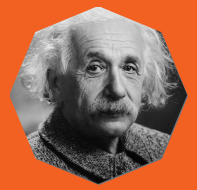
Leo Alvarez, CFO

BUDGET WORKSHOP FY2026-27

What do these four organizations have in common with CSCF?

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



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

EINSTEIN

Agenda

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

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Budget Focus

Increase Diversified Revenue

Leverage Innovation & Maximize Quality of Customer Experience

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Strategic Priorities

Organization Development Strategies	Skill Development-Career Seeker Training
Innovation	Diversified Revenue

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Organization Development Strategy

- **Complete a Compensation Study**
  Conduct a comprehensive market and internal equity compensation analysis to evaluate pay competitiveness, alignment to organizational structure and future workforce needs to drive recruitment and retention.

- **Procure Employee Benefits Broker**
  Issue an RFP to evaluate current employee benefits services, ensuring alignment with organizational goals, cost effectiveness, compliance and employee experience to maximize partnership and value to the company.

- **Enhance Talent Development Strategy**
  Develop and strengthen a talent development strategy focused on competency development and career pathing, customer service excellence training, management training and succession management to upskill CareerSourcers.

- **Create a Workforce Optimization Strategy**
  Develop a workforce optimization strategy that assesses current and future FTE needs to maximize staffing resources, operational efficiency, and alignment with evolving business priorities.

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Skill Development (Career Seeker Training)

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

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Innovation

- **AI & Workforce Innovations**

  Expand AI-enabled workforce solutions to improve career seeker engagement, rapid response efforts, and consistent service delivery.

- **Enterprise PMO Launch & Evolution**

  Standardize project governance and prioritization to improve accountability, transparency, and organizational learning.

- **Business Intelligence Modernization**

  Advance data-driven decision making through modern dashboards, impact insights, and stronger community reporting deliverables.

- **Enhance Virtual Services**

  Expand and optimize virtual workforce services to increase accessibility, improve operational efficiency, and meet customers where they are through flexible digital engagement options.

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Diversified Revenue

- ✔ Expand Earned Revenue Strategies
  - Establish revenue-sharing partnerships
  - Develop fee-for-service consulting opportunities
- ✔ Increase Corporate Investments
  - Cultivate multi-year sponsorships and strategic gifts aligned with CSCF's four engagement pathways (Sponsor, Invest, Volunteer, Hire)
  - Target corporations, business foundations, and community organizations for gifts ranging from event sponsorships to major program investments in High School Career Express, Access to Career Pathways, and Summer Youth Program
- ✔ Pursue Direct Federal Grants
  - Partner with a strategic federal grant consulting firm to strengthen applications for federal workforce development and youth career exploration grants that align with existing program infrastructure
- ✔ Strengthen Sector Partnerships & Business Development
  - Create employer engagement and contribution opportunities across sponsorship, internship investment, volunteering, and hiring to deepen long-term relationships and position CSCF as a trusted workforce solutions partner.

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Revenue

In the last three years, revenues continue to decline.

2025 - $33M

2026 - $30M

2027 - $28M

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10 Year Lookback Revenue (Millions)

How it Breaks Down

$30

10Yr Average

$48

Peak Yr (2023)

$28

Current Year Budget

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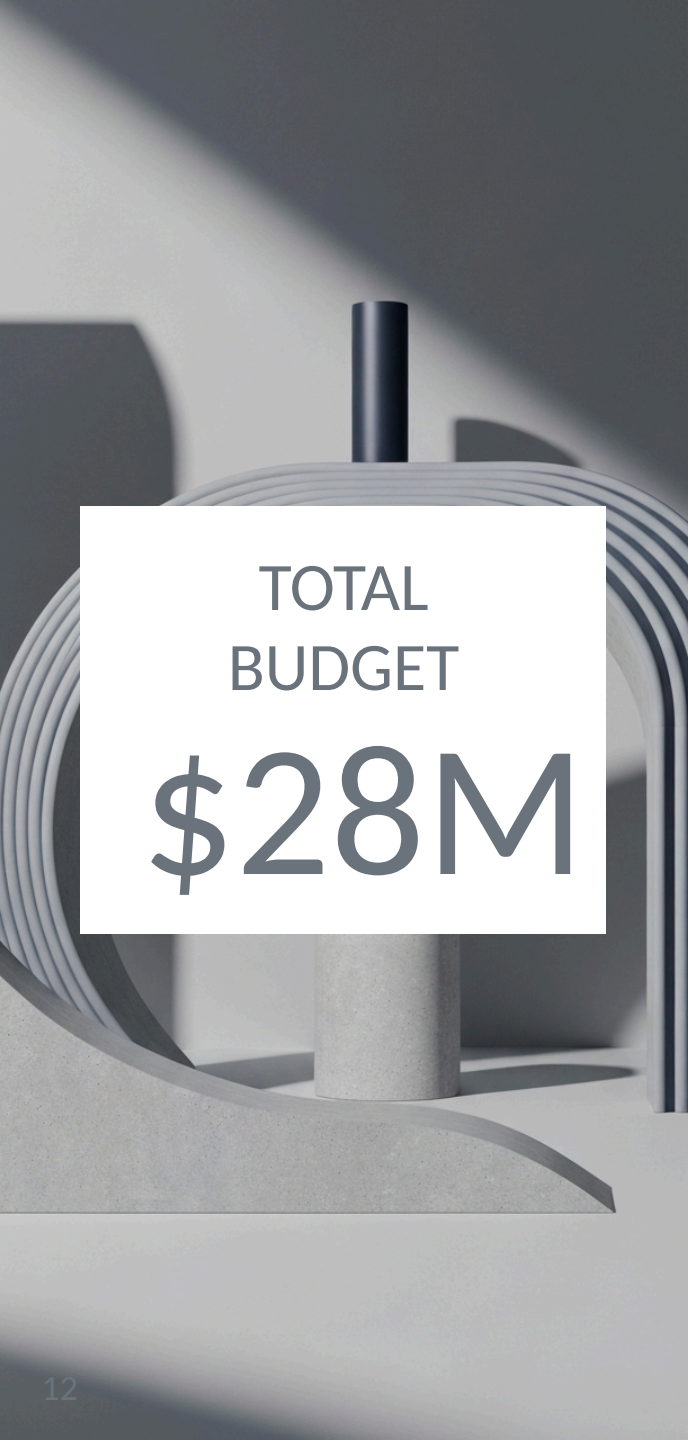
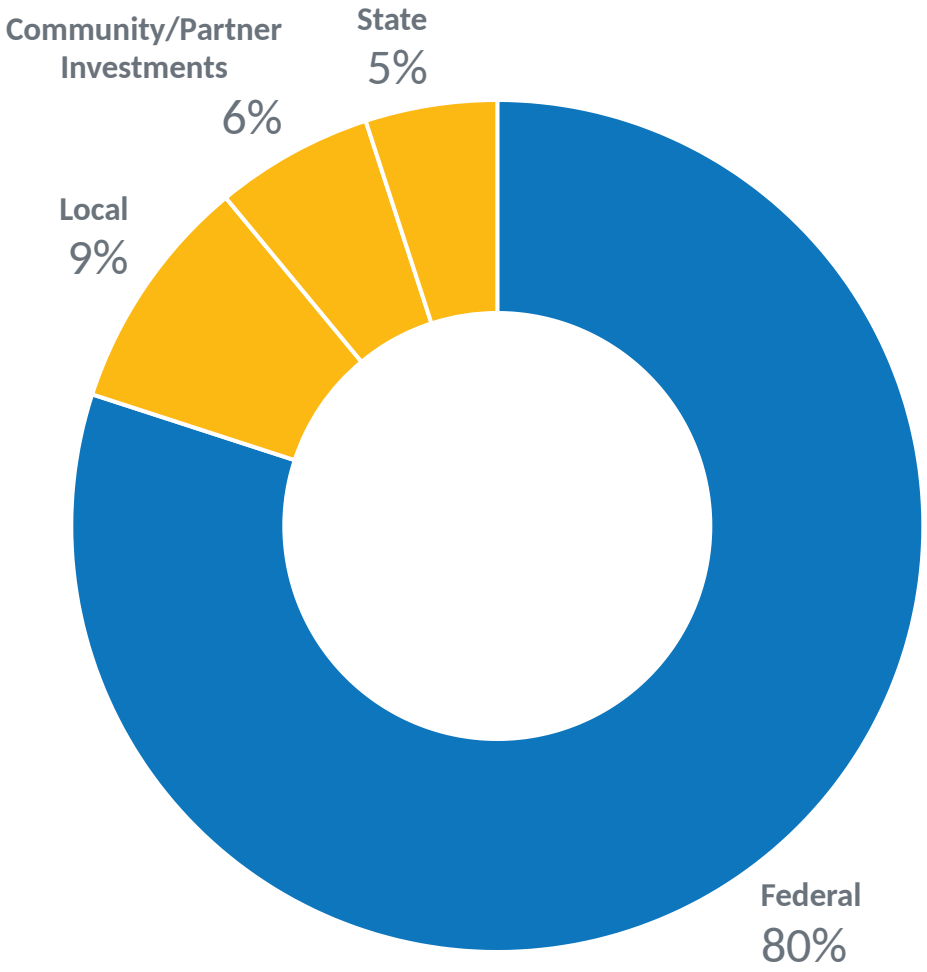


TOTAL BUDGET

$28M

Budget Allocation



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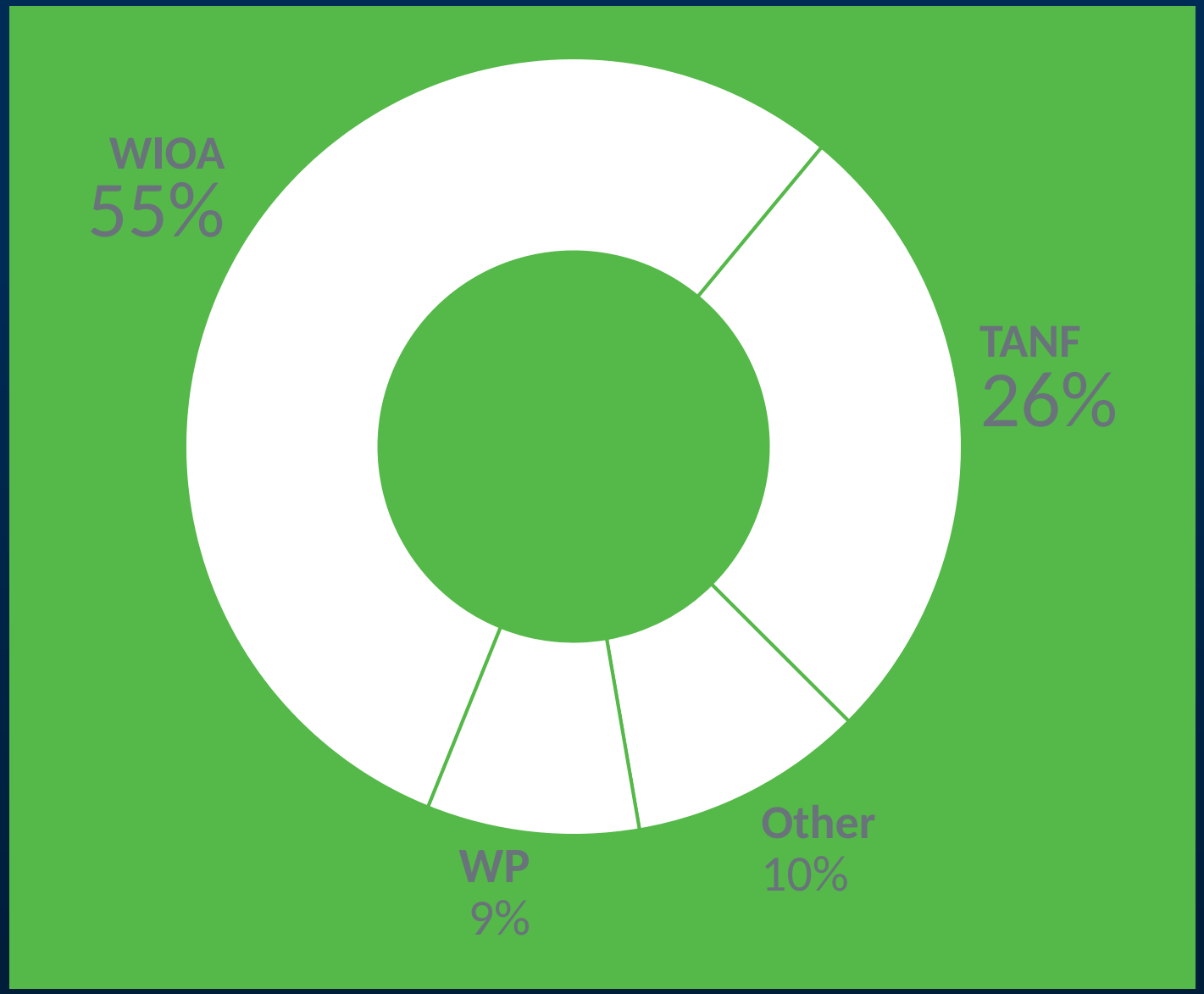

Federal Revenue

$22.5M

TOTAL BUDGET

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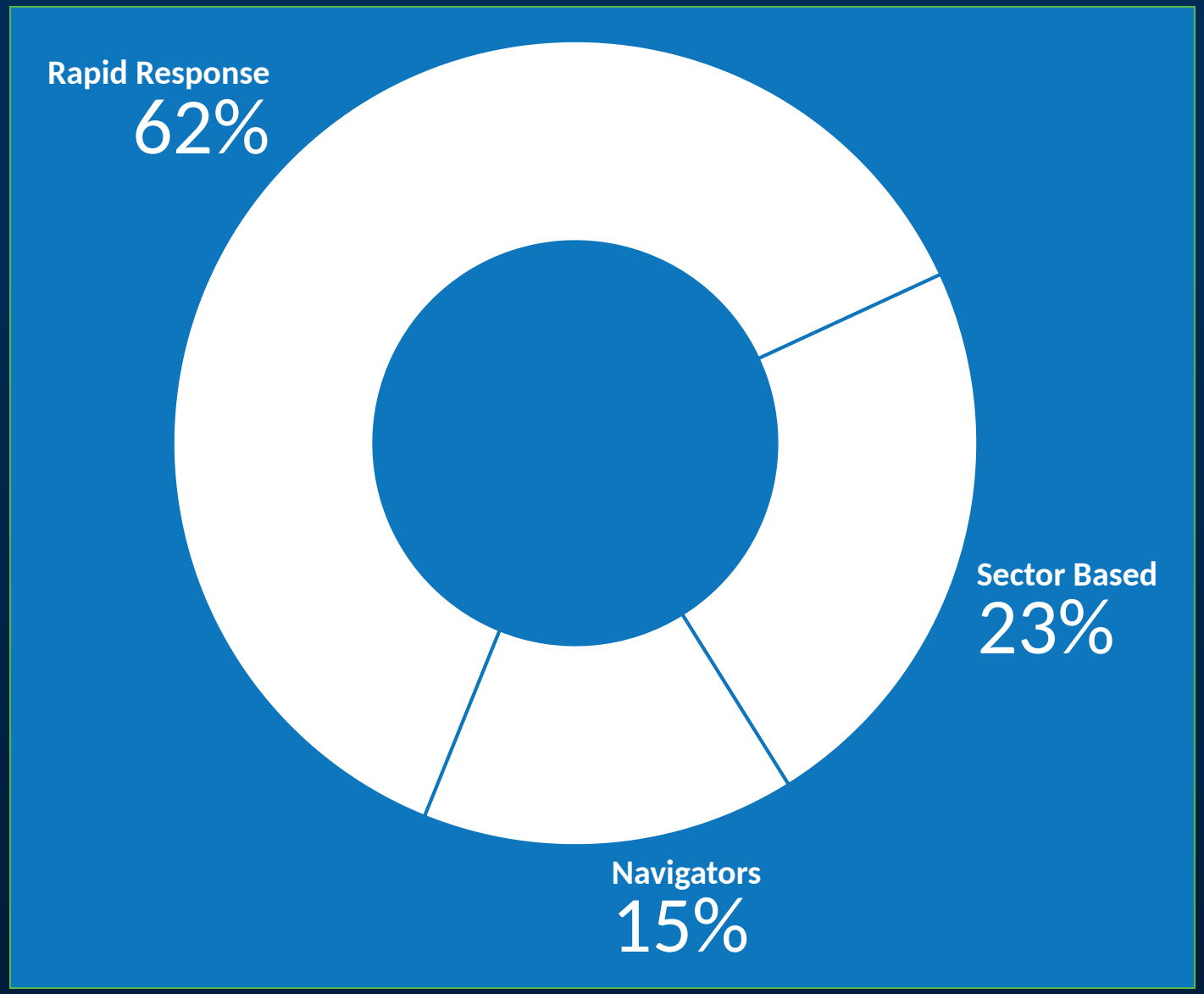

State Revenue

$1.4M

TOTAL BUDGET

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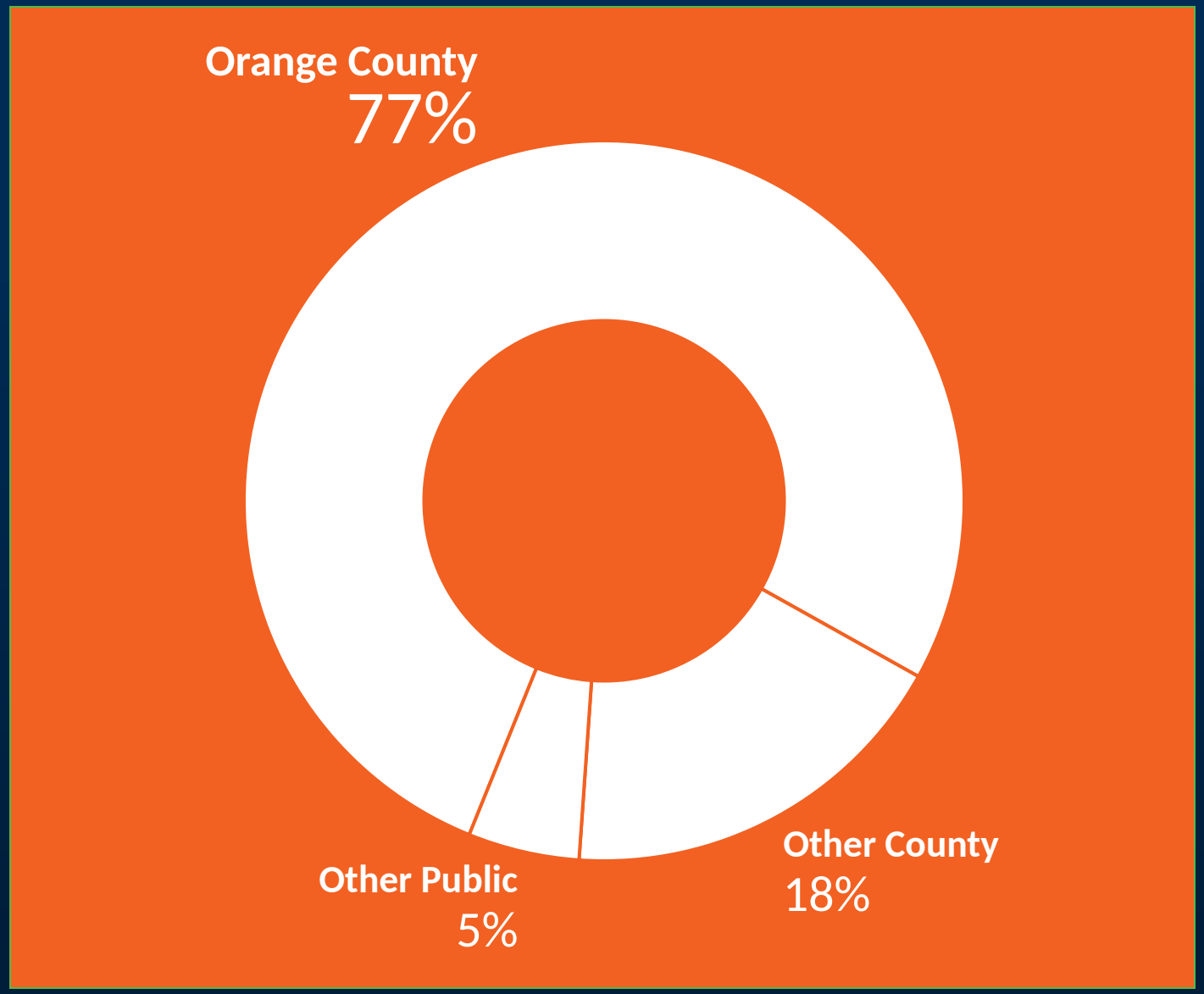

Local Revenue

$2.5M

TOTAL BUDGET

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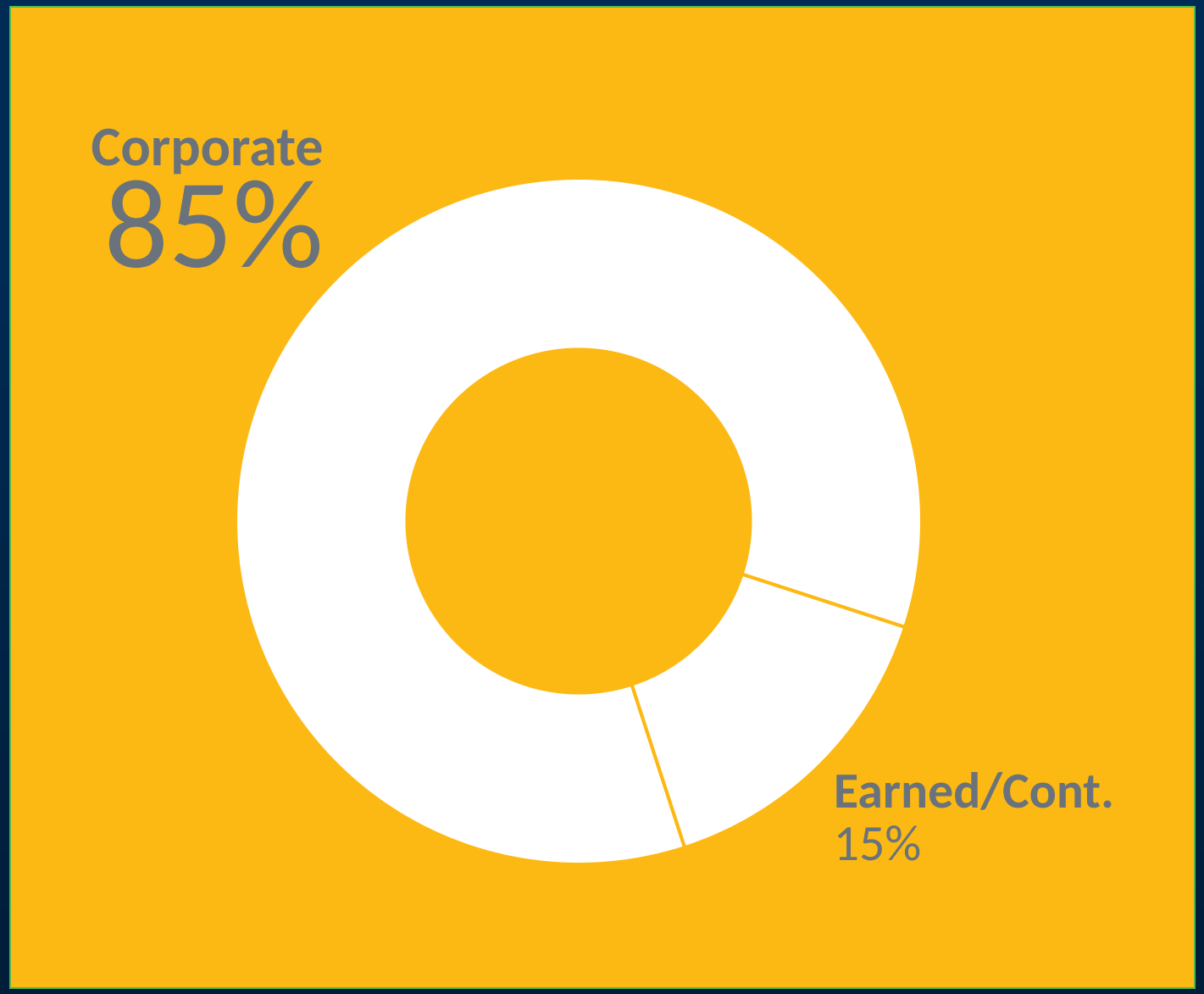

Community/Partner Investments

$1.6M

TOTAL BUDGET

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2026 - 2027 Budget Expenses (Millions)

How it Breaks Down

$28.0

Total Expenses

$14.5

Compensation

$9.3

Skill Development

$4.2

Innovation and Administration

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Budget Allocations & Comparisons

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

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10 Year Lookback FTE Count

How it Breaks Down

180

10Yr Average

235

Peak Yr (2023)

145

Current Year Budget

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2026-27 Facility Cost

$1M

Decrease of $800K from PY

1 Administrative Office

3 Career Center Offices

6 Community Hubs

Expand Virtual Services

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BOARD METRICS

Diversify revenue streams to create resiliency.	Identify and deliver skill development opportunities that address labor market demands.	Deliver personalized career support that ignites the potential of Central Florida residents.	Optimize workforce innovations to maximize organizational value.
✔ $5M ATTAINED	✔ 3,000 TRAINED ✔ 4,000 EMPLOYED ✔ $19/HR AVERAGE WAGE	✔ 20k ENGAGED IN SERVICES ✔ 90% CUSTOMER SATISFACTION RATE	✔ 3 NEW INNOVATIONS

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1 Federal Metric

- Administrative Costs Target - 10%
- Young Adults Internship Target - 20%

2 State Metrics

- Training Investment Target - 45%

3 Local Board Metrics

- Career & Business Services Target - 70%
- Innovation Support & Administration - 30%

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Summary

Fiscal Responsibility

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

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$146,300,000

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

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Return on Investment

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

Ratio: ROI/Cost of Investment

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Thoughts? **Questions?**

Open for feedback and discussion.

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