



## Governance Committee

Heart of Florida United Way  
1940 Traylor Blvd.  
Orlando, FL 32804  
Universal Conference Room (right off lobby)

Thursday, March 5, 2015  
10:00 a.m. – 11:30 a.m.

**Conference Call-in phone number: (866) 576-7975 / Participant Access Code: 299848**

### **Strategic Goals developed by the Board:**

- *CareerSource Central Florida will become business focused in all efforts*
- *CareerSource Central Florida will identify ways to measure progress and Return On Investment (ROI)*
- *CareerSource Central Florida will become the backbone organization for workforce development in Central Florida*

1. Welcome & Chair's Remarks
2. Roll Call/Establishment of Quorum
3. Public Comment
4. Approval of Minutes
  - A. 11/4/14 Governance Committee Meeting
5. Information/Discussion Items
  - A. Slate of Officers / Board Vacancies for PY 15-16
  - B. Public Comment Policy
  - C. Enterprise Risk Implementation
  - D. Role of Board under Workforce Innovation and Opportunity Act (WIOA)
  - E. Robert Rules
6. Other Business
7. Upcoming Meetings
  - Executive Committee Phone Meeting – 9:00am, Thursday, April 16, 2015
  - Board of Directors – 9:00am, Thursday, April 23, 2015 / Orlando Health
  - Governance Committee Meeting: 2:00 pm, May 13, 2015 / Location: TBD
8. Chair's Closing Remarks
9. Adjournment

**DRAFT**

**Governance Committee Meeting  
Phone Meeting**

**Tuesday, November 4, 2014  
2:00 p.m.**

**MINUTES**

**MEMBERS PRESENT:** Robert Brown, Greg Beliveau, Wendy Brandon, and Eric Jackson

**MEMBERS ABSENT:** Richard Sweat

**STAFF PRESENT:** Pam Nabors, Mimi Coenen and Kaz Kasal

**WELCOME & CHAIR'S REMARKS**

Mr. Brown called the meeting to order at 2:03pm and welcomed those in attendance.

- Roll Call/Establishment of Quorum  
Ms. Kasal reported that there was a quorum present.
- Public Comment  
None Offered.

**APPROVAL OF MINUTES FROM PREVIOUS MEETING (8/20/14)**

After review, Mr. Jackson made a motion to approve minutes from 8/20/14 Governance Committee Meeting. Mr. Beliveau seconded, motion passed.

**INFORMATION/DISCUSSION ITEMS**

1. Board Members – Term Update

The committee reviewed the roster of board members whose terms expire on 6/30/15. Ms. Nabors commented it would be good to reappoint, where we are able to, as these board members' historical experience serving on this board will help guide us with the upcoming planning and formulation of WIOA. The committee concurred for Ms. Nabors to review with Ms. Noriega at Orange County Government the two Orange County private seats. With regard to the remaining board members, the committee asked that Ms. Nabors reach out to each of them and see if they would be interested in serving another term.

2. Review of Board of Directors Retreat – Review Notes/Next Steps

The committee reviewed the notes and themes from the board's feedback at the 10/16/14 Board Retreat. The committee asked staff to consolidate these notes further into a few key themes and prioritize. Then the Executive Committee and Board will review at their respective meetings next month. These key themes will help to serve as a guide for the strategic business plan.

3. Consideration of Enterprise Risk Committee and Plan – Further Review

Ms. Nabors stated that staff is proposing that CareerSource Central Florida adopt an Enterprise Risk Management (ERM) process and the Governance Committee would be a liaison and provide oversight. The Enterprise Risk Committee would consist of senior staff who would do an assessment of risks to this organization and provide a report to the Governance Committee, of which will be included as a part of CareerSource Central Florida's strategic plan. The committee further discussed and concurred that all committees be involved for feedback – ERM could be an agenda item for each committee once or twice a year. Ms. Nabors stated that an operating policy and protocol should be ready for the Executive Committee to review at their meeting next month.

4. Preparation for Officer Slate - 2015

The committee asked Ms. Nabors to provide a list of eligible board members to the Governance Committee for further review at the next Governance Committee meeting.

5. Implication of Workforce Innovation & Opportunity Act (WIOA) on Board Governance

Ms. Nabors stated that Thursday, 11/6/14, there will be a short Executive Committee meeting and then a Board Education Session on WIOA, presented by Ms. Rochelle Daniels from CareerSource Broward who is an legislative expert. Ms. Daniels will provide an overall review of the implications of WIOA, in particular as it pertains to the governance of this board. Ms. Nabors extended her thanks to Ms. Brandon who is sponsoring lunch at this Board Session. As many board members will be unable to attend this Board Session, Mr. Brown asked Ms. Nabors to develop a Frequently Asks Questions (FAQ) document for the Board to use as a reference. Ms. Nabors concurred and added that both she and Ms. Coenen can also provide an in-depth WIOA update at the December Board meeting.

Mr. Beliveau stated he would like to connect with CareerSource Central Florida office in Lake County to make sure partnerships are being appropriately/strategically aligned and resources maximized but not duplicated. Mr. Beliveau stated a good focus would be to bring more manufacturers to Lake County. Ms. Nabors replied that Ms. Coenen and Ms. Ridley who is the Center Manager at the Lake County office, will reach out to Mr. Beliveau to review current partnerships in Lake County and also discuss additional opportunities to explore.

There being no other business, the meeting was adjourned at 2:53 p.m.

Respectfully submitted,

Kaz Kasal  
Administrative Supervisor



**CURRENT OFFICERS**

<b>Board Position</b>	<b>Nomination</b>	<b>Job Title</b>	<b>Organization</b>
Chair	Wendy Brandon	CEO	Central Florida Regional Hospital
Vice Chair	Eric Jackson	President/CEO	Total Roof Services Corp.
Treasurer	Bill Merck	VP for Administration & Finance and CFO	University of Central Florida
Secretary	Greg Beliveau	President/Owner	LPG Urban & Regional Planners

**PROPOSED OFFICER NOMINATIONS**

<b>Board Position</b>	<b>Nomination</b>	<b>Job Title</b>	<b>Organization</b>
Chair	Eric Jackson	President/CEO	Total Roof Services Corp.
Vice Chair	TBD		
Treasurer	Bill Merck	VP for Administration & Finance and CFO	University of Central Florida
Secretary	Greg Beliveau	President/Owner	LPG Urban & Regional Planners

## CAREERSOURCE CENTRAL FLORIDA BOARD OF DIRECTORS ROSTER

Yellow highlighted denotes seats expiring on 6/30/15

Green highlighted denotes proposed replacement

Private Sector	Seat #	Name	Effective Date of Appointment	Term Ends
LAKE - 2 Seats				
	001	Sheri Olson, Director of Development, South Lake Hospital	7-1-13	6-30-15
	002	Greg Beliveau, President/Owner, LPG Urban and Regional Planners	7-1-13	6-30-16
ORANGE - 8 Seats				
	003	Jody Sweet, Vice President of Recruitment, Diversity & Inclusion and Talent Management, Walt Disney Parks & Resorts	2-27-14	6-30-16
	004	Paul Bough, Senior Project Manager, URS Corporation	7-1-13	6-30-16
	005	Eric Jackson, President/CEO, Total Roof Services Corp.	7-1-14	6-30-17
	006	Deborah Clements, Government & Community Relations Manager, Duke Energy	10-5-11	6-30-15
	007	Dr. Robert Spooney, President/CEO, Robert M. Spooney & Associates	10-21-11	6-30-15
	008	Diana Bolivar, President, Hispanic Chamber of Commerce of Metro Orlando	7-1-14	6-30-17
	009	Dr. Angela Adams, Executive Director, Central Florida Pharmacy Council	5-3-12	6-30-15
	010	Steven Brooks, President, DeVry University-Orlando Area	1-22-15	6-30-16
OSCEOLA - 2 Seats				
	011	Larry Walter, President, Hanson, Walter & Associates, Inc.	12-13-12	6-30-15
	012	Mark Wylie, President/CEO, Central Florida Chapter Associated Builders and Contractors, Inc.	7-1-14	6-30-17

**CAREERSOURCE CENTRAL FLORIDA BOARD OF DIRECTORS ROSTER**

<b>Private Sector</b>	<b>Seat #</b>	<b>Name</b>	<b>Effective Date of Appointment</b>	<b>Term Ends</b>
SEMINOLE - 3 Seats				
	013	Wendy H. Brandon, CEO, Central FL Regional Hospital	7-1-14	6-30-17
	014	Melanie Cornell, Principal, HKS Architects, Inc.	10-5-11	6-30-15
	015	Richard Sweat, President, .decimal	7-1-13	6-30-16
SUMTER - 2 Seats				
	016	Leland Madsen, Administrator, Bedrock Resources, Inc.	7-1-13	6-30-16
	017	Chuck Todd, Owner, Circle C Farms	5-3-12	6-30-15

**CAREERSOURCE CENTRAL FLORIDA BOARD OF DIRECTORS ROSTER**

<b>Public Sector Seats Required per DEO (see letter dated July 2011)</b>	<b>Seat #</b>	<b>Name</b>	<b>Effective Date of Appointment</b>	<b>Term Ends</b>
Education	001	Kathleen Plinske, President of Osceola and Lake Nona Campuses, Valencia College	7-1-15	6-30-18
Education, adult education and post-secondary	002	William F. Merck II, VP for Administration and Finance and Chief Financial Officer, University of Central Florida	7-1-14	6-30-17
DCF	003	William D’Aiuto, Central Regional Managing Director, DCF	7-1-13	6-30-16
Vocational Rehab	004	Brian Michaels, District Administrator, Division of Blind Services, Dept. of Education (Division of Blind Services serves individuals with disabilities)	7-1-14	6-30-17
Private Sector Non-Profit Training Institution	005	Leslie Hielema, Vice President, The Orlando Center/ Florida Institute of Technology	2-27-14	6-30-16
Private Sector For-Profit Training Institution		Steven Brooks, President, DeVry University-Orlando Area	1-22-15	6-30-16
Senior Community Service Employment programs	006	VACANT (not required under WIOA)		6-30-17
Economic Development	007	Eric Ushkowitz, Economic Development Administrator, Orange County Government	10-5-11	6-30-15
Economic Development	008	Nicole Guillet, Seminole County Manager, Seminole County Board of County Commissioners	7-1-14	6-30-17
Labor	009	Jack Plettinck, International Union of Painters & Allied Trades (IUPAT)	10-21-11	6-30-15
Labor	010	David Brier, Business Manager, Laborers’ International Union of North America (LIUNA)/ Southeast Laborers	7-1-14	6-30-17
CSBG, employment and training programs		(Eric Ushkowitz is fulfilling these requirements representing Orange County Government)		6-30-15
CBO	011	Tirso Moreno, General Coordinator, Farmworker Association of Florida	7-1-14	6-30-17
CBO	012	Bob Brown, President/CEO, Heart of Florida United Way (United Way funds programs to veterans)	7-1-14	6-30-17
Migrant and Seasonal Farmworker	013	Joseph A. Sarnovsky, Vice President & CFO, Seminole State College	10-5-11	6-30-15



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**POLICY NUMBER: QAC 2015 - 001**  
**POLICY TITLE: Public Comment at Board of Director Meetings**

<b>Author:</b> Governance Committee Board of Directors	<b>Board Approved / Effective Date:</b>	<b>Revision Date:</b> NA
<b>Description of Revision(s):</b>	NA	

**PURPOSE:** As part of its responsibility to conduct business in a public manner, the Central Florida Regional Workforce Development Board Inc., d/b/a CareerSource Central Florida has outlined a policy that is intended to ensure broad opportunity for the public to be heard in decision-making by the Board of Directors and committees of CareerSource Central Florida.

**POLICY:** It is the policy of the Board of Directors of CareerSource Central Florida ("CSCF") that the meetings, deliberations, decisions, and actions of the Board itself and all committees of CSCF subject to the Sunshine Law be conducted openly and with reasonable opportunity for members of the public to be heard, as required by Sections 286.011 and 286.0114 of Florida Statutes.

**PUBLIC OPPORTUNITY TO BE HEARD:** As required by Section 286.0114 of Florida Statutes, the public shall be given a reasonable opportunity to be heard on each proposition to be considered by the Board and CSCF committees. The following rules and guidelines govern the public's opportunity to be heard at meetings of the Board and committees:

1. Time shall be set aside at all CSCF meetings governed by the "Sunshine Law" (Sec. 286.011, Fla. Stat.) for the purpose of receiving comments and suggestions from members of the public.
2. Generally, up to 15 minutes at the beginning of each board or committee meeting will be set aside for citizens who wish to make a request of that board or committee, voice a concern, express an opinion, or address the Board or committee for other purposes. If circumstances warrant, the presiding officer may permit additional time on a case-by-case basis.
3. Generally, all public comments on propositions to be considered at the meeting (or at a future meeting) will be heard only at the beginning of the meeting. If circumstances warrant, the presiding officer may allow public comments on a certain matter to be heard at a later time during the meeting, before the board or a committee takes action on the matter.
4. Persons who wish to be heard during the public-comment period are to be asked to register on a sign-in sheet, which is to be available generally 30 minutes before the start of the meeting.



5. Each person who registers to speak will have up to three minutes to be heard. If circumstances warrant, the presiding officer may permit a speaker to take additional time on a case-by-case basis.
6. Generally, speakers will be recognized by the presiding officer in the order in which their names appear on the sign-in sheet. Speakers must address the board or committee from the podium and may not approach the board or committee or CSCF staff. A designated CSCF staff member will assist to distribute hand-outs or exhibits if needed. Speakers will begin their statement by stating their name and address.
7. Statements are to be directed to the board or committee as a whole, and not to individuals. Public comment is not intended to require a board or committee member to provide an answer to the speaker. Discussions between speakers and members of the audience are not to be allowed.
8. Speakers will be courteous in their language and presentation.
9. Only one speaker will be acknowledged at a time. In the event a group supporting or opposing the same position desires to be heard, in the interest of time a spokesperson shall be designated to express the group's concerns, and the spokesperson will be granted additional time to be heard.
10. Board members will ask questions of the public only through the presiding officer.
11. Action on items brought up during the public comment period will be at the discretion of the board or committee. No board or committee may take action on subject matter for which it has not had the opportunity to fully investigate and gather complete information.
12. These same rules shall apply to the CSCF Board of Directors and all CSCF committees.

**WAIVER OF RULES:** When circumstances warrant, the board or committee may waive any part of these rules during a meeting, upon a motion and majority approving vote by members of the board or committee present, but only to ensure or enhance the right of members of the public to be given a reasonable opportunity to be heard before the board or committee takes official action on a proposition.

**TRAINING:**

Annual training for the members of the Board of Directors regarding the Public Comment policy and procedure will be scheduled by CareerSource Central Florida.

**MODIFICATION:**

CareerSource Central Florida reserves the right to modify this policy at any time.

**EXPIRATION DATE:**

Indefinite



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GOVERNANCE COMMITTEE MEETING

GUEST SIGN-IN SHEET

May 13, 2015

Name (PLEASE PRINT)	Organization/Address	Do you plan to speak during the public comment section of the agenda?	Do you have any hand-outs or exhibits?



## MEMORANDUM

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**To: Governance Committee**  
**From: Pam Nabors**  
**Subject: Enterprise Risk Management**  
**Date: March 5, 2015**

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**Purpose:**

The purpose of this memo is to update the Governance Committee on the progress and implementation of the recently adopted Enterprise Risk Management Policy.

**Background:**

With guidance from the Governance Committee, CareerSource Central Florida has recently adopted an Enterprise Risk Management Policy. The purpose of this policy is to establish a process of identifying, assessing and managing risks that can either positively or negatively affect CSCF's ability to achieve its strategic goals. The first step of implementing this policy was to create an Enterprise Risk Committee (ERC). Over the last month, CSCF staff created such committee, comprised of senior leadership staff, or designee. The responsibility of the ERC is to identify, assess, manage and report organizational risk exposures to the President/CEO on a semi-annual basis. The identified risk are then evaluated and reported to the Governance Committee semi-annually.

In a recent ERC meeting, staff discussed the various potential risks facing CSCF and come up with a list of top 10 risks facing the organization today. Note, this list below is not based in ranking order of risk.

- A breach of sensitive and confidential data/info.
- Lawsuit/Claims
- Natural/Environmental disasters
- Internal/external acts of violence
- Infrastructure system failure
- Operational system failure
- Fiscal mismanagement/audit findings
- Operational compliance findings
- Economic conditions
- Ethical/reputational issues

The next step in the process will be for the ERC to begin developing a risk score for each event listed above based on the likelihood of the event occurring and the consequences if the event were to occur. The risk score assigned to each will range from low, medium, high, and extreme, based on the matrix contained in the Enterprise Risk Management Committee. A new update will be provided at the next Governance Committee meeting.



## National Discussion on Role of WIB's under WIOA

### 1. Leading and Driving the Strategic Workforce Discussion

- The workforce boards are **THE** conveners and facilitators and must drive outcomes. Collaboration is more than getting along and it is not enough to just focus on jobs.
- **Cultivating Board and staff leadership is key.** There needs to be a culture of “abundance” and “restlessness.”
- The workforce system cannot get away with the bare minimum.
- Engagement: WIBs cannot just focus on traditional public training options. Need to look to CBOs, e-learning, for-profits and in-house training. Also need to engage in regional economic development issues and work with local chambers of commerce, economic development agencies, etc.

### 2. Developing Expertise in Understanding Technology as a Disrupter in Education and Training

- Diverse users (low to high levels of technical sophistication) across a large geographic area.
- Need to creatively integrate systems to serve large numbers of people.
- Need to connect and leverage existing technology apps and libraries.
- Need a common intake, core program linked through technology.
- Build system capacity – technology can enable WIBs to serve more customers high tech/high touch.
- WIBs need to demonstrate strategic impacts to the communities and technology can help accomplish this task.
- Need a “layered approach” – use technology to serve customers along continuum.

### 3. Identifying New Workforce System Opportunities

- Need to encourage WIBs to talk “big picture,” not just programs.
- Need to understand changes in labor economy.
- There is a surge in the use of staffing agencies.

- WIBs need to assess their ability to support and sustain change strategies.
- Need ongoing review of WIB capacity and impact.
- Need to expand definition for succession planning based on demographics.
- Need better messaging on impacts to stakeholders.
- Engage philanthropic entities to fund ABE.

#### 4. Other Issues/Challenges

- Need to educate board members who are new to the system.
- Need to break down silos.
- Need strategic employer engagement.
- Career pathways are a game changer. WIBs need to understand career pathways and be a convener in the development, communication, and implementation of pathway systems.

#### 5. The Future

What will workforce boards look like in ten (10) years?

1. More virtual “E” in service and delivery.
2. Industry supported and globally sourced.
3. Incubator and supporter of small business creation.
4. Co-investment model with major stakeholders - Education, Economic Development, Libraries, others.
5. More services - not more money.
6. Multiple funding sources available for increased services.
7. Blend of high touch/high tech. “Stickiness” with service/high touch.
8. Blended solutions.
9. Efficiency/Delivery vs, Compliance/data analytics.
10. Success planning and workforce productivity in place.
11. Ongoing leadership skill and development.

#### 6. Potential Actions and Solutions

Three activities that WIBs are uniquely positioned to provide under WIOA:

1. Serve as a convener/intermediary/trusted advisor.
2. Become the business “interface.”
3. Serve as the public “face” of the workforce issues and solutions.