

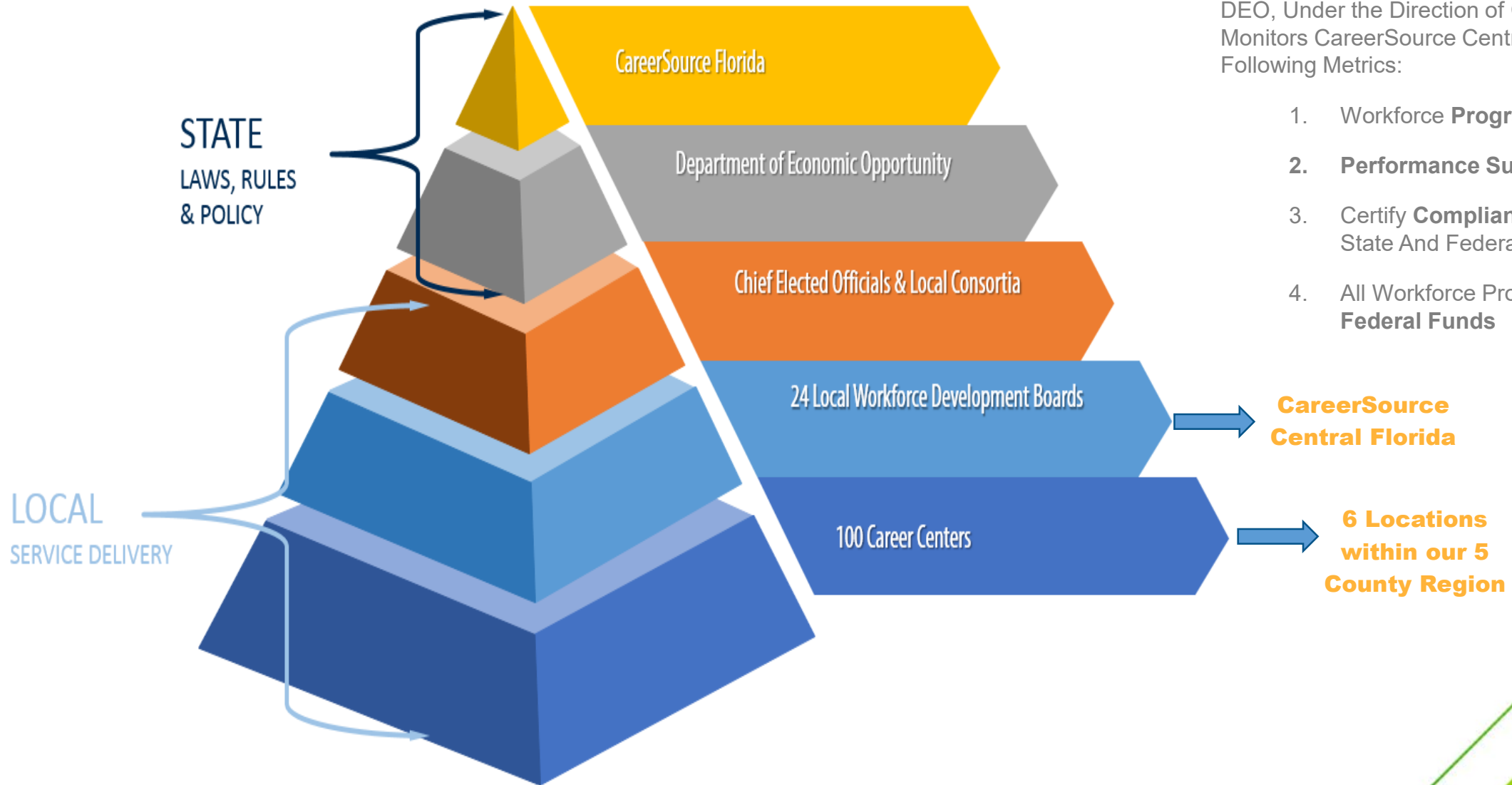
CONSORTIUM & BOARD OF DIRECTORS ORIENTATION TRAINING SESSION

FEBRUARY 25, 2021

OUR STRUCTURE

STATE WORKFORCE SYSTEM

DEPARTMENT OF ECONOMY OPPORTUNITY OVERSIGHT



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

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

BOARD GOVERNANCE



OUR CONSORTIUM



JERRY L. DEMINGS
ORANGE COUNTY MAYOR



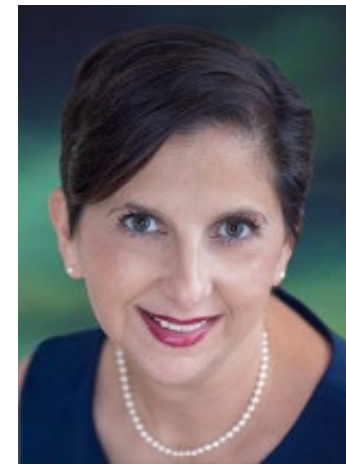
PEGGY CHOUDHRY
OSCEOLA COUNTY COMMISSIONER, DISTRICT 1



GARY SEARCH
SUMTER COUNTY COMMISSIONER, DISTRICT 1



JOSH BLAKE
LAKE COUNTY COMMISSIONER, DISTRICT 5



ANDRIA HERR
SEMINOLE COUNTY COMMISSIONER, DISTRICT 5

OUR BOARD: OFFICERS



MARK WYLIE, CHAIR

PRESIDENT/CEO

Central Florida Chapter Associated Builders
and Contractors, Inc.



JODY WOOD, VICE CHAIR

VICE PRESIDENT, RECRUITMENT AND TALENT
MANAGEMENT

Walt Disney Parks & Resorts



ERIC USHKOWITZ, TREASURER

ECONOMIC DEVELOPMENT ADMINISTRATOR

Orange County Government



JEFF HAYWARD, SECRETARY

PRESIDENT & CEO

Heart of Florida United Way

OUR BOARD: DRIVERS OF CHANGE

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



OUR CSCF ROLE

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



ORGANIZATIONAL STRUCTURE

CSCF Executive Leadership

President
& CEO

Pamela J.
Nabors

COO

Mimi Coenen

CFO

Leo Alvarez

VP, Strategic
Communications

Lisa Burby

VP, Human
Resources

Dyana Burke

VP, Innovation &
Technology

Steven Nguyen

Senior Director,
Business
Intelligence

Nilda Blanco

ORGANIZATIONAL STRUCTURE

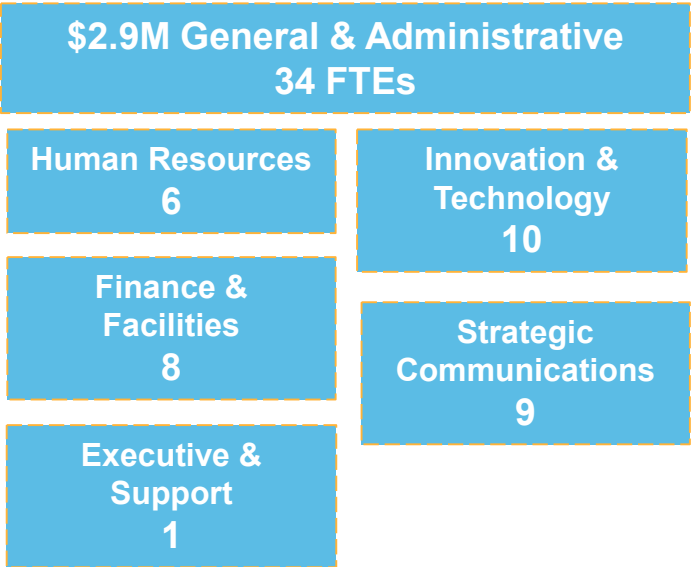
CSCF Divisions

President
& CEO

Pamela J.
Nabors

OPERATIONS	FINANCE	STRATEGIC COMMUNICATIONS	HUMAN RESOURCES	INNOVATION & TECHNOLOGY
BUSINESS SERVICES	ACCOUNTING & CONTRACTS	CORPORATE COMMUNICATIONS	TALENT ENGAGEMENT	BUSINESS INTELLIGENCE
CAREER SERVICES	FACILITIES	MARKETING OUTREACH	LEARNING & DEV.	TECHNOLOGY SOLUTIONS
YOUTH SERVICES	PAYROLL	PUBLIC AFFAIRS	TALENT ACQUISITION	INNOVATION

CSCF STAFF BLEND



WHAT WE DO



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

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



WHO WE SERVE

Niche Markets



CAREER SEEKERS

35 YEARS OLD OR YOUNGER

H.S. DIPLOMA OR SOME COLLEGE

EARN LESS THAN \$15 /HR.

HOUSEHOLD INCOME OF \$35k OR LESS



BUSINESSES

SMALL BUSINESS

5 - 150 STAFF MEMBERS

REPRESENTED IN 5 COUNTIES

WHO WE SERVE

High-Growth Industries



WHERE WE SERVE

Our Footprint

Serve 5 Counties

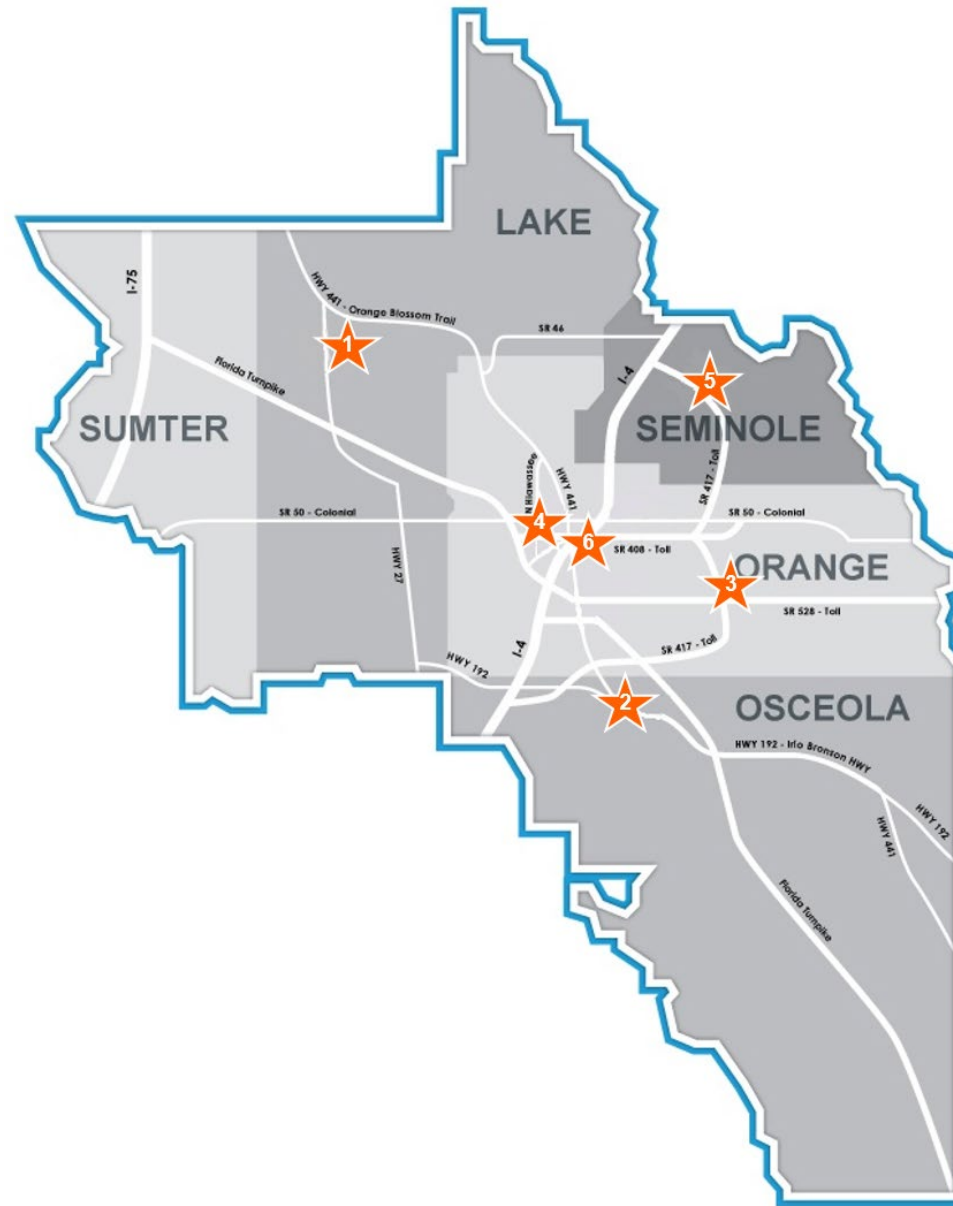
- Lake
- Orange
- Osceola
- Seminole
- Sumter

1 of 24 Regional Florida Workforce Boards

- Region 12
- 2nd Largest in Florida

Delivery of Service

- 5 Career Centers
- 1 Satellite Contact Center



HOW WE SERVE

Service Model



OUR SERVICES

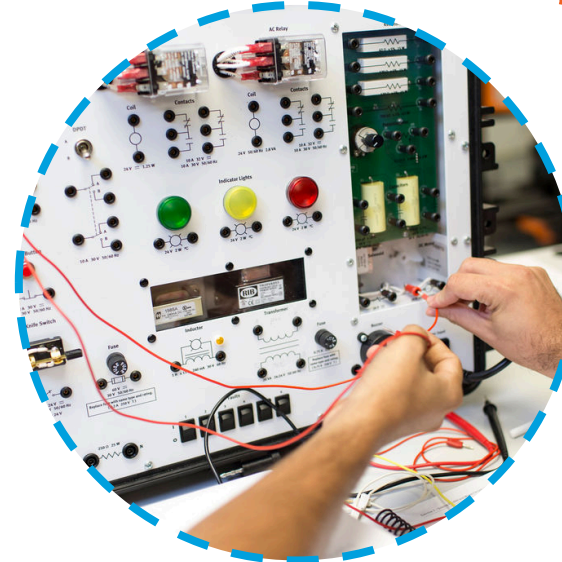
Career Seekers

CAREER COACHING

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

TRAINING & UPSKILLING

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



OUR SERVICES

Businesses

FINDING & HIRING QUALIFIED TALENT

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



WORKFORCE INTELLIGENCE

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

NEW HIRE TRAINING

- Apprenticeships
- Internships
- Training Programs





CSCF TRANSFORMATION

2012 - 2021






STERLING FRAMEWORK: CSCF TRANSFORMATION

2012-2014





2012

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

2014

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

2013

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






STERLING FRAMEWORK: CSCF TRANSFORMATION

2015-2017

2015

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

2017

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

2016

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

STERLING FRAMEWORK: CSCF TRANSFORMATION

2018-2020

2018

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

2020

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

2019

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

STERLING FRAMEWORK: CSCF TRANSFORMATION

2021

2021



Continue Virtual and In-Person Services



Launch Help is Here for Central Florida



Resume In-Person Meetings



Complete Sterling Examination Process



Board Development & Strategic Planning



Financial Integrity



CSCF Staff



Evaluate Programs & Performance Outcomes

2020-2021 ANNUAL BUDGET

BUDGET OVERVIEW

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

DIVERSIFIED REVENUE

UNRESTRICTED REVENUE

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

EXPENDITURES

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

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

RESTRICTED REVENUE

REVENUE		BUDGET
*TOTAL PROJECTED REVENUE	\$	1,380,000

Funding sources include grants, municipalities, business investments and sponsorships

* Diversified Revenue

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

CSCF BUDGET ALLOCATION: YEAR-OVER-YEAR COMPARISON

Budget Allocations

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

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

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

CSCF TRAINING & DEVELOPMENT

Create CareerSourcers Culture

Goal

Align Training & Development Priorities to Key CSCF Values

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

Key Performance Outcomes

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



Training & Development Priorities

STRATEGIC COMMUNICATIONS STRATEGY

- **ENGAGE THE TALENT POOL**

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

- **IMPLEMENT TALENT SOLUTIONS**

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



FACILITIES

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

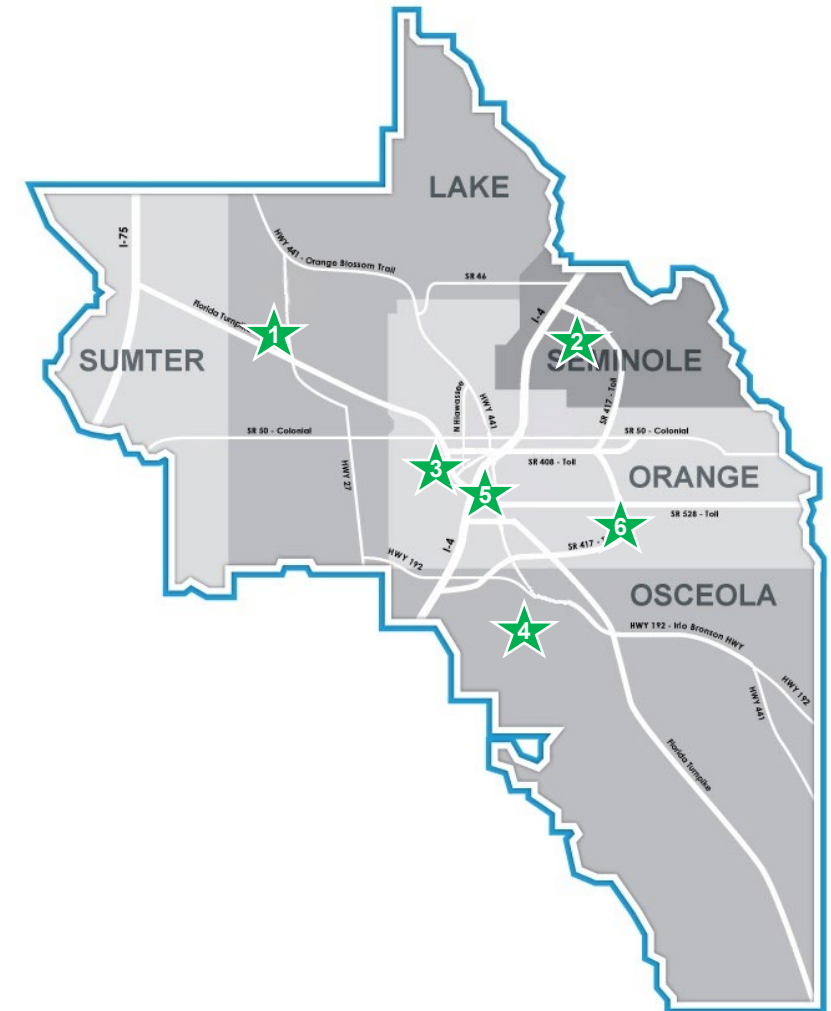
(2) Seminole	
Total Square Foot	10,031
Annual Rental Cost	\$146,796
Expiration Date	6/30/2026

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

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

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

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



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

INFORMATION TECHNOLOGY STRATEGY

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

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

- **DELIVER TECHNOLOGY ENHANCEMENTS**

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

BOARD PRIORITIES

BOARD PRIORITIES

DIVERSIFY REVENUE STREAMS TO ADJUST FOR
VARIABLES IN FEDERAL FUNDING

DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

DELIVER TALENT ACQUISITION STRATEGIES FOR
BUSINESSES IN SIX HIGH GROWTH INDUSTRIES

REVENUE DIVERSIFICATION

DIVERSIFY REVENUE STREAMS TO ADJUST FOR VARIABLES IN FEDERAL FUNDING

GOAL

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

KEY PERFORMANCE METRICS

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



ENGAGE THE TALENT POOL

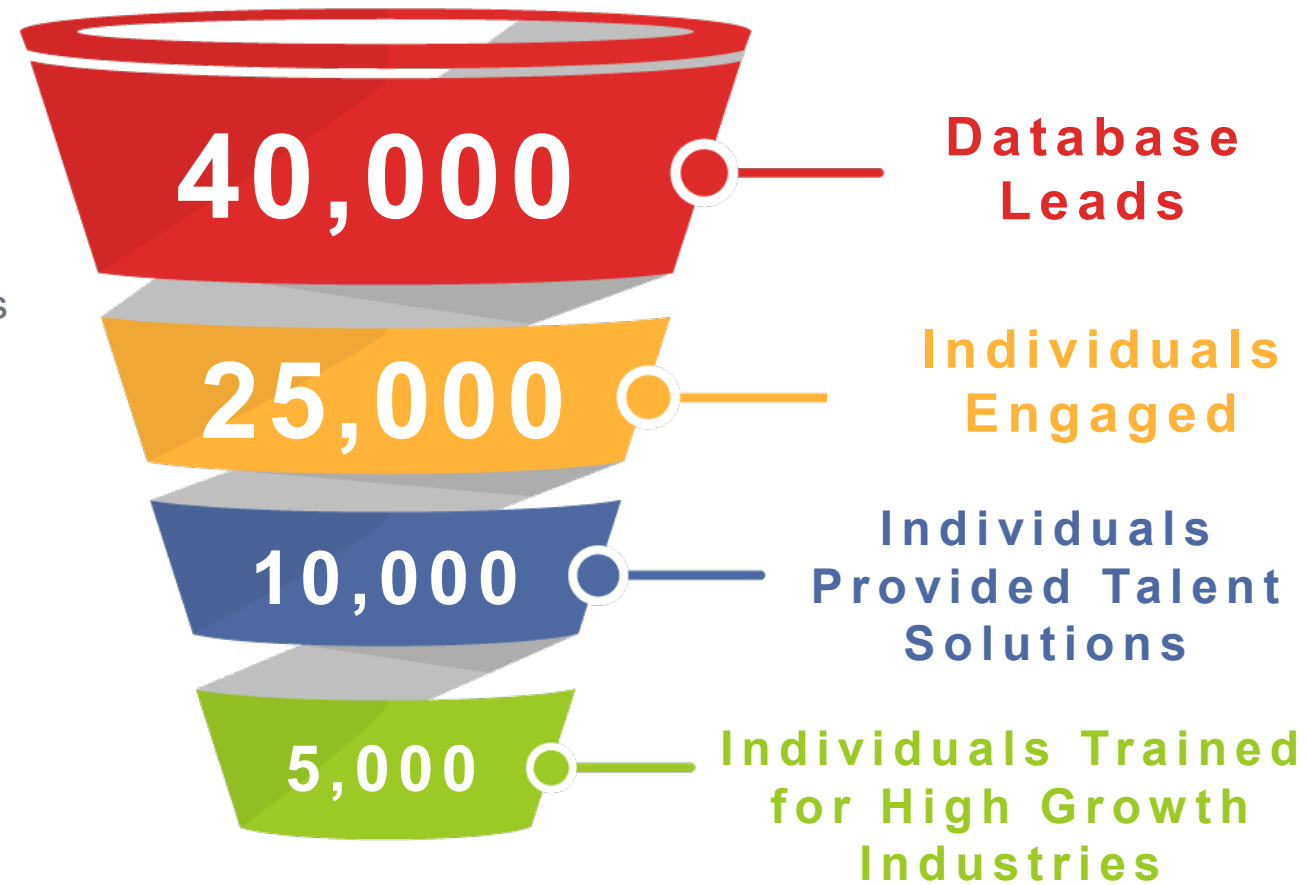
DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

GOAL

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

KEY PERFORMANCE METRICS

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



IMPLEMENT TALENT STRATEGIES

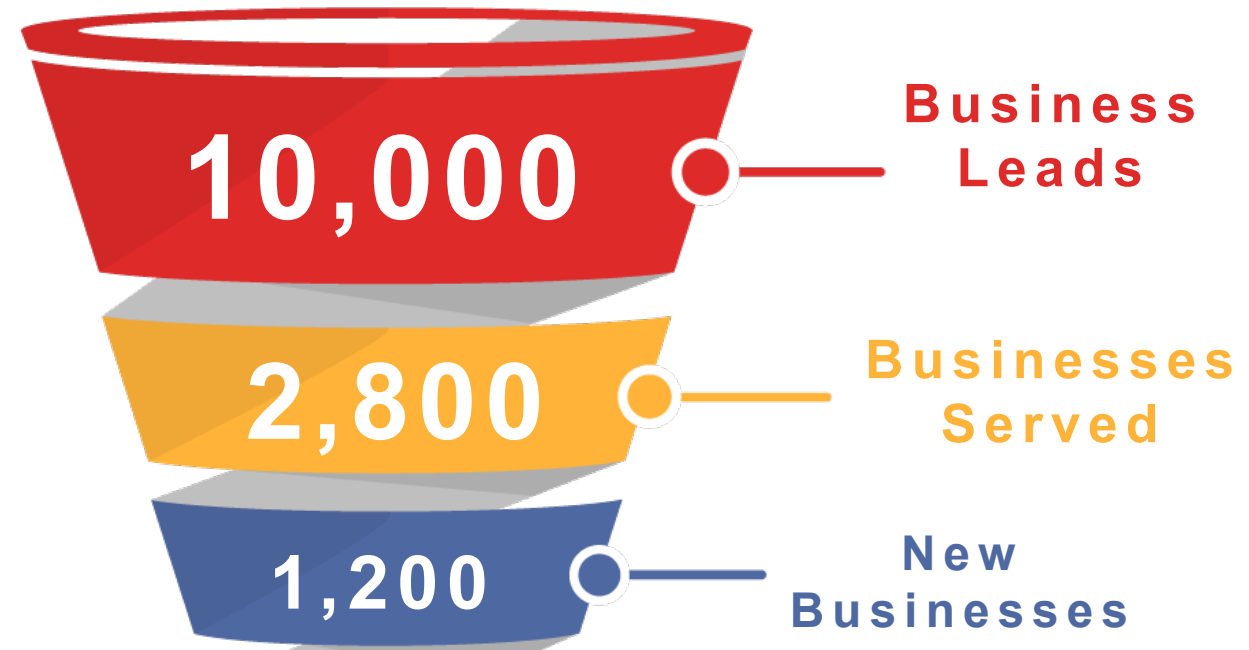
DELIVER TALENT ACQUISITION STRATEGIES FOR BUSINESSES IN HIGH GROWTH INDUSTRIES

GOAL

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

KEY PERFORMANCE METRICS

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



COVID-19 PANDEMIC



COMPARISON: IMPACT ON JOBS REGIONALLY VS. NATIONALLY

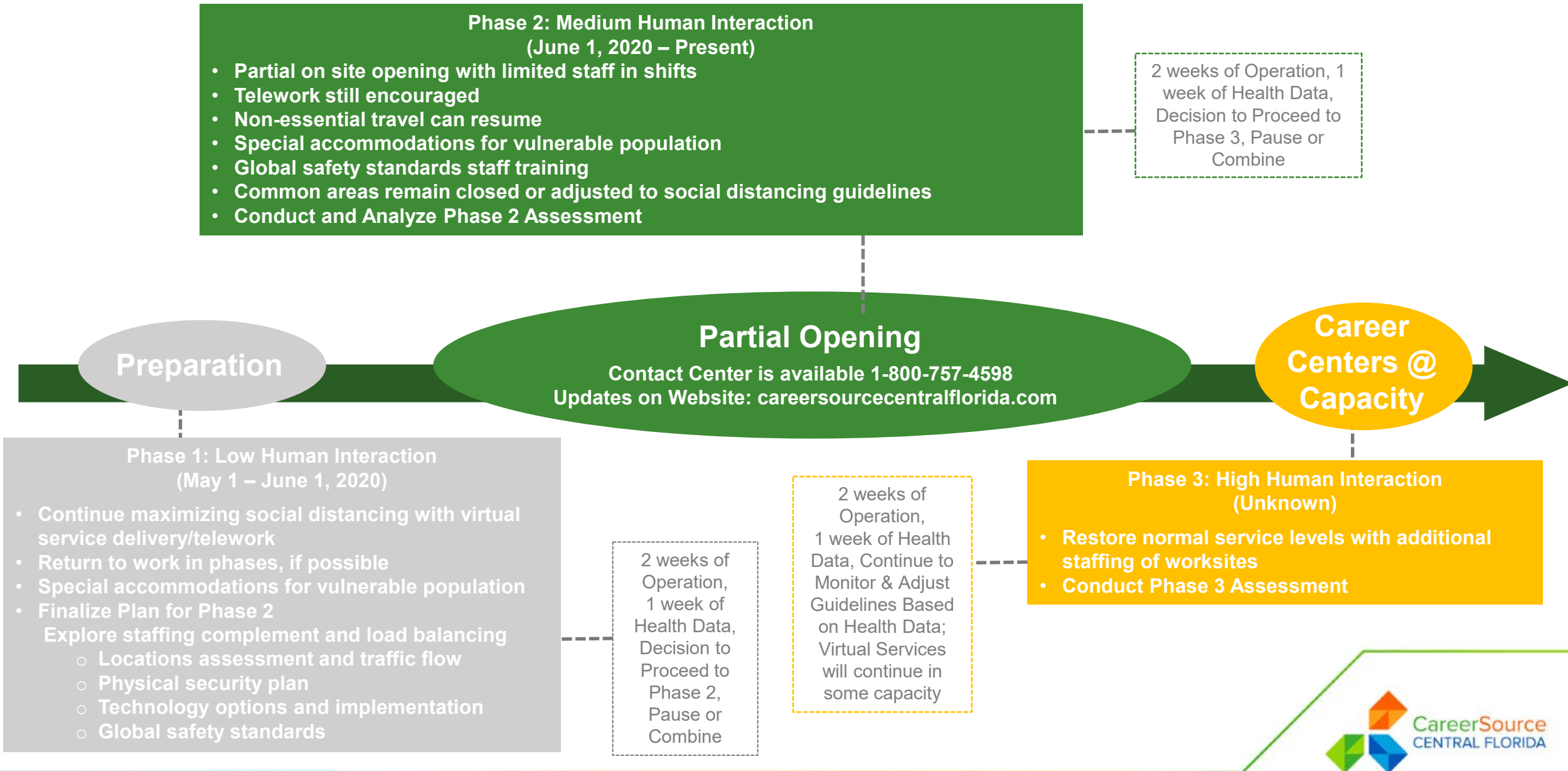
Jobs Outlook - Nationally:

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

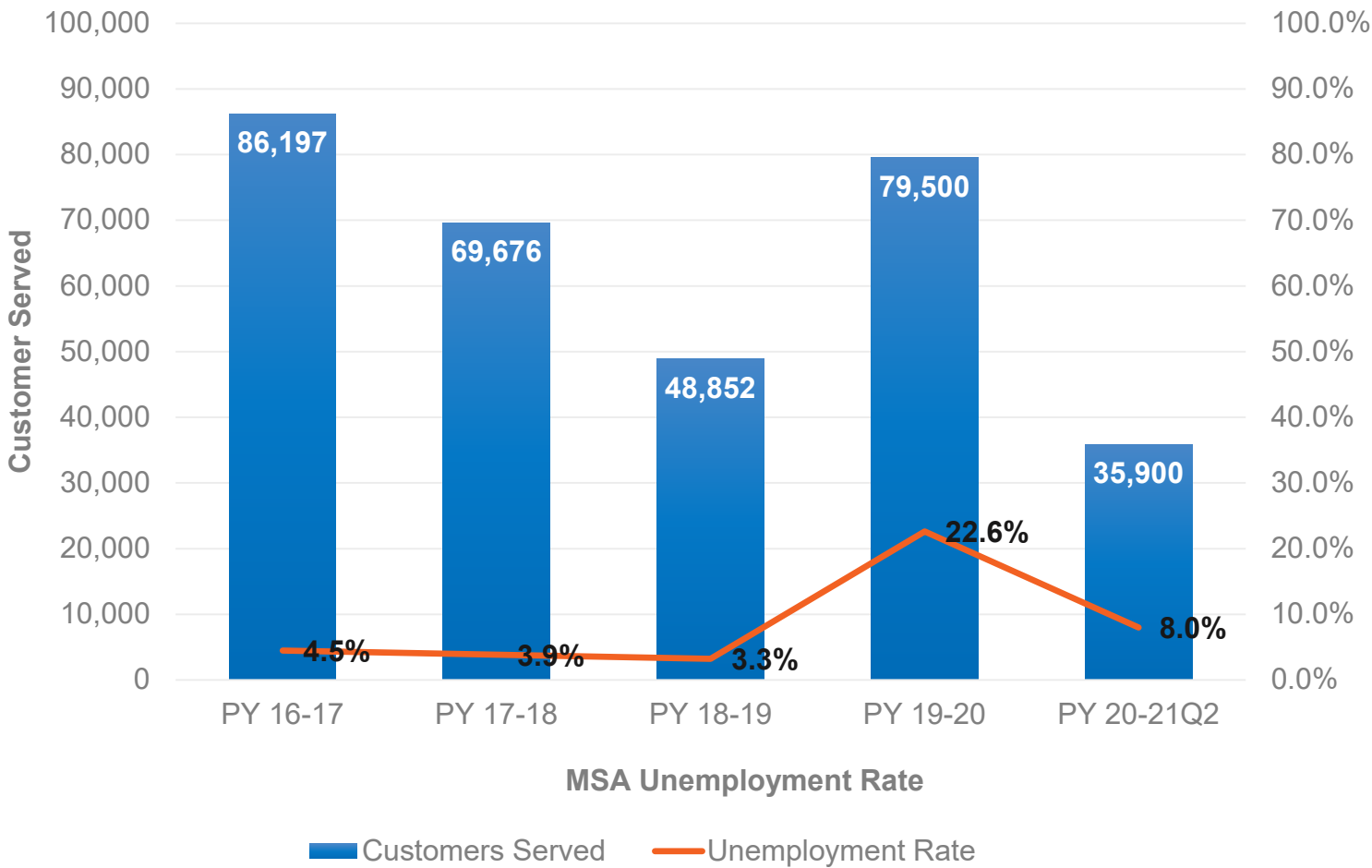
Job Outlook – Regional / State:

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

COVID-19 CRISIS: THREE-PHASE APPROACH TO REOPENING



CSCF NUMBER OF CAREER SEEKERS SERVED: 4-YEAR REVIEW

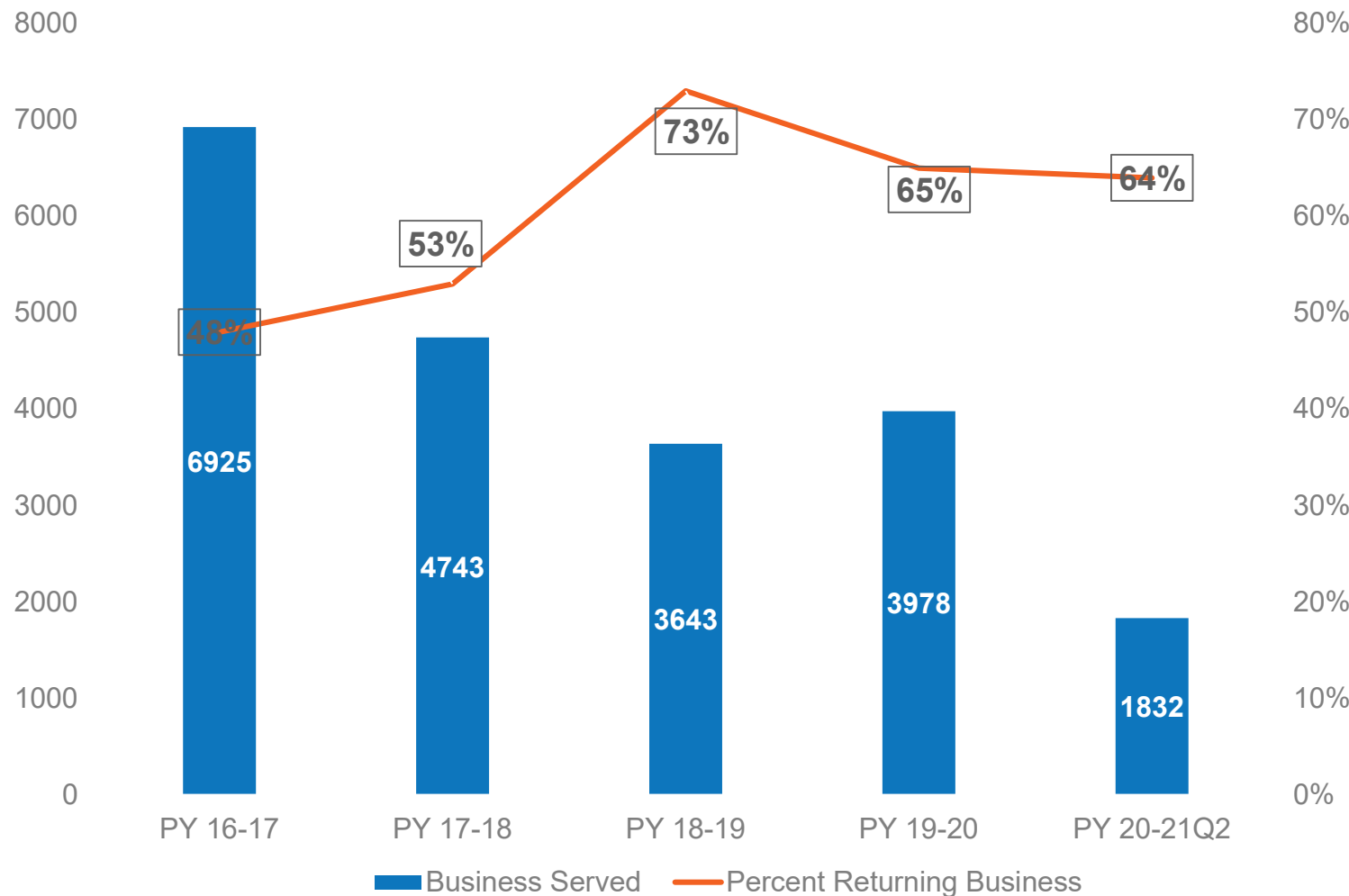


- The numbers of customers served is impacted by the region’s unemployment levels
- COVID-19 impact on employment has created a demand for CSCF support; exceeding previous two program year levels in PY 19-20 and continues to be above trend in PY 20-21

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



BUSINESSES SERVED: 4-YEAR LOOK



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

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



OUR NORTH STAR

BUILDING A NEW FUTURE TOGETHER

OUR NORTH STAR

THE TURNING POINT IN OUR STORY



BUSINESS



CAREER



SEEKERS

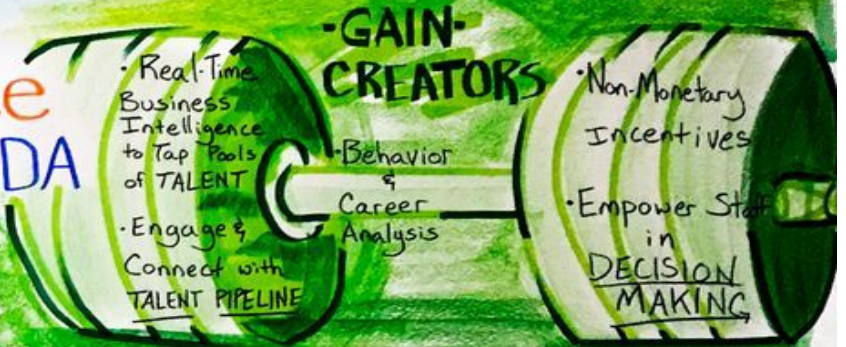
STAFF



Career Source CENTRAL FLORIDA

THE
Magic
Brokers

TALENT
SOLUTIONS
to **IGNITE**
YOUR POTENTIAL:
YOUR
JOURNEY
LIVES
HERE



GAINS

JOBS + DONE

PAIN

- Attract & RETAIN Competent & Productive Staff
- Demand for Our Products & Services
- Get Out of Debt
- Self-Esteem
- Connect with the Customer
- Make a Difference
- Be Self Sustaining

- Profit, Growth, Sustainability
- Clear Jobs that Deliver Skills
- Get a JOB
- Make Money
- Know Outcomes
- Meaningful Relationships

FEAR

- Cost of Turnover
- Search for Soft Skills
- Losing Business
- Overwhelm
- LONG Unclear Process
- 3 MISSES
- NOT ENOUGH TIME

LIGHT
the
SPARK!



RIDG

DRIVING OUR NORTH STAR

4 Key Strategies



1. HIGH CUSTOMER SATISFACTION & LOYALTY

2. TALENT SOLUTIONS CONSULTANTS

3. BE “CAREERSOURCERS”

4. VALUE CREATION THROUGH RELATIONSHIPS

BOARD ENGAGEMENT

HOW TO STAY INFORMED

Board Communications

Board Source Newsletter





Insights

Summer Youth Program to Invest in 1,000 Young Adults

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

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

[Read More](#)

Who IS our Niche Customer?

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

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



Meeting Notices

CSCF Board Meeting & Retreat

Thursday, April 25, 2019

Greetings CSCF Board of Directors,

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

Please note:

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

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

We look forward to seeing you next week!

PLEASE RSVP BELOW

LOCATION

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

DATE AND TIME

04/25/19 9:00am - 04/25/19 2:30pm

Attending - In Person

Attending - Remotely

Unable to Attend

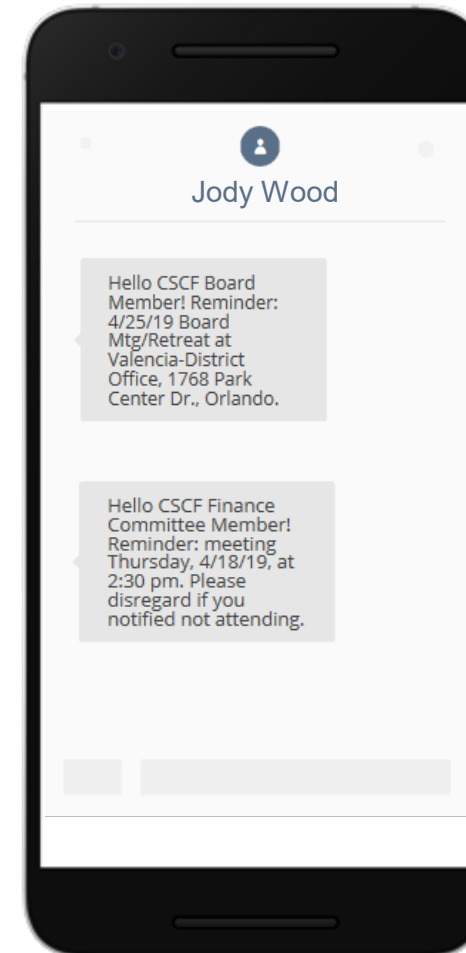
Meeting Packet

Parking Instructions

Remote Attendees:

[Click Here for GoToMeeting](#)

Text Messages



BOARD ENGAGEMENT METRICS – FY 2020-2021

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

THANK YOU!