

CSCF ANNUAL BUDGET: July 1, 2021 – June 30, 2022

AGENDA

- **Full-Year Budget 2020-2021**
- **Budget Strategic Priorities and Goals**
- **Compensation Statistics and Cost**
- **General & Administrative**
- **Summary**

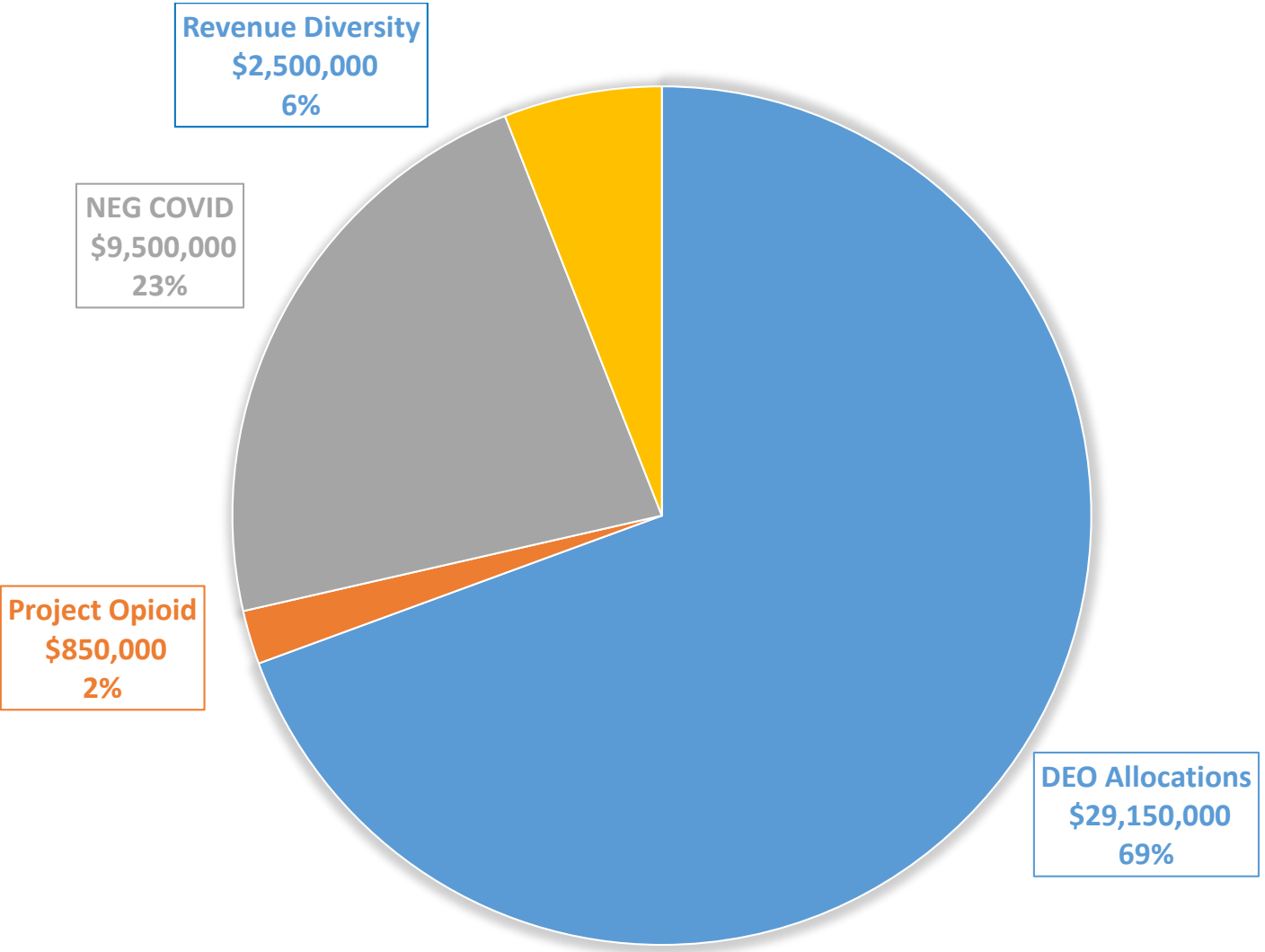
BUDGET OVERVIEW

	<u>FY 2021-22</u>	<u>FY 2020-21</u>	<u>\$ Difference</u>	<u>% Difference</u>
Reserves From Prior Year	\$10,850,000	\$10,000,000	\$850,000	
Current Year Funding Allocation - DEO	\$35,883,340	\$34,400,000	\$1,483,340	
Current Year Funding Awards - Non-DEO	\$2,500,000	\$7,500,000	-\$5,000,000	
Award Total - Available Funds	\$49,183,340	\$51,900,000	(\$2,716,660)	
LESS planned Carryover For FY 22 - 23	-\$7,183,340	-\$5,700,000	(\$1,483,340)	
Total Available Funds Budgeted	<u>\$42,000,000</u>	<u>\$46,200,000</u>	<u>(\$4,200,000)</u>	<u>-9.1% *</u>

*Note: CSCF's original FY2020-21 budget was \$31.5M. Current year budget of \$42M represents a \$10.5M or 33% Increase.



REVENUE SOURCES - \$42M



DEO ALLOCATIONS	
WIOA Adult	\$ 5,829,473
WIOA Youth	\$ 4,050,024
WIOA Dislocated	\$ 6,294,453
Wagner Peyser	\$ 2,205,386
Welfare Transition	\$ 8,205,664
Project Restore	\$ 450,000
SNAP	\$ 1,100,000
VETS	\$ 225,000
Re-employment Assistance	\$ 790,000
Total DEO Allocations	\$29,150,000

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



CSCF BUDGET ALLOCATION: FULL YEAR 2021 – 2022

\$42M

Budget Allocations	Budget	% of Expenditure
Talent and Recruitment Solutions		
Career Consultants	10,500,581	25.0%
Business Consultants	2,013,774	4.8%
Temporary Staffing	500,000	1.2%
Training Investment	17,000,000	40.5%
Career Seekers Support & Incentives	1,200,000	2.9%
Contracted Services	365,000	0.9%
Facilities, Maintenance & Related Cost	2,784,354	6.6%
Total Talent and Recruitment Solutions	\$ 34,363,709	81.8%

TALENT & RECRUITMENT SOLUTIONS	
\$ 34,363,709	81.8%

General Support and Administrative Cost		
Staff Supporting Operations	4,200,918	10.0%
Strategic Communications	500,000	1.2%
Staff Development (Career Sourcers)	405,000	1.0%
IT Cost/Network Expenses	1,587,000	3.8%
Facilities, Maintenance & Related Cost	493,373	1.2%
G&A Professional Services	450,000	1.0%
Total Support and Administrative Cost	\$ 7,636,291	18.2%
TOTAL EXPENDITURES	\$ 42,000,000	100.0%

GENERAL & ADMIN COST	
\$ 7,636,291	18.2%

CSCF BUDGET ALLOCATION: YEAR-OVER-YEAR COMPARISON

Budget Allocations	FY 2021/22	REVISED FY2020/21	DIFFERENCE	ORIGINAL FY2020/21	DIFFERENCE
	A	B	A - B	C	A - C
Talent and Recruitment Solutions					
Career Consultants	10,500,581	9,130,000	1,370,581	9,090,783	1,409,798
Business Consultants	2,013,774	1,650,000	363,774	1,574,211	439,563
Temporary Staffing	500,000	1,500,000	(1,000,000)	-	500,000
Training Investment	17,000,000	22,450,000	(5,450,000)	10,400,000	6,600,000
Career Seekers Support & Incentives	1,200,000	1,000,000	200,000	1,000,000	200,000
Contracted Services	365,000	350,000	15,000	350,000	15,000
Facilities, Maintenance & Related Cost	2,784,354	2,863,000	(78,646)	2,438,000	346,354
Total Talent and Recruitment Solutions	\$ 34,363,709	\$ 38,943,000	\$ (4,579,291)	\$ 24,852,994	\$ 9,510,715
General Support and Administrative Cost					
Staff Supporting Operations	4,200,918	3,900,000	300,918	3,740,006	460,912
Strategic Communications	500,000	500,000	-	450,000	50,000
Staff Development (Career Sourcers)	405,000	355,000	50,000	355,000	50,000
IT Cost/Network Expenses	1,587,000	1,400,000	187,000	1,200,000	387,000
Facilities, Maintenance & Related Cost	493,373	462,000	31,373	462,000	31,373
G&A Professional Services	450,000	440,000	10,000	440,000	10,000
Total Support and Administrative Cost	\$ 7,636,291	\$ 7,057,000	\$ 579,291	\$ 6,647,006	\$ 989,285
TOTAL EXPENDITURES	\$ 42,000,000	\$ 46,000,000	\$ (4,000,000)	\$ 31,500,000	\$ 10,500,000

BUDGET STRATEGIC PRIORITIES AND GOALS

2021-2022 Strategy

	Strategic Priority	Goals	Outcome
Foundational Focus	DIVERSIFY REVENUE STREAMS TO ADJUST FOR VARIABLES IN FEDERAL FUNDING	<ul style="list-style-type: none"> Complete Year 3 of \$2.5M Diversified Revenue Goal Develop a Reinvestment Plan Associated with Unrestricted Revenue Goal Identify Fundraising Strategy & Implementation Plan for Non-DEO Revenue 	An Increased CSCF Budget/Revenue Stream, Enabling Greater Flexibility in the Delivery of Services and Stability and Sustainability.
	DELIVER TALENT RECRUITMENT STRATEGIES FOR BUSINESSES IN HIGH GROWTH / RECOVERING / EMERGING INDUSTRIES	<ul style="list-style-type: none"> Drive Higher Engagement with Small-Medium Businesses Conduct Business Customer Satisfaction Surveys Twice per Year 	CSCF Provides Quality Recruitment Services and Delivers Qualified Candidates who are Interviewed or Hired by Businesses Served.
	DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL	<ul style="list-style-type: none"> Create Value and Customer Experiences by Engaging 80% of Leads in Comprehensive Career Services throughout their Customer Journey Drive Deep Loyalty & Customer Satisfaction by Measuring Customer Satisfaction Scores Twice per Year 	Central Florida Job Seekers Receive Quality Services Throughout their Career Journey that Result in Increased Skills and Employment.
Positioning For Growth	ADJUST TO EVOLVING MARKET AND LEGISLATIVE CHANGES THROUGH INNOVATIVE INITIATIVES	<ul style="list-style-type: none"> Conduct an ROI Analysis and Create a New ROI Model Launch Customer Satisfaction Method for Businesses and Career Seekers Elevate CSCF Contact Center to Become a Virtual Full-Service Center Aligned to The Customer Journey 	Defined Return on Investment for CSCF Services Delivered to Central Florida through Expanded Technology and Talent Solutions.

CSCF STRATEGIC PRIORITIES

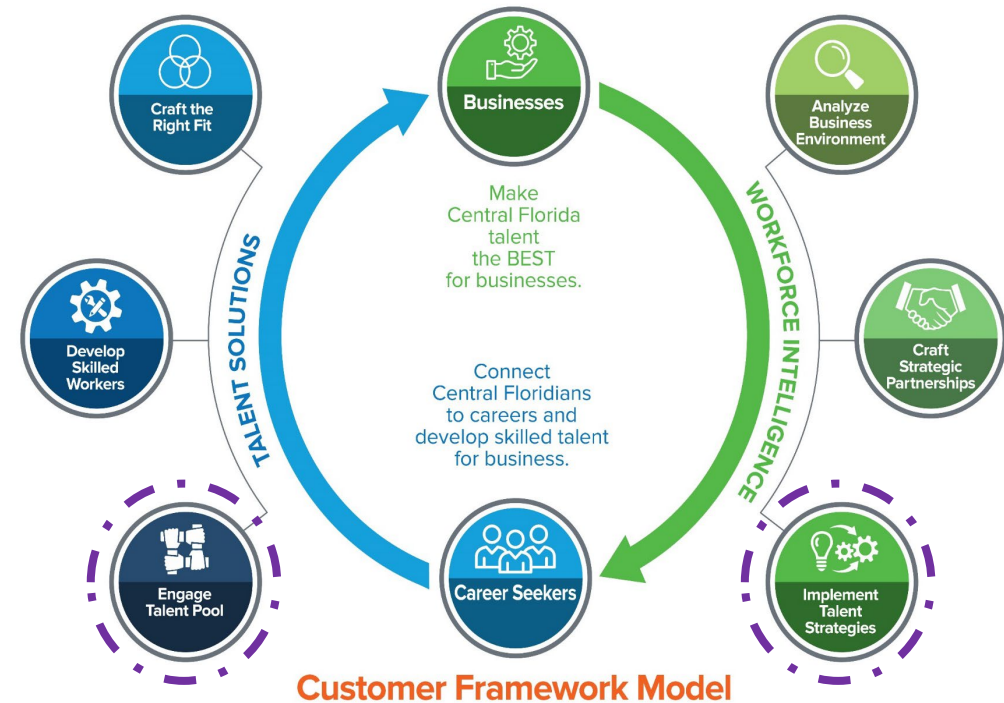
DIVERSIFY REVENUE STREAMS TO
ADJUST FOR VARIABLES IN
FEDERAL FUNDING

DELIVER TALENT RECRUITMENT STRATEGIES
FOR BUSINESSES IN HIGH GROWTH /
RECOVERING / EMERGING INDUSTRIES

DELIVER TALENT SOLUTIONS TO IGNITE
POTENTIAL

ADJUST TO EVOLVING MARKET AND LEGISLATIVE
CHANGES THROUGH INNOVATIVE INITIATIVES

New



DIVERSIFY REVENUE STREAMS TO ADJUST FOR VARIABLES IN FEDERAL FUNDING

GOAL

- Complete Year 3 of \$2.5M Diversified Revenue Goal
- Develop a Reinvestment Plan Associated with Unrestricted Revenue Goal
- Identify a Fundraising Strategy and Implementation Plan for non-DEO Revenue

KEY PERFORMANCE METRICS

- ✓ Establish New Unrestricted Revenue Target
- ✓ By June 2022 have Received Unrestricted Revenue of \$1M

OUTCOME

An Increased CSCF Budget/Revenue Stream, Enabling Greater Flexibility in the Delivery of Services and Stability and Sustainability.

DIVERSIFIED REVENUE

UNRESTRICTED REVENUE

REVENUE		BUDGET
Unrestricted Balance As of April 2021	\$	837,157
Additional Revenue – May - June 2021	\$	62,843
* Unrestricted Donations Made to CSCF	\$	100,000
*Ticket to Work Projected Revenue (Rounded)	\$	250,000
TOTAL PROJECTED REVENUE	\$	1,250,000

EXPENDITURES

Business Service/Community Relations Activities/Incidentals, and Advocacy	\$	130,000
Ticket to Work- Staff and OH Cost (1FTE)	\$	120,000
Fundraising & Business Development (.5FTE)	\$	60,000
TOTAL PROJECTED EXPENDITURES	\$	310,000

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

PROJECTED BALANCE AT 06/30/22 - (ROUNDED) \$ 940,000

* Diversified Revenue

➤ Ticket to Work Projected Revenue + Unrestricted Donations + Restricted Revenue = \$2,500,000

RESTRICTED REVENUE

RESTRICTED REVENUE		BUDGET
*TOTAL PROJECTED REVENUE	\$	2,150,000

Funding sources include grants, municipalities, business investments and sponsorships



DELIVER TALENT RECRUITMENT & RETENTION INITIATIVES FOR BUSINESSES IN HIGH GROWTH / RECOVERING & EMERGING INDUSTRIES

GOAL

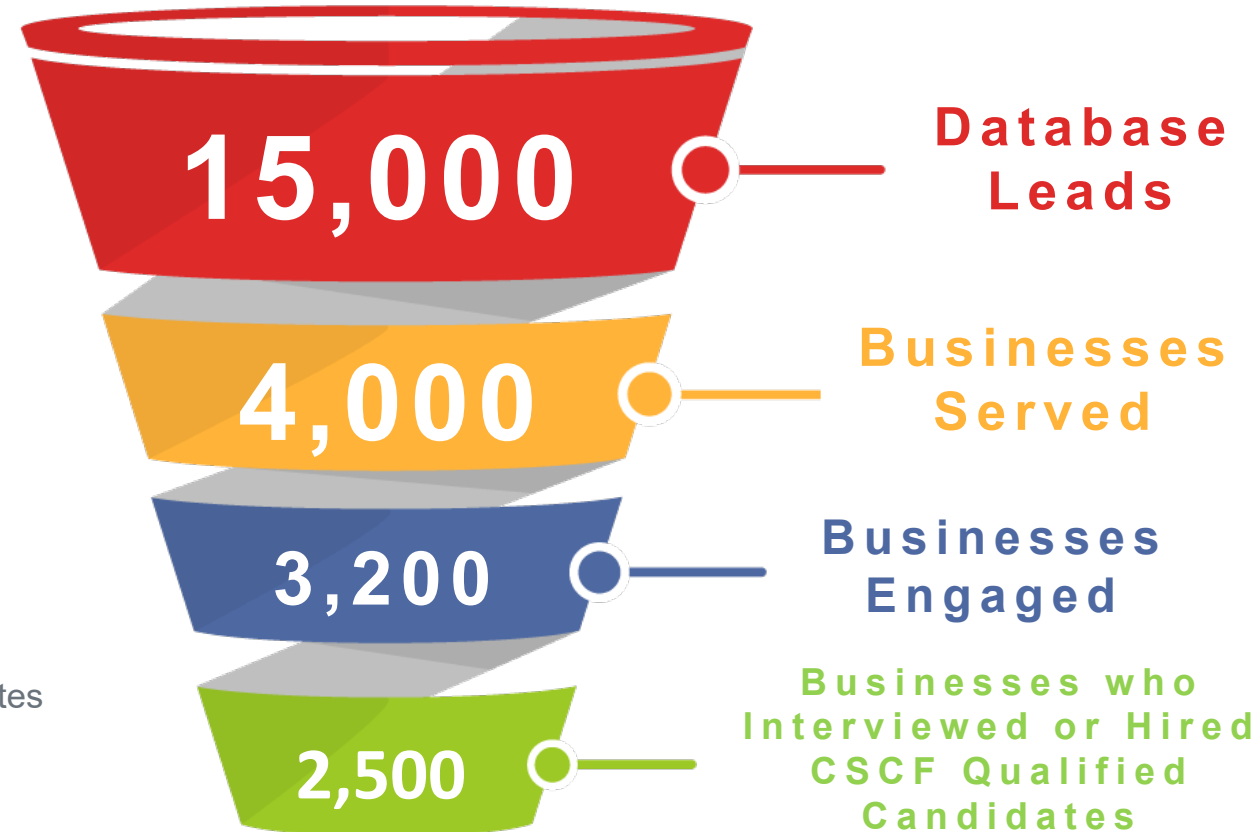
- Drive Higher Engagement with Small-Medium Sized Businesses
- Conduct Business Customer Satisfaction Surveys Twice per Year

KEY PERFORMANCE METRICS

- ✓ Receive Recruitment Services for Quality Candidates as Measured by Achieving 80% Satisfaction Scores in Customer Service Twice per Year
 - ✓ Dedicated Business Consultant
 - ✓ Actively Recruiting
 - ✓ Training Existing Employees
- ✓ 80% of Engaged Businesses Interviewed or Hired CSCF Qualified Candidates

OUTCOME

CSCF Provided Quality Recruitment Services and Delivers Qualified Candidates who are Interviewed or Hired by the Businesses Served



DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

GOALS

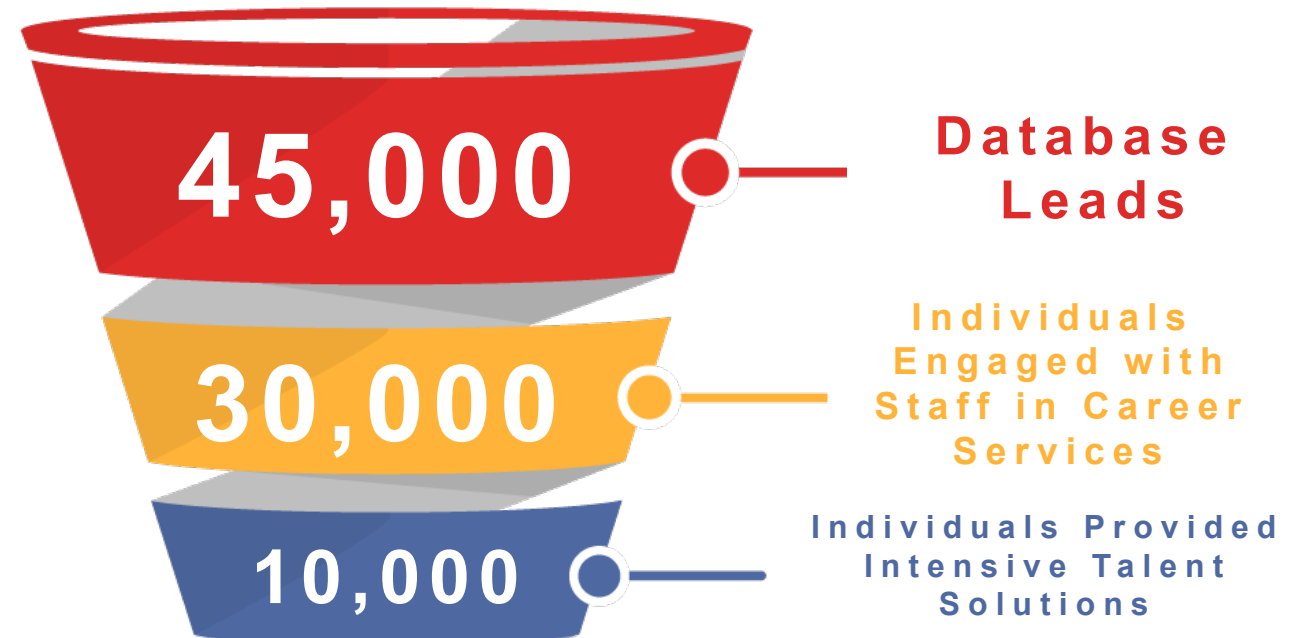
- Create Value and Customer Experiences by Engaging 80% of Leads in Comprehensive Career Services throughout their Journey
- Drive Deep Loyalty & Customer Satisfaction by Measuring Customer Satisfaction Scores Twice per Year

KEY PERFORMANCE METRICS

- ✓ 30,000 Received Career Service with CSCF Staff
- ✓ 10,000 Career Seekers Received Intensive Talent Solutions
 - ✓ Receive Training / Credentials
 - ✓ Achieve a Wage of >\$15
 - ✓ 6,000 Achieved Employment
- ✓ Received More than an 80% Customer Satisfaction Rating as Measured Two Times per Year

OUTCOME

Central Florida Job Seekers Received Quality Services Throughout their Career Journey that Result in Increased Skills and Employment.



ADJUST TO EVOLVING MARKET AND LEGISLATIVE CHANGES THROUGH INNOVATIVE INITIATIVES

GOAL

- Conduct an ROI Analysis and Create a New ROI Business Model
- Launch Customer Satisfaction Method for Businesses and Career Seekers
- Elevate CSCF Contact Center to Become a Virtual Full-Service Center Aligned to The Customer Journey

KEY PERFORMANCE METRICS

- ✓ Receive 80% Satisfaction Levels Every 6 months
- ✓ Apply the ROI Business Model to 2021-2022 Scorecard
- ✓ New Operations Model for Virtual Career Center (Implemented 2022)

OUTCOME

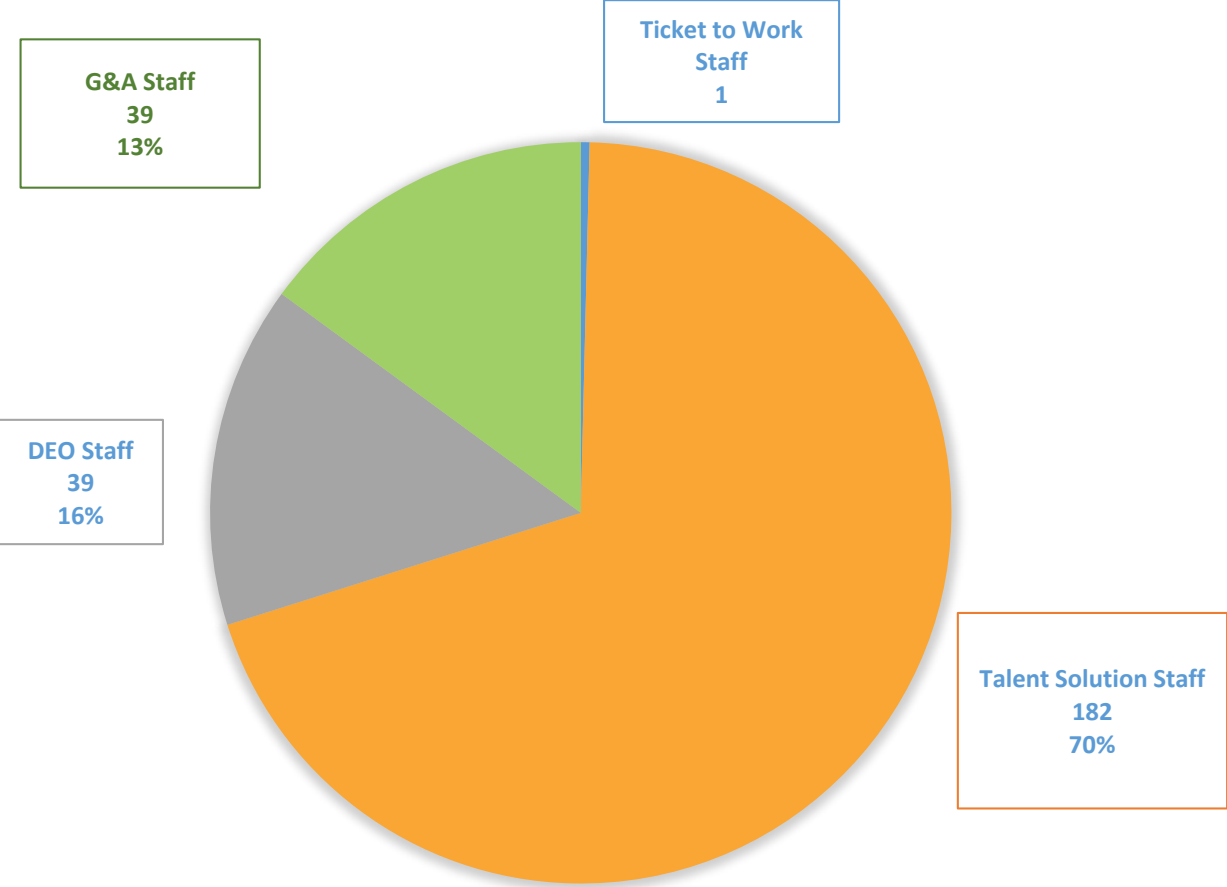
Defined Return on Investment for CSCF Services Delivered to Central Florida through Expanded Technology and Talent Solutions.



COMPENSATION STATISTICS AND COSTS

CSCF STAFF BREAKDOWN

\$16.7M TOTAL COMPENSATION



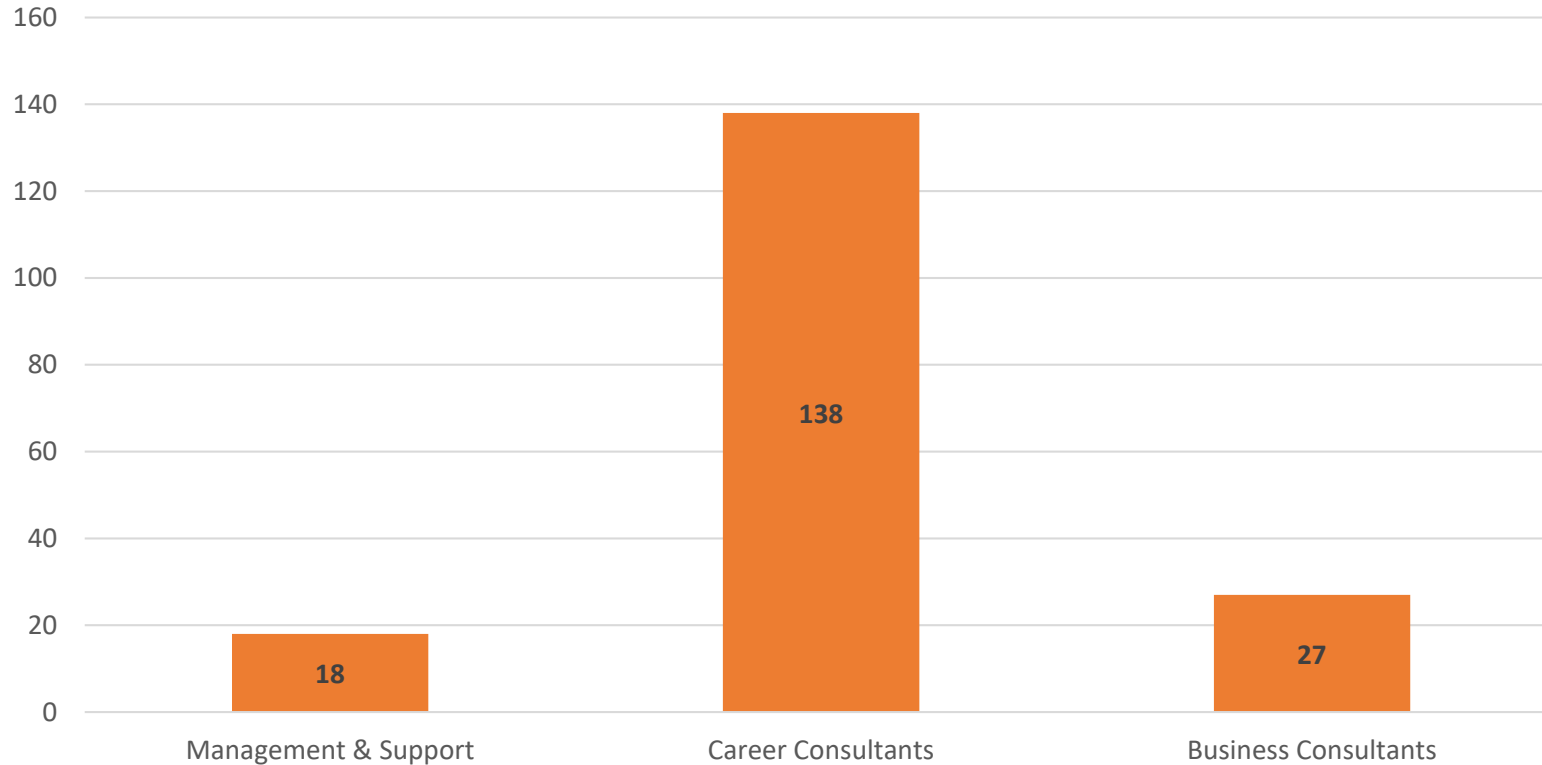
- Proposed Budget for Salaries Reflects a 3% Merit Increase
- Total Amount Awarded for Merits Will Not Exceed 3% of Salaries
- Merit Increases are Awarded Based Upon Achievement of Annual Performance Goals
- Total Compensation Includes Salaries, Taxes, and Benefits

CSCF STAFF & SALARY COMPARISON

	<u>FY 2021/2022</u>	<u>Revised FY 2020/2021</u>	<u>Original FY 2020/21</u>	<u>FY 2019/2020</u>
TOTAL STAFF	222	200	200	195
TOTAL COMPENSATION	\$ 16,700,000	\$ 14,680,000	\$ 14,406,000	\$ 14,055,000
BUDGET	\$ 42,000,000	\$ 46,200,000	\$ 31,500,000	\$ 30,200,000
% OF SALARIES TO TOTAL BUDGET	40%	32%*	46%	46%

*Note: During FY2020-21 CSCF incurred \$950K in temporary staffing cost, resulting in total compensation cost of \$15.6M or 34% of total budget.

CSCF STAFFING BLEND – TALENT SOLUTIONS



\$12.8M Service Delivery
183 FTEs

Career Seekers	10,000
Career Consultants	138
Consultants Simultaneously Engaging Number of Career Seekers (Case management ratio)	72:1

Engaged Businesses	3,200
Business Consultants	27
Consultants Simultaneously Engaging Number of Businesses (Case management ratio)	118:1



TRAINING INVESTMENT & CAREER SEEKER SUPPORT

INTENSIVE TALENT SOLUTIONS

\$17M

GOALS

- ✓ 10,000 Career Seekers
- ✓ 3500 - New Individuals
 - ✓ Traditional scholarships
 - ✓ Apprenticeships
 - ✓ Internships
 - ✓ On-the-Job Trainings
- New** – expand HGI sectors into Public Safety, Education & Sales Management
- ✓ 1000 – Individuals Continuing Training
- ✓ Obtain a New Career

CAREER SEEKER SUPPORT & INCENTIVES

\$1.2M

GOALS

- ✓ 2,500 Career Seekers
 - ✓ Receive training credentialing and transportation support
 - ✓ Fees, licenses or other employment related needs
 - ✓ Youth Incentive payments
 - ✓ Average support account is \$500 per Career Seeker

GENERAL AND ADMINISTRATIVE

GENERAL & ADMIN: FULL YEAR 2021 – 2022

\$7.64M

General Support and Administrative Cost		
Staff Supporting Operations	4,200,918	10.0%
Strategic Communications	500,000	1.2%
Staff Development (Career Sourcers)	405,000	1.0%
IT Cost/Network Expenses	1,587,000	3.8%
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TOTAL EXPENDITURES	\$ 42,000,000	100.0%

GENERAL & ADMIN COST	
\$ 7,636,291	18.2%

CSCF STAFF SUPPORTING OPERATIONS – G&A

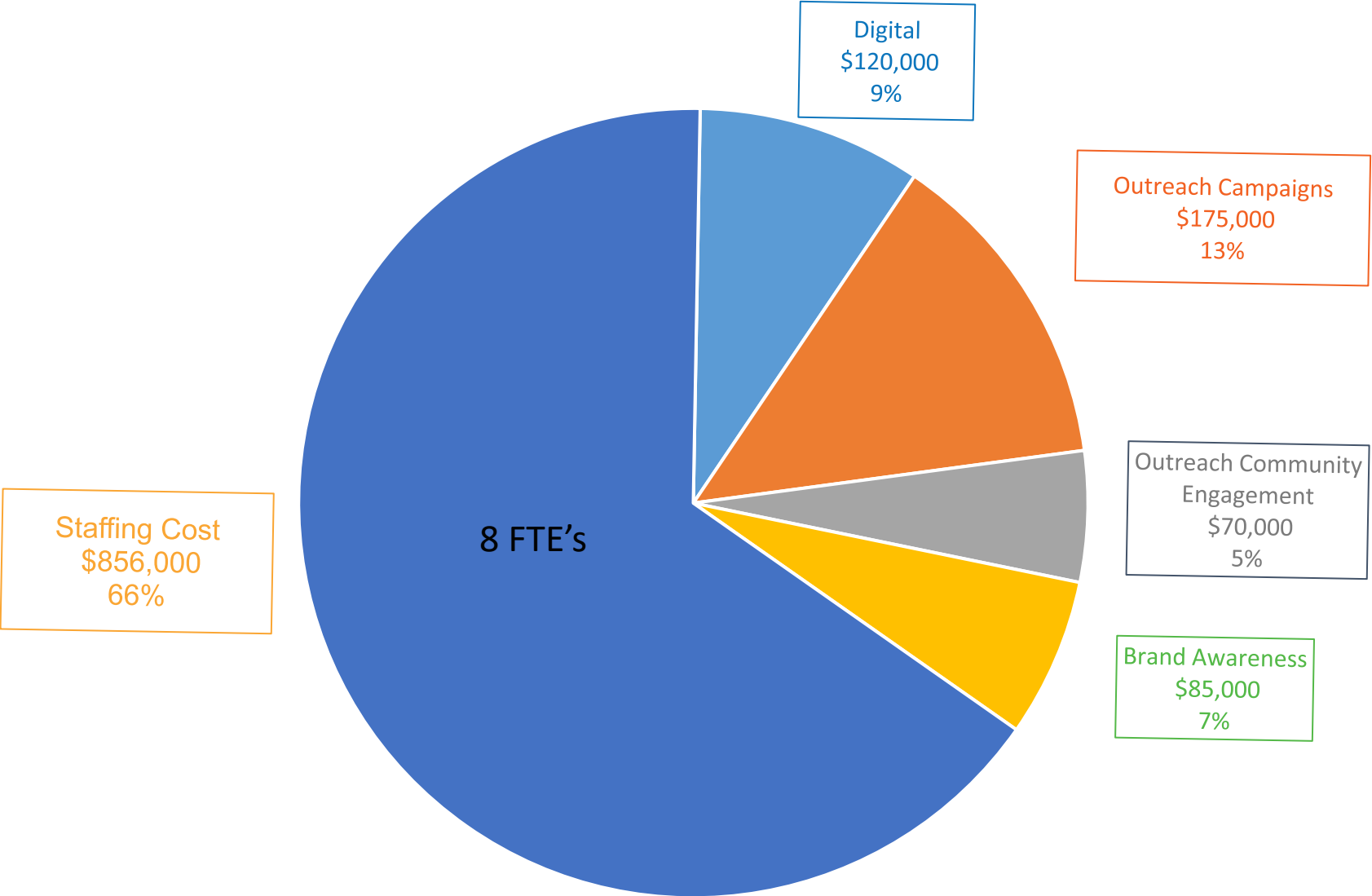
\$4.2M General & Administrative
39 FTEs



(2019-2020)	6	8	9	7	3	2
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COMMUNICATIONS DEPARTMENT – \$1.31M

COMMUNICATIONS STRATEGIC INITIATIVES - \$450K



STRATEGIC COMMUNICATIONS STRATEGY

- **ENGAGE THE TALENT POOL**

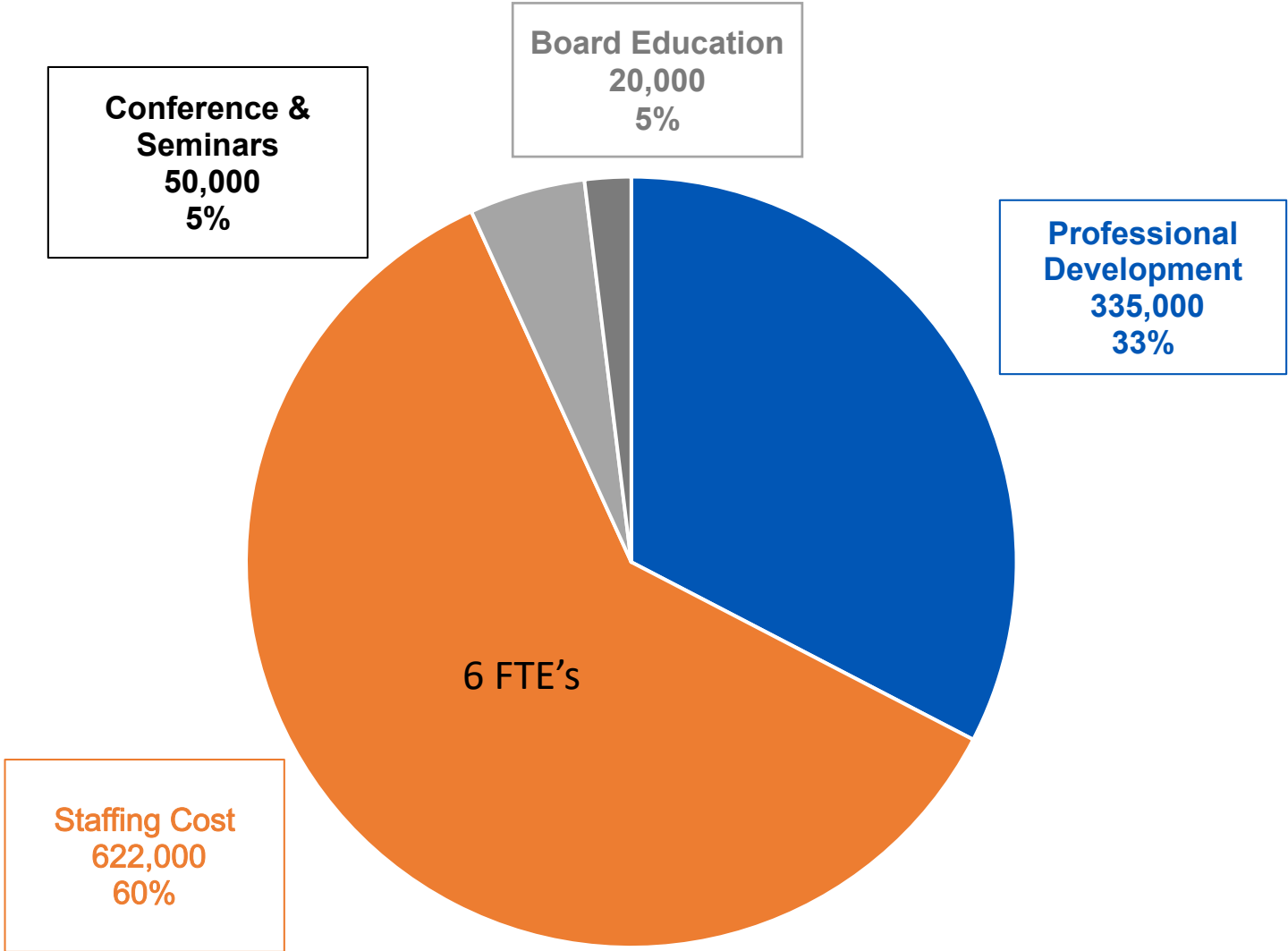
- Drive Awareness and Engagement of CSCF Talent Solutions to Employees and Customers Before, During and After Interactions through:
 - Email Marketing
 - Social Media Engagement
 - Marketing Campaigns
 - Public Relations
 - Internal Communications
 - Public Affairs

- **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

HUMAN RESOURCES DEPARTMENT – \$1.03M

HR STRATEGIC INITIATIVES - \$405K



CSCF PROFESSIONAL DEVELOPMENT

Create CareerSourcers Culture

Goal

Align Professional Development Priorities to Key CSCF Values

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

Key Performance Outcomes

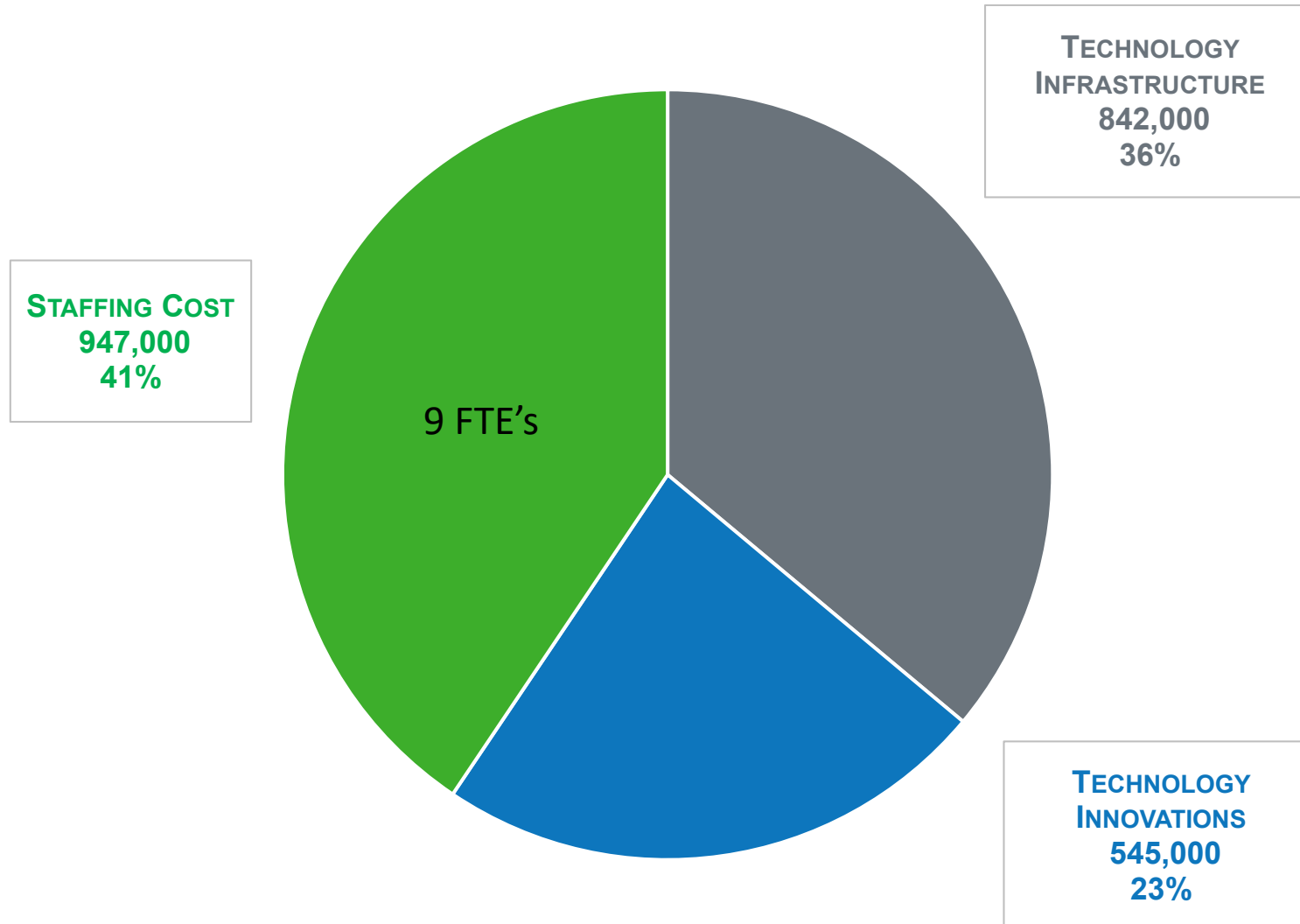
- ✓ Improve Job Performance and Ensure Compliance
- ✓ Talented and Effective Leaders Through Leadership Development and Succession Management
- ✓ Elevate Emotional Intelligence and Increase Adoption of “CareerSourcer” Attributes and competencies
- ✓ Ensure New CSCF Staff are Acclimated into Culture Effectively



CSCF Professional Development Priorities

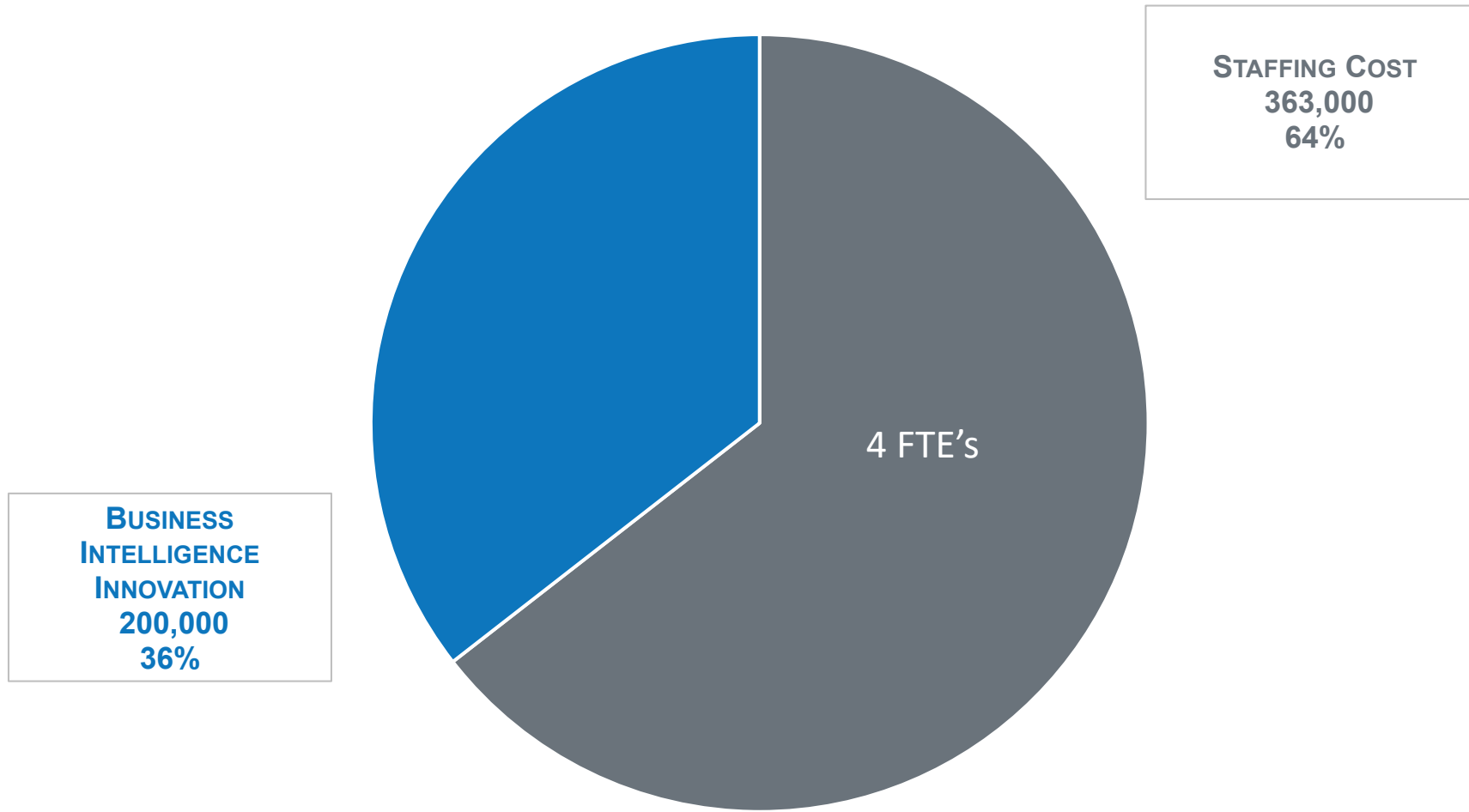
INNOVATION & TECHNOLOGY DEPARTMENT – \$2.33M

INNOVATION & TECHNOLOGY STRATEGIC INITIATIVES - \$1.587M



BUSINESS INTELLIGENCE & INNOVATION— \$563K

INNOVATION & TECHNOLOGY STRATEGIC INITIATIVES -
\$1.587M - CONTINUED



INNOVATION & TECHNOLOGY STRATEGY

Deliver Best-in-Class Technology Solutions (Infrastructure)

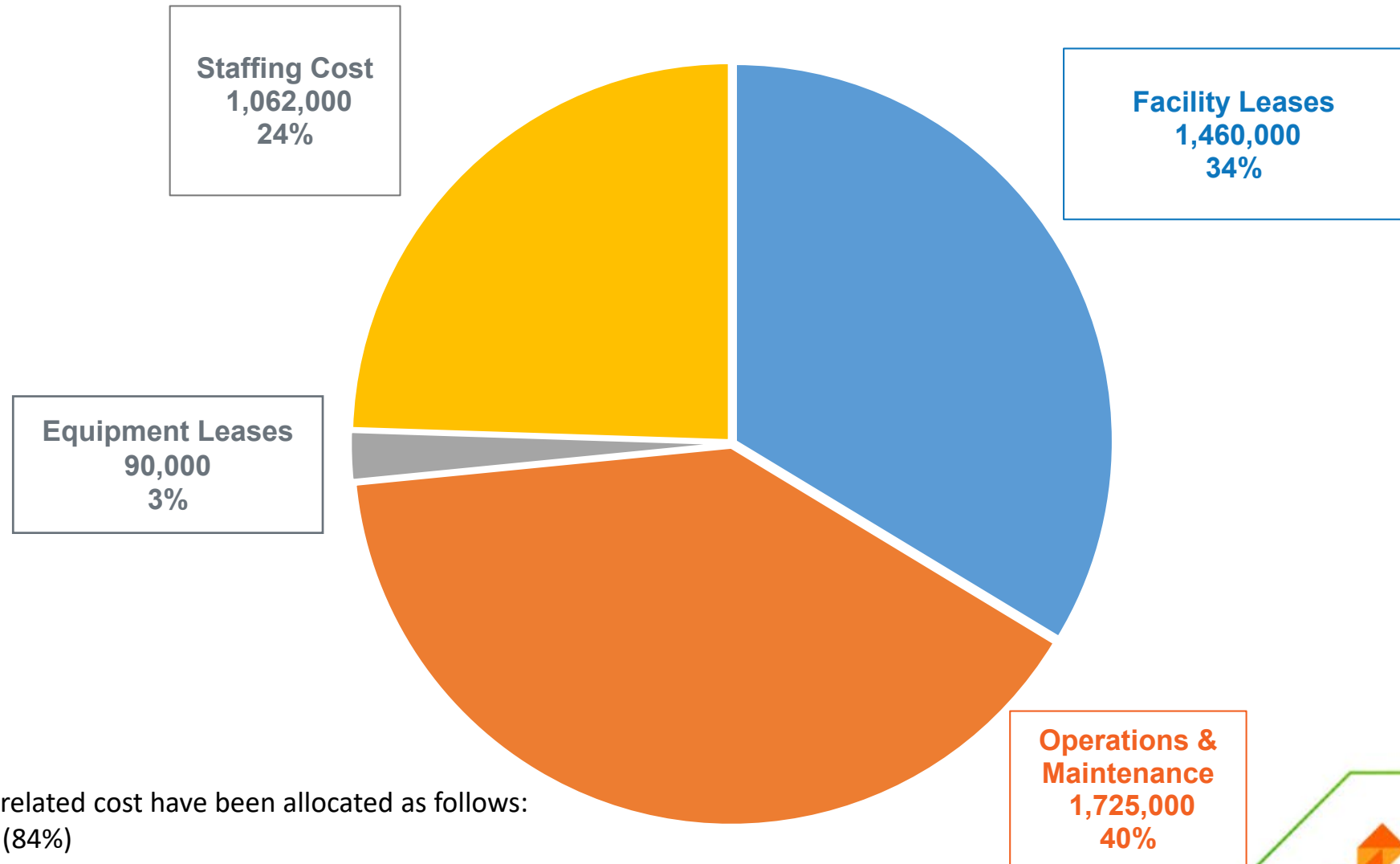
- Expand CSCF's Technology Portfolio to Enhance Digital Solutions that Inform and Engage Internal and External Audiences (Aerohive AP's, separate secured wifi's, data visualization)
- Design a Modern, Resilient Technology Infrastructure and Hybrid working environment with secure platforms to Meet Next Generation Technology Requirements. (WAN)
- Improve and Enhance Cloud-based and Mobile Technology Solutions for Secure Virtual Service Delivery (Cloud services and performance)

Deliver Technology & Business Intelligence Innovations

- Elevate CSCF's Contact Center to Become a Virtual Full-Service Experience Aligned to the Customer Journey. (2022 Strategy alignment)
- Develop a Customer Satisfaction Strategy Driving Deep Loyalty that is measurable and proactive. (2022 Strategy alignment)
- Enhance and leverage business intelligence to make data driven decisions, strategies, and provide insights about the region's workforce (workforce intelligence, operational excellence model)
- Upgrade Laptop and Mobile Devices Utilized at Career Centers to Create New Career Seeker Experiences (All staff laptop, cell, home equipment upgrades)
- Expand Customer Relationship Management solutions with industry leading marketing tool integration and data integrity. (CRM)

FINANCE, FACILITIES & RELATED COST – \$4.34M

FACILITIES, MAINTENANCE & RELATED COST- \$3.3M



***Note:** The \$3.3M in facilities & related cost have been allocated as follows:

- \$2.8M Talent & Recruitment (84%)
- \$520K in G&A (16%)

FACILITIES

(1) Lake (Lake Sumter SC)	
Total Square Foot	11,669
Annual Rental Cost	\$164,725
Expiration Date	5/31/2023

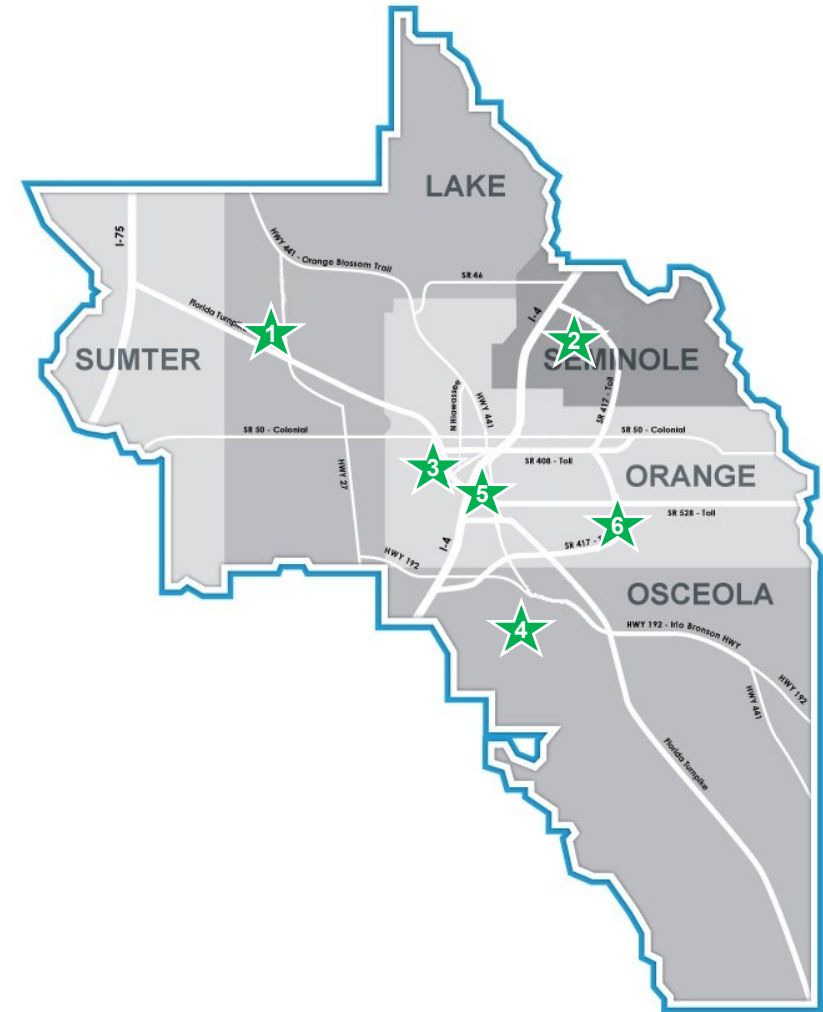
(2) Seminole	
Total Square Foot	10,031
Annual Rental Cost	\$176,822
Expiration Date	6/30/2026

(3) West Orange	
Total Square Foot	12,000
Annual Rental Cost	\$309,270
Expiration Date	07/31/2025

(4) Osceola	
Total Square Foot	12,731
Annual Rental Cost	\$190,965
Expiration Date	12/31/2029

(5) Administration	
Total Square Foot	14,932
Annual Rental Cost	\$377,904
Expiration Date	4/30/2026

(6) Southeast Orange	
Total Square Foot	12,363
Annual Rental Cost	\$239,973
Expiration Date	3/31/2022



Rent / Related cost for maintaining locations represents approximately 7.9% of total rent

G&A PROFESSIONAL SERVICES

\$450K

Accounting / External Monitoring \$200K

- External Financial Audit Fees and Third-party Financial Monitoring

Payroll & Broker Fees \$150K

- Benefit Broker Fees and Third-party Payroll Services

Legal \$100K

- General Counsel Fees and Employment Law Support



SUMMARY & BUDGET ASSUMPTIONS

- Fiscal Responsibility
 - Total Funding Revenue \$42M; Year-over-Year \$4.2M or 9.1% decrease
 - 81.8% Earmarked to Deliver Talent Solutions; 18.2% in General & Administrative
 - The proposed budget for salaries will reflect a 3% merit increase average overall. Merit increases are awarded based upon achievement of annual performance goals.
 - Employee health benefits reflects an increase of 7% of current cost based on market rate, with minimal impact to employee costs or plan structure for the program year.
 - The total amount budgeted for administrative cost will be to not exceed 9%, lower than the state allowable cap of 10%.

THANK YOU!