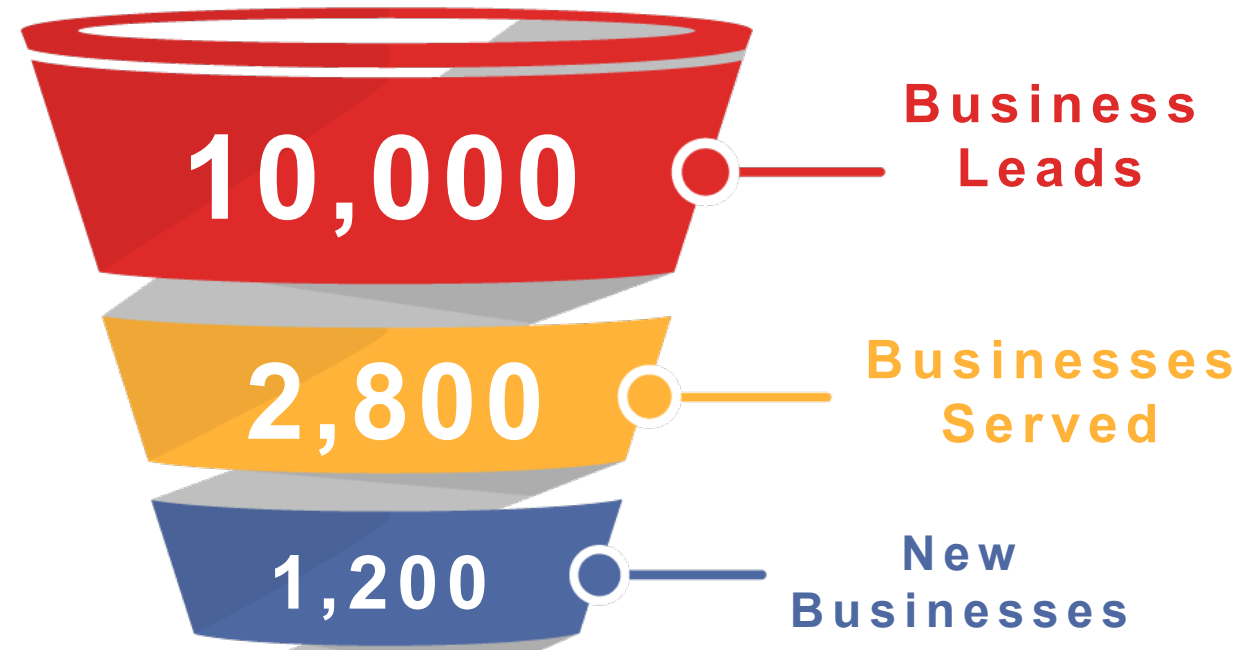
DELIVER TALENT ACQUISITION STRATEGIES FOR BUSINESSES IN HIGH GROWTH INDUSTRIES

GOAL

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

KEY PERFORMANCE METRICS

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



General & Administrative

GENERAL & ADMIN: FULL YEAR 2019 – 2020

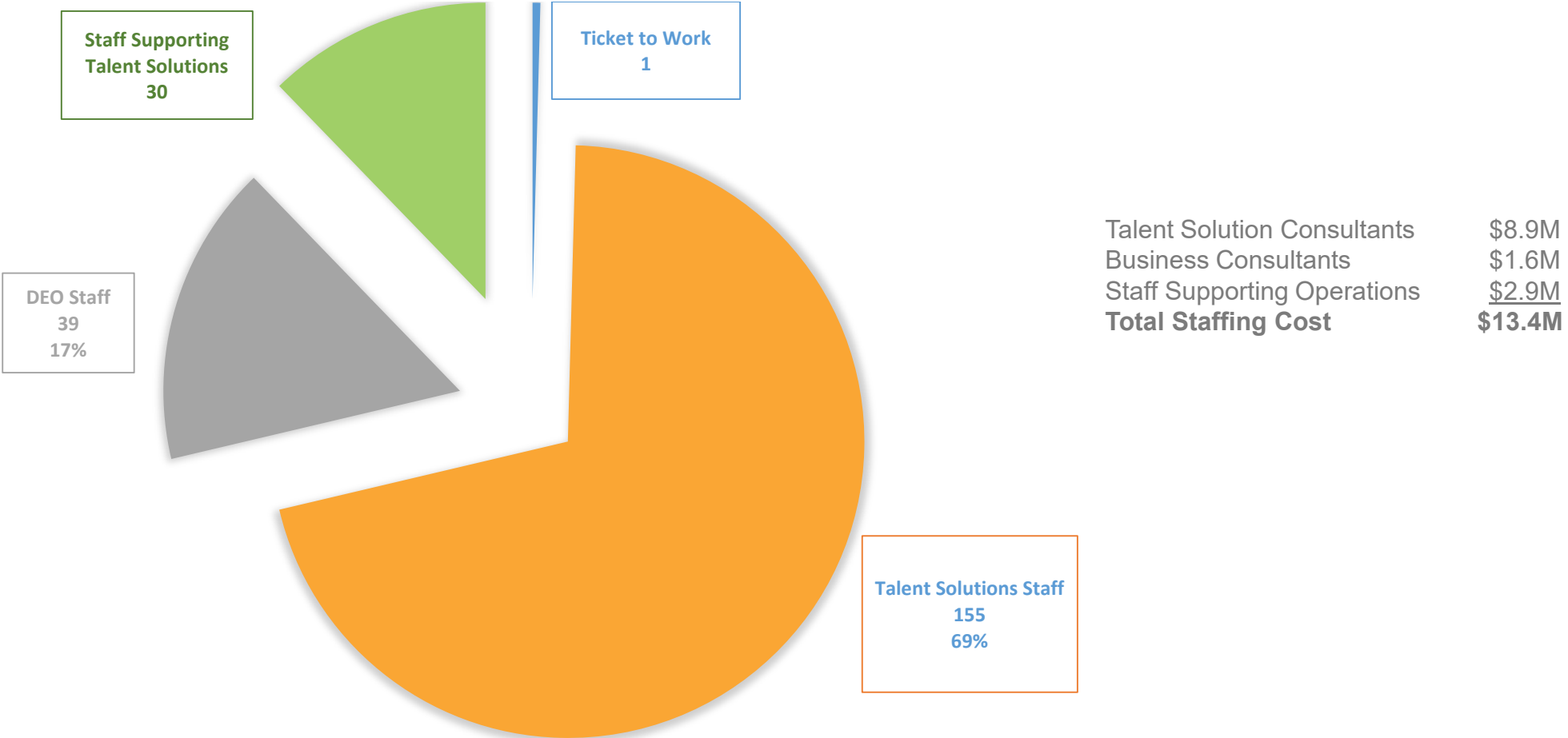
\$5.375M

Staff Supporting Operations	2,880,000	9.8%
Strategic Communications	450,000	1.5%
Facilities, Maintenance & Related Cost	405,000	1.4%
G&A Contracted Services	440,000	1.5%
IT Cost/Network Expenses	1,200,000	4.1%

GENERAL & ADMIN COST	
\$ 5,375,000	18.2%

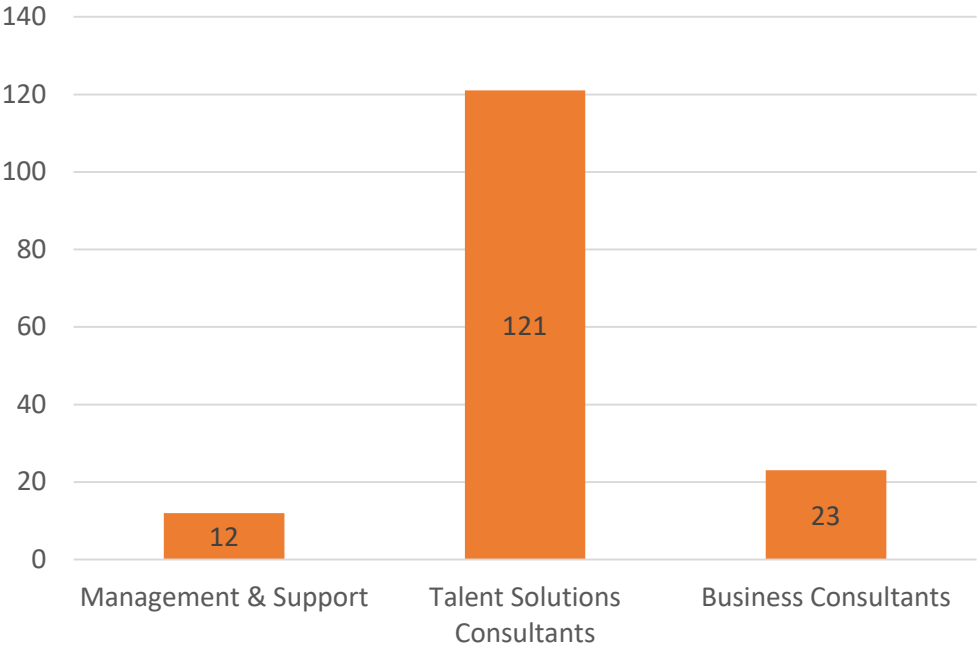
CSCF STAFF SUPPORTING TALENT SOLUTIONS

\$13.4M

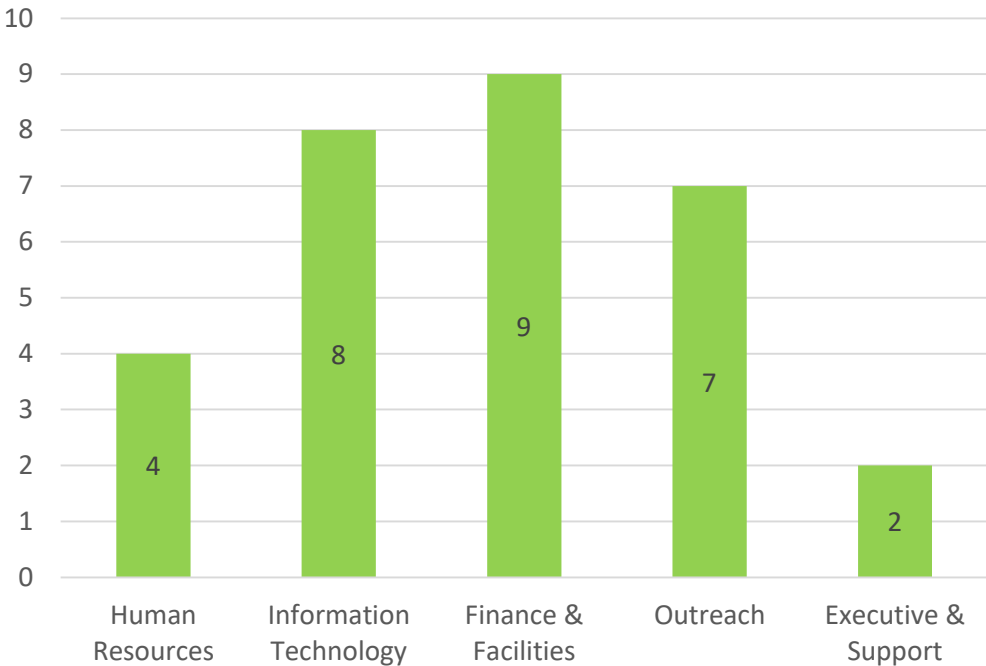


- Proposed Budget for Salaries Reflects a 3% Merit Increase
- Total Amount Awarded for Merits Will Not Exceed 3% of Salaries
- Merit Increases are Awarded Based Upon Achievement of Annual Performance Goals

CSCF STAFF BLEND



\$10.5M Talent Solutions Delivery
156 FTEs



\$2.9M General & Administrative
30 FTEs

CSCF STAFF & SALARY: FULL YEAR-OVER-YEAR COMPARISON

	<u>FY 2019/2020</u>	<u>FY 2018/2019</u>	<u>FY 2018/2018</u>
TOTAL STAFF	186	198	185
TALENT SOLUTIONS	156	169	156
G&A SUPPORT	30	29	29
DEO	39	39	40
 TOTAL SALARIES	 \$ 13,355,000	 \$ 13,378,000	 \$ 12,220,500
 BUDGET	 \$ 29,500,000	 \$ 31,200,000	 \$ 26,800,000
 % OF SALARIES TO TOTAL BUDGET	 45%	 43%	 46%

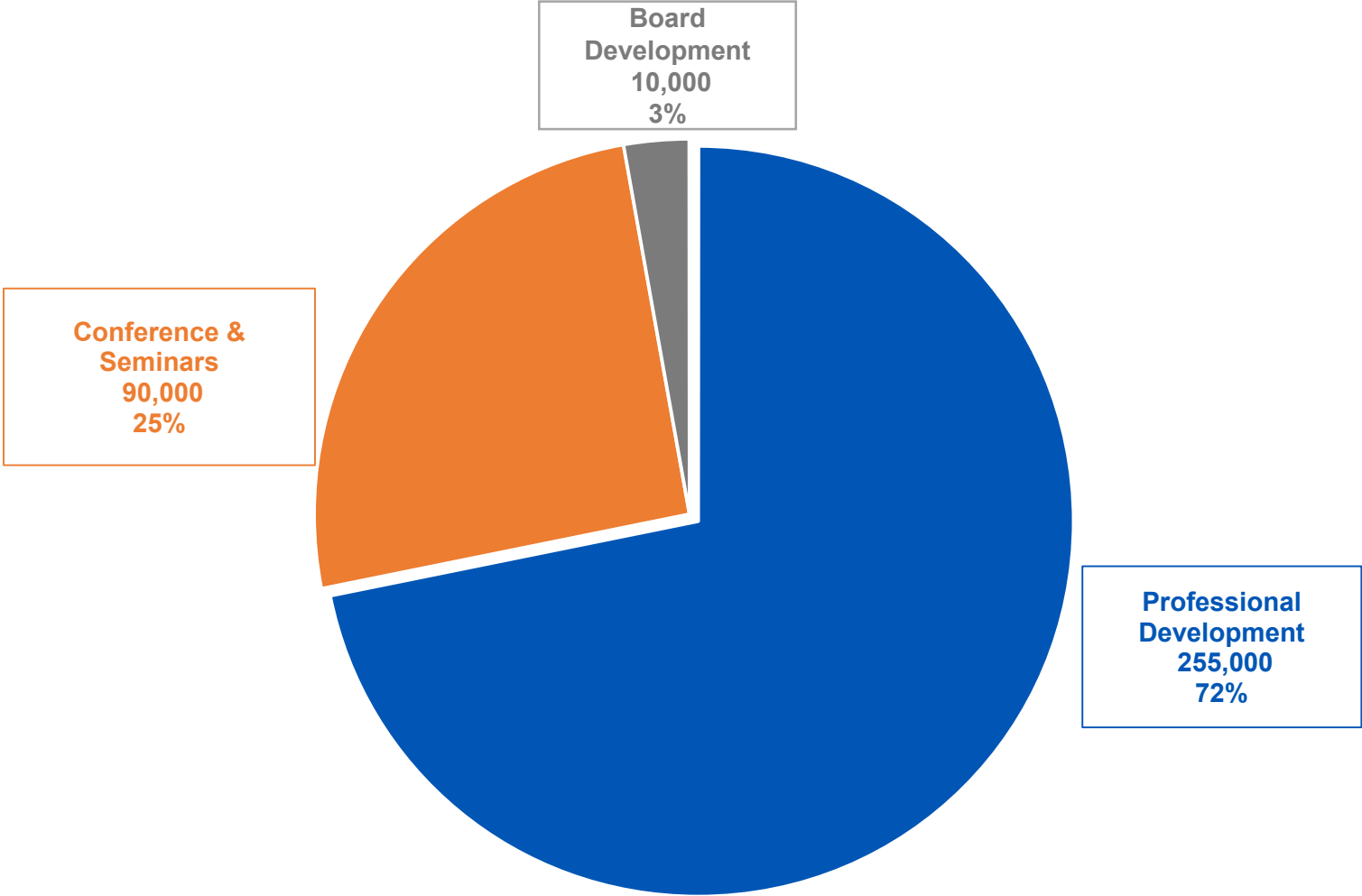
Variables:

- Merit increases and position re-classification
- Increase in staffing mix due to national emergency grant



CSCF STAFF TRAINING & DEVELOPMENT (CAREERSOURCERS)

\$355K



CSCF TRAINING & DEVELOPMENT

Create CareerSourcers Culture

Goal

Align Training & Development Priorities to Key CSCF Values

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

Key Performance Outcomes

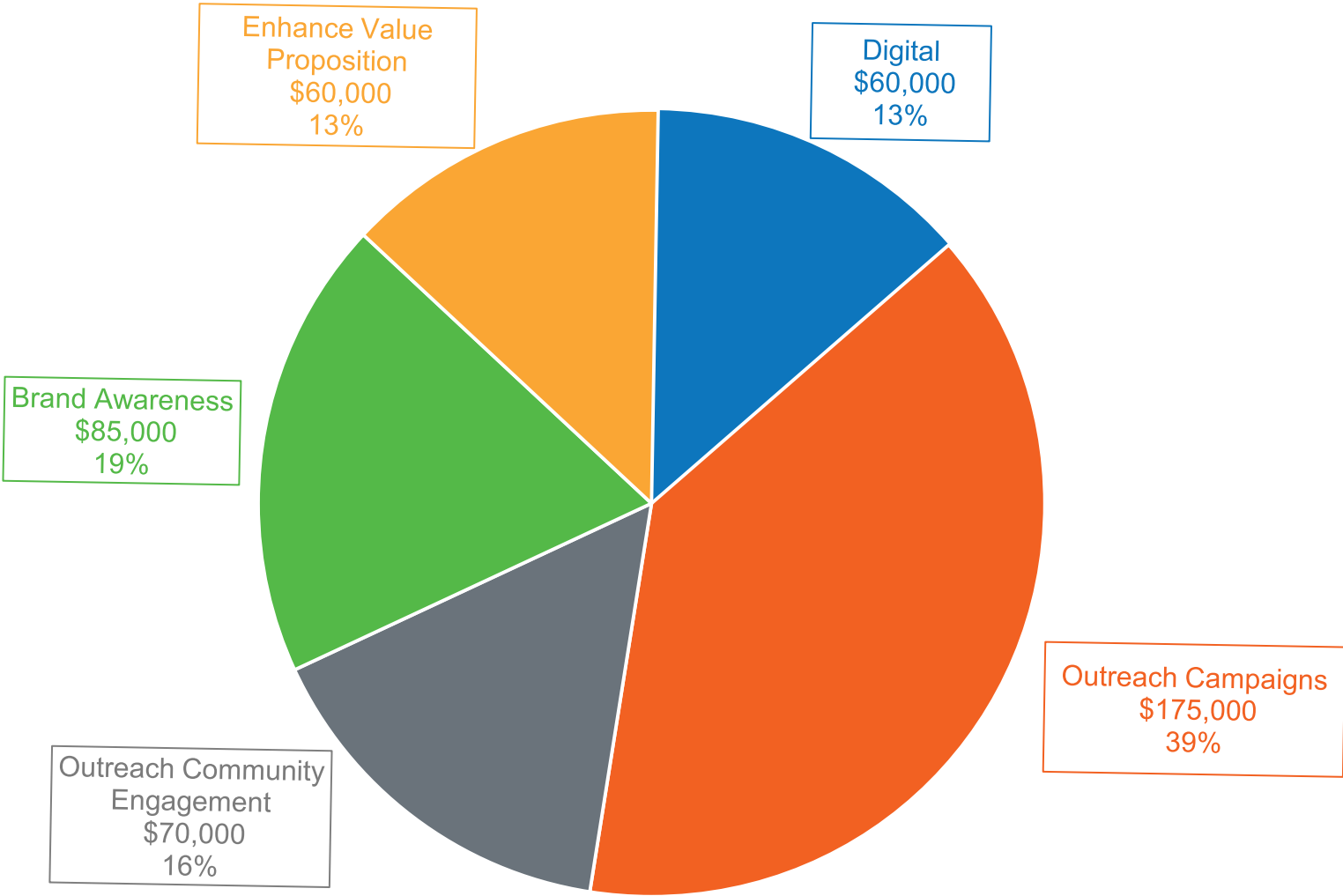
- ✓ Improve Job Performance and Ensure Compliance
- ✓ Talented and Effective Leaders
- ✓ Elevate Emotional Intelligence and Increase Adoption of “CareerSourcer” Attributes
- ✓ Ensure New CSCF Staff are Acclimated into Culture Effectively



Training & Development Priorities

STRATEGIC COMMUNICATIONS BUDGET

\$450K



STRATEGIC COMMUNICATIONS STRATEGY

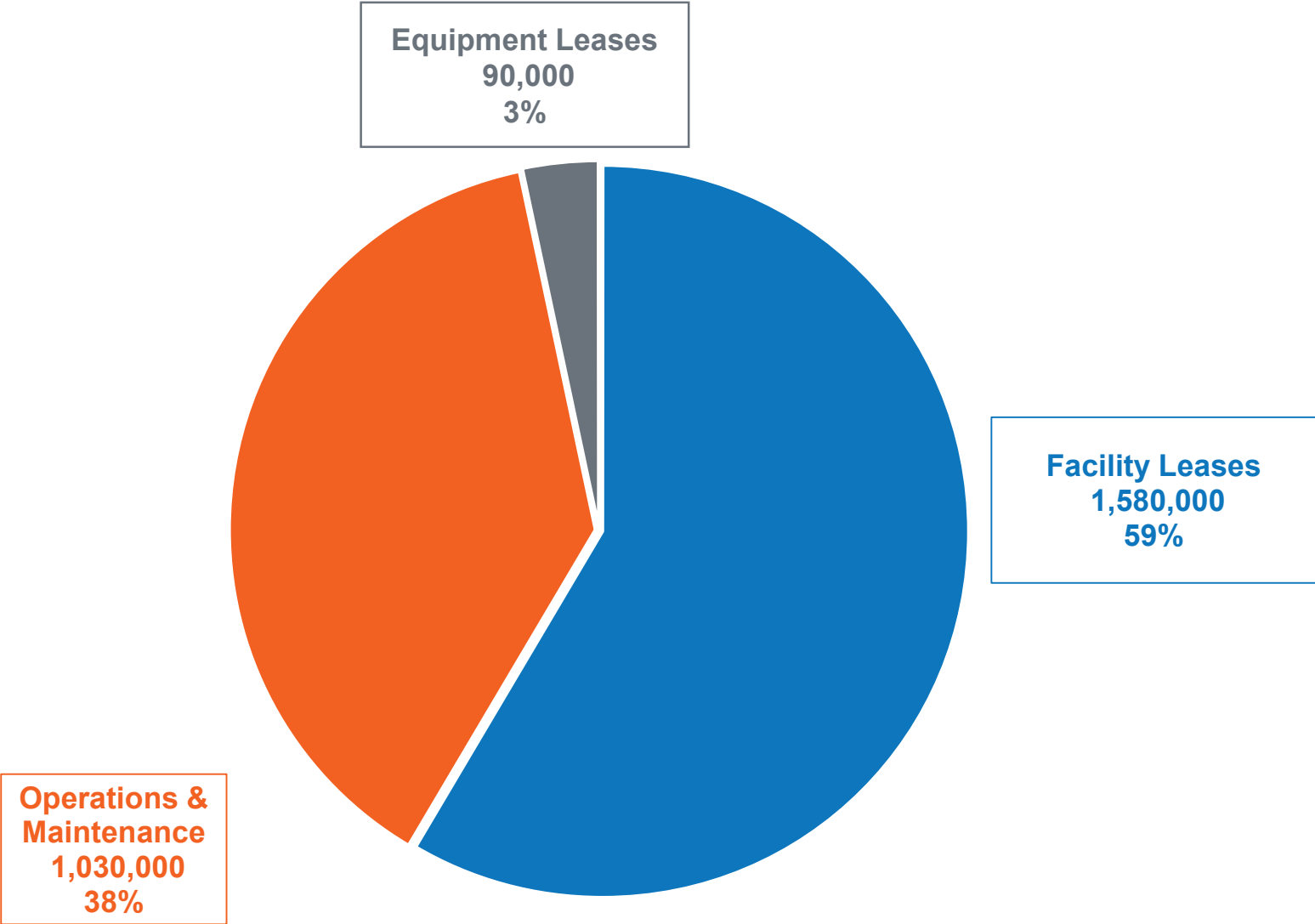
- **ENGAGE THE TALENT POOL**

- Drive Awareness and Engagement of CSCF Talent Solutions to Employees and Customers Before, During and After Interactions through:
 - Email Marketing
 - Social Media Engagement
 - Marketing Campaigns
 - Public Relations
 - Internal Communications

- **IMPLEMENT TALENT SOLUTIONS**

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

FACILITIES, MAINTENANCE & RELATED COSTS



FACILITIES

(1) Lake (Lake Sumter SC)	
Total Square Foot	11,669
Annual Rental Cost	\$154,882
Expiration Date	5/31/2023

(2) Seminole	
Total Square Foot	10,031
Annual Rental Cost	\$142,134
Expiration Date	4/30/2021

(3) West Orange	
Total Square Foot	13,057
Annual Rental Cost	\$194,558
Expiration Date	11/30/2019

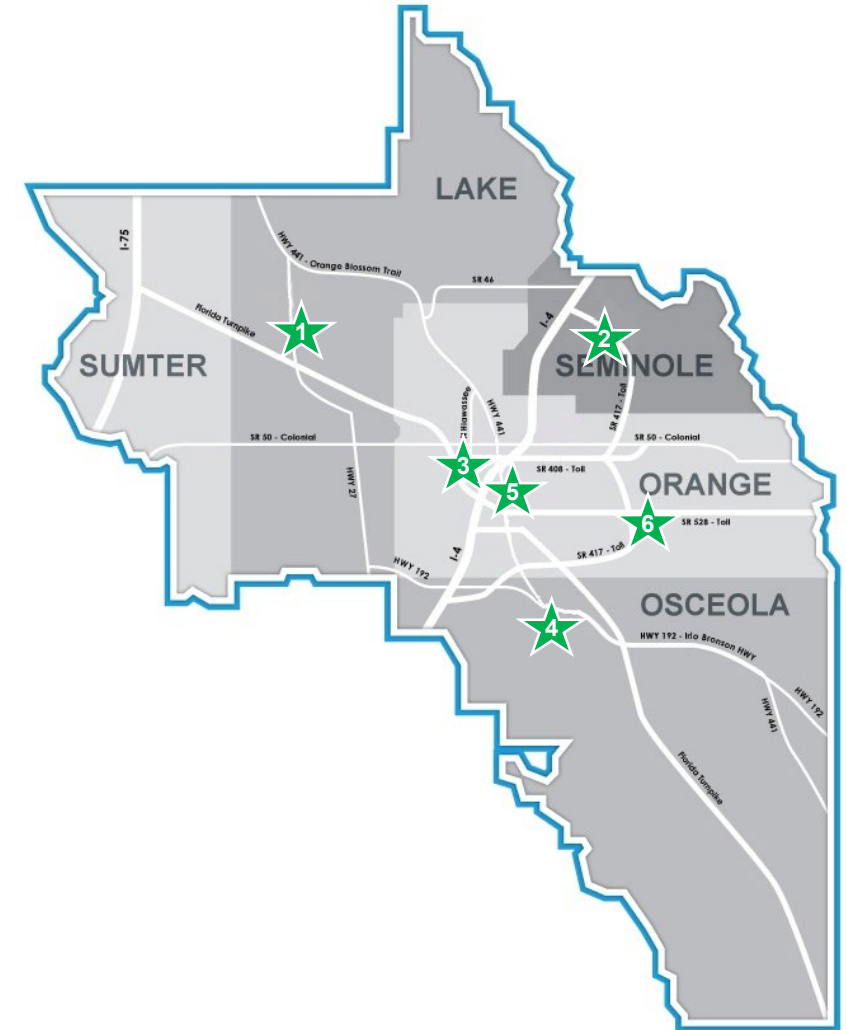
(4) Osceola	
Total Square Foot	30,625
Annual Rental Cost	\$273,788
Expiration Date	12/31/2019

(5) Administration	
Total Square Foot	14,932
Annual Rental Cost	\$323,975
Expiration Date	4/30/2021

(6) Southeast Orange	
Total Square Foot	12,363
Annual Rental Cost	\$173,082
Expiration Date	9/30/2021

(3) West Orange (West Oaks Mall)	
Total Square Foot	12,000
Annual Rental Cost	\$240,720
Move-In Target Date	11/1/2019

(4) Osceola (Valencia College)	
Total Square Foot	12,731
Annual Rental Cost	\$190,965
Move-In Target Date	01/01/2020



Rent / Related cost for maintaining locations represents approximately 9.2% of total rent

G&A CONTRACTED SERVICES

\$440K

Accounting / External Monitoring	\$200K
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- External Financial Audit Fees and Third-party Financial Monitoring

Human Resources	\$140K
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- Benefit Broker Fees, Third-party Payroll Services and Recruitment Tools

Legal	\$50K
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- General Counsel Fees and Employment Law Support

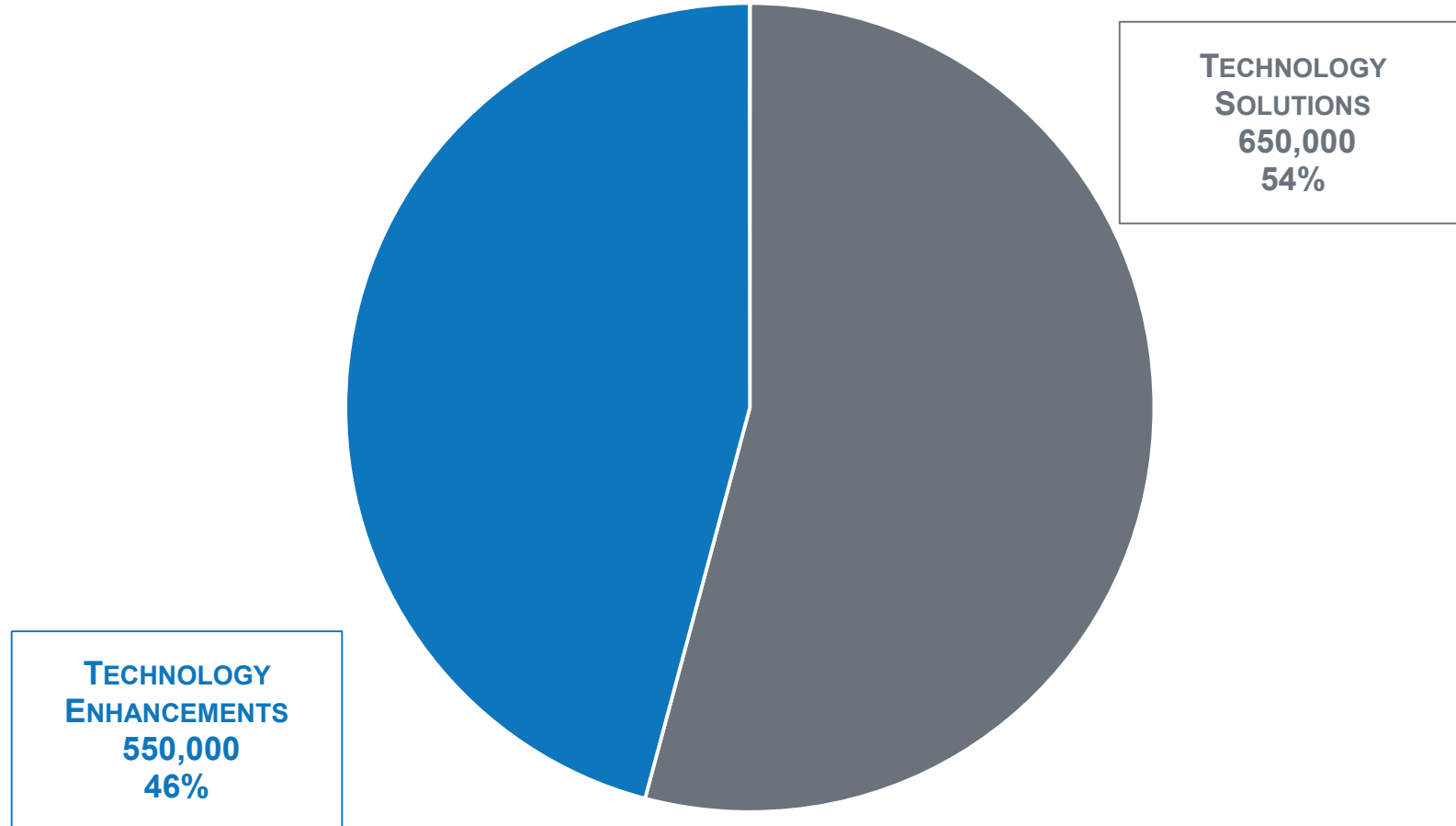
Sterling Implementation	\$50K
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- Sterling Implementation



INFORMATION TECHNOLOGY COST / NETWORK EXPENSES

\$1.2M



INFORMATION TECHNOLOGY STRATEGY

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

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

- **DELIVER TECHNOLOGY ENHANCEMENTS**

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

SUMMARY

- Total Funding Revenue \$29.5M; Year-over-Year -5.4%
- Drive Funding Strategies in High Growth Industries and Training for In-Demand Occupations
- 81.8% Earmarked to Deliver Talent Solutions; 18.2% in General & Administrative

Thank you!

[RETURN TO AGENDA](#)





Proposed Dates

Finance Committee Meeting Schedule

PY: 2019-2020

- **September 17, 2019 (Tue) – 2:30 pm to 4:00 pm** *(joint with Audit Committee)*
- **December 3, 2019 (Tue) – 2:30 pm to 4:00 pm** *(joint with Audit Committee)*
- **February 11, 2020 (Tue) – 2:30 pm to 4:00 pm**
- **April 14, 2020 (Tue) – 2:30 pm to 4:00 pm**
- **May 21, 2020 (Tue) – 2:00 pm to 4:00 pm** *(Budget Workshop with Career Svs Committee)*
- **June 9, 2020 (Tue) – 2:30 pm to 4:00 pm**