

# Board of Directors Meeting

February 23, 2023



## 2/23/23 BOARD OF DIRECTORS MEETING DETAILS

**What:** Board of Directors Meeting  
**When:** Thursday, February 23, 2023  
9:00 a.m. – 10:30 a.m.  
**Where:** Orlando Health Heart & Vascular Institute  
1222 S. Orange Ave., Orlando, FL 32806 (1<sup>st</sup> Floor)  
or  
Virtual Option via Zoom:  
Link: <https://careersourcecf.zoom.us/j/85809159194?pwd=dWExVyt0WnRNRUhwVXJhUHRLNmxydz09>  
  
Dial In: 1 (929) 205-6099 / Meeting ID: 858 0915 9194  
Passcode: 117632

- Meeting Details
- Meeting Agenda
- Welcome
- Spotlight Story
- Roll Call
- Public Comment
- Consent Agenda
- Information/  
Discussion/  
Action Items
- Insight
- Other Business
- Adjournment

# 2/23/23 BOARD OF DIRECTORS MEETING AGENDA

- Meeting Details
- Meeting Agenda**
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Agenda Item	Topic	Presenter	Action Item
1.	Welcome - Pledge of Allegiance - Host Welcome	Jody Wood Sheri Olson	
2.	CSCF Spotlight Story	Lorri Shaban	
3.	Roll Call / Establishment of Quorum	Kaz Kasal	
4.	Public Comment		
5.	Consent Agenda A. <a href="#">1) 12/15/22 Consortium-Board Meeting Draft Minutes</a> <a href="#">2) Acceptance of 2CFR 200 Audit Report (Audit)</a> <a href="#">3) Budget Adjustment (Finance)</a>	Jody Wood	X
6.	Information / Discussion / Action Items A. Chair's Report B. <a href="#">President's Report</a> C. <a href="#">Finance Report</a> D. Committee Reports 1) Executive ( <i>met on 2/16/23</i> ) 2) Audit ( <i>met on 1/18/23 with Finance</i> ) 3) Career Services ( <i>no report</i> ) 4) Community Engagement ( <i>meeting on 2/2/23</i> ) 5) Facilities Ad Hoc ( <i>no report</i> ) 6) Finance ( <i>met on 1/18/23 with Audit</i> ) 7) Governance ( <i>met on 1/11/23</i> ) a) <a href="#">Bylaws: Proposed Updates</a> 8) Revenue Diversity & New Markets ( <i>no report</i> )	Jody Wood Pam Nabors Eric Ushkowitz  Jody Wood Sheri Olson Andrew Albu David Sprinkle Matt Walton Eric Ushkowitz Richard Sweat  Eric Jackson	X

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Agenda Item	Topic	Presenter	Action Item
7.	Insight		
	A. <a href="#">Regional Skills Analysis</a>	Josh Wright, Dustin Lester, Collin Perciballi Lightcast	
	B. <a href="#">Growing and Keeping Effective Boards</a>	Veronica Buckwalter Jobs for the Future	
8.	Other Business		
9.	Adjournment / Tour Begins		

**Upcoming Meetings:**

**Board Meeting and Retreat**      4/24/23      9:00 a.m. - 3:00 p.m.

**Committee Meetings:**

- **Revenue Diversity & New Markets**      3/22/23      2:00 p.m. – 3:30 p.m. *(Tentative)*
- **Career Services**      3/23/23      3:00 p.m. – 4:30 p.m.
- **Finance**      4/12/23      2:30 p.m. – 4:00 p.m.
- **Executive**      4/20/23      2:00 p.m. – 3:30 p.m.

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# WELCOME



**I pledge allegiance  
to the flag  
of the United States of America  
And to the Republic  
for which it stands,  
One nation, under God,  
indivisible,  
With liberty and justice for all**

# Special Thanks to our Host:

**ORLANDO HEALTH<sup>®</sup>**



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Welcome

# SPOTLIGHT STORY





# SPOTLIGHT STORY

## **CSCF Participants:**

**Deputy Chief Erich Thiemann and Chief Josh Walsh  
Successfully completed EMT Training at  
Lake County Fire Department**

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# ROLL CALL



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# PUBLIC COMMENT



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# CONSENT AGENDA

JUMP TO NEXT SECTION





**DRAFT**  
**Consortium & Board of Directors Joint Meeting**

**Thursday, December 15, 2022, 9:00 a.m.**

**MINUTES**

**CONSORTIUM MEMBERS**

**PRESENT:** Mayor Jerry Demings, Commissioner Peggy Choudhry, Commissioner Lee Constantine, Commissioner Kirby Smith and Commissioner Roberta Ulrich

**BOARD MEMBERS PRESENT:** Jody Wood, Joe Battista, Wendy Brandon, Keira des Anges, Sean Donnelly, Wendy Ford, John Gill, John Gyllin, Jeff Hayward, Eric Jackson, Sheri Olson, Bryan Orr, Gaby Ortigoni, Renee Quintanilla, Stelle Siracusa, Michelle Sperzel, David Sprinkle, Richard Sweat, DeAnna Thomas, Eric Ushkowitz, and Matt Walton

**BOARD MEMBERS ABSENT:** Andrew Albu, Glen Casel, Kari Conley, Jessie Dziomey-Lukash, Tanisha Nunn Gary, Mark Havard, Shawn Hindle, Manuel Rascon, and Maria Vazquez

**STAFF PRESENT:** Pam Nabors, Mimi Coenen, Leo Alvarez, Dyana Burke, Steven Nguyen, Nilda Blanco, Lorri Shaban, Andrea Wesser Brawner Angel Ramos, Maura King, Gina Ronokarijo, Janee Olds, Sean Masherella, Carla Sosa, Vanessa Noguiera and Kaz Kasal

**GUESTS PRESENT:** Heather Ramos, Chris Carmody / GrayRobinson; Yasmine Clarke / Bee2Bee Network, Inc.; Scott Siverson / Siverson Law Firm PLLC; Joycelyn Hills / We Care Support Services

Consortium Meeting		
Agenda Item	Topic	Action Item / Follow Up Item
1	<b>Welcome</b> <ul style="list-style-type: none"> <li>Mayor Demings, Consortium Chair, called meeting to order at 9:00 am and welcomed attendees.</li> <li>Ms. Quintanilla, Director, Student Success and Ms. Powell, Crummer Graduate School of Business, Rollins College welcomed attendees and provided an overview of programs with Crummer.</li> <li>Commissioner Constantine was welcomed on the Consortium representing Seminole County. Commissioner Constantine replaced Commissioner Herr effective 12/1/22.</li> </ul>	
2	<b>Recognition of Board Services – Departing Board Member</b> <ul style="list-style-type: none"> <li>Ms. Wood recognized Mr. Scherer for his service on the CSCF Board, which concluded on 10/28/22.</li> </ul>	
3	<b>Roll Call / Establishment of Quorum</b> <ul style="list-style-type: none"> <li>Ms. Kasal, Executive Coordinator, reported a quorum present on both the Consortium and CSCF Board.</li> </ul>	
4	<b>Public Comment</b> <ul style="list-style-type: none"> <li>None offered.</li> </ul>	
5	<b>Consortium Consent Agenda</b> Mayor Demings asked the Consortium if any item on consent agenda, as listed below, should be moved off for further discussion: <ul style="list-style-type: none"> <li>Draft Minutes of 6/23/22 Consortium &amp; Board Meeting</li> <li>WIOA Plan</li> </ul>	Commissioner Smith made a motion to approve all items on the consent agenda. Commissioner Ulrich seconded; motion passed unanimously.





Consortium Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
6	<p><b>Consortium Discussion / Action Items</b></p> <p><u>Vice Chair Nomination</u></p> <ul style="list-style-type: none"> <li>Mayor Demings asked the Consortium for a nomination for Vice Chair of the Consortium. Commissioner Constantine offered to serve in this position.</li> </ul> <p><u>Approval of Board Appointments</u></p> <ul style="list-style-type: none"> <li>Reviewed appointments of CSCF Board (attachment).</li> </ul> <p><u>Grievance</u></p> <ul style="list-style-type: none"> <li>Ms. Ramos, Attorney for Consortium prefaced the following:                             <ul style="list-style-type: none"> <li>CSCF entered a Memorandum of Understanding (MOU) for an apprenticeship program with The Bee2Bee Network, Inc. in 2022.</li> <li>CSCF terminated MOU on 7/8/22 because documentation required by the Workforce Innovation &amp; Opportunity Act was not provided.</li> <li>On 7/12/22, Bee2Bee's attorney filed a grievance and the Consortium is required to conduct a grievance hearing and decide, from the information presented by the parties, the validity of CSCF terminating the MOU.</li> </ul> </li> <li>Both parties, CSCF and Bee2Bee, presented their case with 5 minutes allotted time for each side. Mayor Demings then allowed each party to respond after initial presentations, as well as answer any questions from Consortium Members.                             <ul style="list-style-type: none"> <li>After reviewing both sides, CSCF and Bee2Bee, the Consortium concurred that Bee2Bee did not provide required documents.</li> </ul> </li> </ul>	<p>Commissioner Smith made a motion to approve Commissioner Constantine to be Vice Chair of the Consortium. Commissioner Ulrich seconded; motion passed unanimously.</p> <p>Commissioner Constantine made a motion to approve the Board Appointments, as presented. Commissioner Smith seconded; motion passed unanimously.</p> <p>Commissioner Ulrich made a motion to not approve the grievance. Commissioner Smith seconded; motion passed unanimously.</p>





7	<p><b>President's Report</b></p> <ul style="list-style-type: none"> <li>• Ms. Nabors, President/CEO, Ms. Nabors reported on following highlights (attachment):             <ul style="list-style-type: none"> <li>- CSCF's scorecard through 1st quarter (7/1/22 - 9/30/22)</li> <li>- Thanks to Ms. Wood for sponsoring CSCF Executive Leadership meeting.</li> <li>- CSCF's partnership with Curium, an organization guiding CSCF towards positive change and growth for the better.</li> <li>- REACH Act Updates.</li> <li>- CSCF's FORTE Initiative was recognized for two top HR awards.</li> <li>- Level Up Orange (LUO) updates to include CSCF receiving another \$5M to continue its work in Orange County. Video on LUO was viewed.</li> <li>- National Emergency Grant provided funds for CSCF to support those impacted by Hurricane Ian and continued support for those facing challenges from COVID-19.</li> <li>- Osceola County's partnership with CSCF is helping to provide more opportunities to high-growth jobs in emerging regional industries.</li> </ul> </li> </ul> <p><u>Finance Report</u></p> <ul style="list-style-type: none"> <li>- Mr. Alvarez, CFO, reviewed financials through 9/30/21, 1<sup>st</sup> quarter, trending on target at 25% expended.</li> </ul>	
8	<p><b>Other Business</b> None offered</p>	
9	<p><b>Adjournment of Consortium</b></p> <ul style="list-style-type: none"> <li>• Consortium adjourned at 10:18 am.</li> </ul>	





Board Meeting		
Agenda Item	Topic	Action Item / Follow Up Item
10	<b>CSCF Spotlight Story</b> <ul style="list-style-type: none"> <li>Ms. Coenen, Chief Operating Officer, provided an introduction of a video of CSCF Participant, Akil, who relayed his success story of position he attained through the FORTE program.</li> </ul>	
11	<b>Board Consent Agenda</b> <ul style="list-style-type: none"> <li>Ms. Wood asked the Board if any item on consent agenda, as listed below, should be moved off for further discussion:               <ul style="list-style-type: none"> <li>10/6/22 Board Meeting Draft Minutes.</li> <li>FY 2022-2023 Budget Adjustments.</li> <li>CSCF New Training Providers.</li> <li>Amendment to Accounting Policy – Check Signature Authority.</li> </ul> </li> </ul>	<b>Mr. Hayward made a motion to approve all items on the consent agenda. Mr. Walton seconded; motion passed unanimously.</b>
12	<b>Information / Discussion</b> <u>Chair's Report</u> <ul style="list-style-type: none"> <li>Ms. Wood relayed the following:               <ul style="list-style-type: none"> <li>Thanked the Consortium for approving appointment of Mr. Phillip Laws, Director of Philanthropy, Corporate Alliance, Nemours Children's Health.</li> <li>Reminders to Board: 1) complete 2<sup>nd</sup> quarter survey, 2) complete orientation training and 3) pledge cards available to make an annual contribution.</li> </ul> </li> </ul> <u>Committee Reports</u> <u>Executive:</u> Ms. Wood, Executive Committee Chair, reported on the following: <ul style="list-style-type: none"> <li>Met on 12/8/22.</li> <li>Review highlights from President's Report, committee reports and 12/15/22 Board Agenda.</li> <li>Reviewed Charter and Committee concurred ok as is.</li> <li>Received presentation from Mr. Daniel Entwistle, Director &amp; US Co-Founder, Curium who relayed Curium's findings on CSCF's readiness for change, as well as a diagnostic health check of the organization.</li> <li>Reviewed evaluation results on an RFP (Request for Proposals) for a management consultant to support learning sciences initiative as part of Level Up Orange grant. Committee recommends CSCF Board approve top proposer, Quantum Improvements Consulting LLC.</li> </ul>	<b>Mr. Hayward made a motion to approve for CSCF staff to begin negotiations, not to exceed a budget of \$300,000, with top proposer Quantum Improvements Consulting LLC. Mr. Ushkowitz seconded; motion passed unanimously.</b>







Board Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
	<p><b>Committee Reports (continued)</b></p> <p><u>Audit</u> Ms. Olson, Audit Committee Chair, stated no reports. Committee will meet jointly with Finance Committee on 1/18/23.</p> <p><u>Career Services</u> Ms. Blanco, VP of Service Delivery, on behalf of Mr. Albu, Career Services Committee Chair, reported on the following:</p> <ul style="list-style-type: none"> <li>• Met on 11/17/22.</li> <li>• Reviewed scorecard for 1st quarter (7/1/22 thru 9/30/22).</li> <li>• Reviewed Level Up Orange updates.</li> <li>• Discussed what concierge service looks like.</li> <li>• Approved for Board's final approval New Training Providers (which Board approved under this meeting's Consent Agenda).</li> <li>• Reviewed evaluation results on following two procurements and approved for Board's final approval:                             <ol style="list-style-type: none"> <li>1) Top six scoring proposers for Engage program for Summer Youth 2023 (attachment).</li> <li>2) All six proposers for Explorer program for Summer Youth 2023 (attachment).</li> </ol> </li> </ul> <p><u>Community Engagement</u> Mr. Sprinkle, Community Engagement Committee Chair, stated no reports. Committee will meet on 2/2/23.</p>	<p>Mr. Hayward made a motion to allow CSCF staff to negotiate with the top six providers, as presented, to offer Engage programming options not to exceed not to exceed a budget of \$700K. Mr. Walton seconded with Mr. Battista abstaining; motion passed unanimously.</p> <p>Mr. Donnelly made a motion to allow CSCF staff to negotiate with the six providers, as presented, to offer Explore programming options not to exceed a budget of \$700K. Mr. Jackson seconded, with Ms. Thomas, Mr. Battista, and Dr. Gyllin abstaining; motion passed.</p>





Board Meeting (continued)		
Agenda Item	Topic	Action Item / Follow Up Item
	<p><u>Facilities Ad Hoc</u> Mr. Walton, Facilities Ad Hoc Committee Chair, reported the following:</p> <ul style="list-style-type: none"> <li>Met on 11/16/22.</li> <li>Reviewed current lease terms on CSCF offices.</li> <li>Committee to tour the next two offices up for renewal: Lake and Southeast Orange.</li> <li>Looking to include additional members to this Committee.</li> </ul> <p><u>Finance Committee</u> Mr. Ushkowitz, Finance Committee Chair, reported the following:</p> <ul style="list-style-type: none"> <li>Met on 10/19/22.</li> <li>Reviewed Financials for 1st quarter (7/1/22 thru 9/30/22).</li> <li>Approved for Board's final approval: 1) FY 2022-2023 budget adjustment and 2) CSCFs Accounting Policy regarding check signature authority (which Board approved at this meeting under Consent Agenda).</li> <li>Reviewed updates on CSCF's retirement plan.</li> </ul> <p><u>Governance</u> Mr. Sweat, Governance Committee Chair, stated there were no reports. Committee will be meeting on 1/11/23.</p> <p><u>Revenue Diversity and New Markets</u> Mr. Jackson, Revenue Diversity and New Markets Chair, reported the following:</p> <ul style="list-style-type: none"> <li>Met on 11/30/22.</li> <li>Reviewed year-to-date results and in progress activities.</li> <li>Reviewed strategies to increase Ticket-To-Work revenue and caseloads.</li> <li>Reviewed fundraising strategies.</li> <li>Mr. Sweat presented on his progress with Career Passport project. Next steps pending further review.</li> </ul>	
13	<p><u>Insight Legislative Update</u></p> <ul style="list-style-type: none"> <li>Mr. Chris Carmody, GrayRobinson, provided a presentation entitled "2023 Legislative Preview" (attachment) and reviewed election highlights, overview of upcoming session to include meeting schedule, key issues and "wildcard" issues.</li> </ul>	
14	<p><u>Other Business</u></p> <ul style="list-style-type: none"> <li>Ms. Joycelyn Hill, Program Liaison with We Care Support Services, extended her thanks to CSCF and Disney. CSCF helped her disabled client attain a job at Disney.</li> </ul>	
15	<p><u>Adjournment</u> Meeting adjourned at 10:55 am.</p>	

Respectfully submitted,  
Kaz Kasal  
Executive Coordinator



**FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS**

LAST NAME—FIRST NAME—MIDDLE NAME Battista, Joseph	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE CareerSource Central Florida Board of Directors
MAILING ADDRESS Valencia College, P.O. Box 3028	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Orlando	COUNTY Orange
DATE ON WHICH VOTE OCCURRED 12/15/22	NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

**WHO MUST FILE FORM 8B**

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

**INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES**

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

**ELECTED OFFICERS:**

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

**PRIOR TO THE VOTE BEING TAKEN** by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

**WITHIN 15 DAYS AFTER THE VOTE OCCURS** by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

**APPOINTED OFFICERS:**

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)



**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
  - The form must be read publicly at the next meeting after the form is filed.
- IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:**
- You must disclose orally the nature of your conflict in the measure before participating.
  - You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, Joseph Battista, hereby disclose that on December 15, 2022 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- inured to the special gain or loss of Valencia College, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The CareerSource Central Florida Board of Directors voted to approve "2023 Summer Youth Programs RFP - Engage" recommendations" (Agenda Item 12B 3) a) 1.). As VP for Global, Professional, and Continuing Education, I would not benefit personally but my employer, Valencia College, could benefit.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

12/15/22  
Date Filed

*Joseph Battista*  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS	
LAST NAME—FIRST NAME—MIDDLE NAME Thomas, DeAnna	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE CareerSource Central Florida Board of Directors
MAILING ADDRESS Lake Technical College, 2001 Kurt Street	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Eustis	COUNTY Lake
DATE ON WHICH VOTE OCCURRED 12/15/22	NAME OF POLITICAL SUBDIVISION:  MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

**WHO MUST FILE FORM 8B**

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

**INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES**

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

**ELECTED OFFICERS:**

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

**APPOINTED OFFICERS:**

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)



**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, DeAnna Thomas, hereby disclose that on December 15, 2022 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- inured to the special gain or loss of Lake Technical College, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The CareerSource Central Florida Board of Directors voted to approve "2023 Summer Youth Programs RFP - Explore" recommendations" (Agenda Item 12B 3) a) 2.). As Executive Director, I would not benefit personally but my employer, Lake Technical College, could benefit.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

12/15/22

Date Filed

  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



## FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Battista, Joseph	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE CareerSource Central Florida Board of Directors
MAILING ADDRESS Valencia College, P.O. Box 3028	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:
CITY Orlando	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
DATE ON WHICH VOTE OCCURRED 12/15/22	NAME OF POLITICAL SUBDIVISION:  MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

### WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

### INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

#### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; and

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

#### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)



**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

**IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:**

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, Joseph Battista, hereby disclose that on December 15, 20 22 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- inured to the special gain or loss of Valencia College, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The CareerSource Central Florida Board of Directors voted to approve "2023 Summer Youth Programs RFP - Explore" recommendations" (Agenda Item 12B 3) a) 2.). As VP for Global, Professional, and Continuing Education, I would not benefit personally but my employer, Valencia College, could benefit.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

12/15/22  
Date Filed

*Joseph Battista*  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.





## FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Gyllin, John	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE CareerSource Central Florida Board of Directors
MAILING ADDRESS Seminole State College, 1055 AAA Drive	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Heathrow	COUNTY Seminole
DATE ON WHICH VOTE OCCURRED 12/15/22	NAME OF POLITICAL SUBDIVISION:  MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTEE

### WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

### INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

#### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

**PRIOR TO THE VOTE BEING TAKEN** by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

**WITHIN 15 DAYS AFTER THE VOTE OCCURS** by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

#### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)



**APPOINTED OFFICERS (continued)**

- A copy of the form must be provided immediately to the other members of the agency.
  - The form must be read publicly at the next meeting after the form is filed.
- IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:**
- You must disclose orally the nature of your conflict in the measure before participating.
  - You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

**DISCLOSURE OF LOCAL OFFICER'S INTEREST**

I, John Gyllin, hereby disclose that on December 15, 20 22 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- inured to the special gain or loss of Seminole State College, by whom I am retained; or
- inured to the special gain or loss of \_\_\_\_\_, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The CareerSource Central Florida Board of Directors voted to approve "2023 Summer Youth Programs RFP - Explore" recommendations" (Agenda Item 12B 3) a) 2.). As VP, Resource Development & Executive Director, Foundation for Seminole State College of Florida, Inc., I would not benefit personally but my employer, Seminole State College, could benefit.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

12/15/22  
Date Filed

Signature 

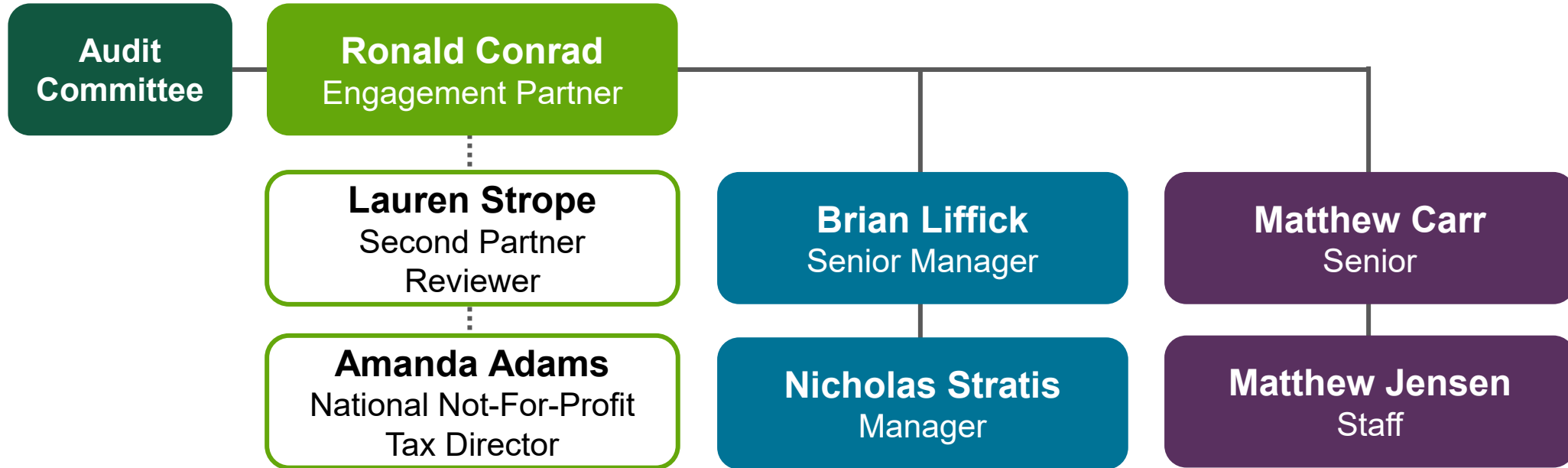
NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



Central Florida Regional Workforce Development  
Board, Inc. d/b/a CareerSource Central Florida  
**Audit Executive Summary**

January 18, 2023

# Client Service Team



# Agenda

- ▶ Results of the Audit
- ▶ Internal Controls
- ▶ Corrected and Uncorrected Misstatements
- ▶ Required Communications
- ▶ Other Matters
- ▶ Reporting Changes

This information is intended solely for the use of the Audit Committee, the Board of Directors and management of Central Florida Regional Workforce Development Board, Inc. d/b/a CareerSource Central Florida and is not intended to be, and should not be, used by anyone other than these specified parties.

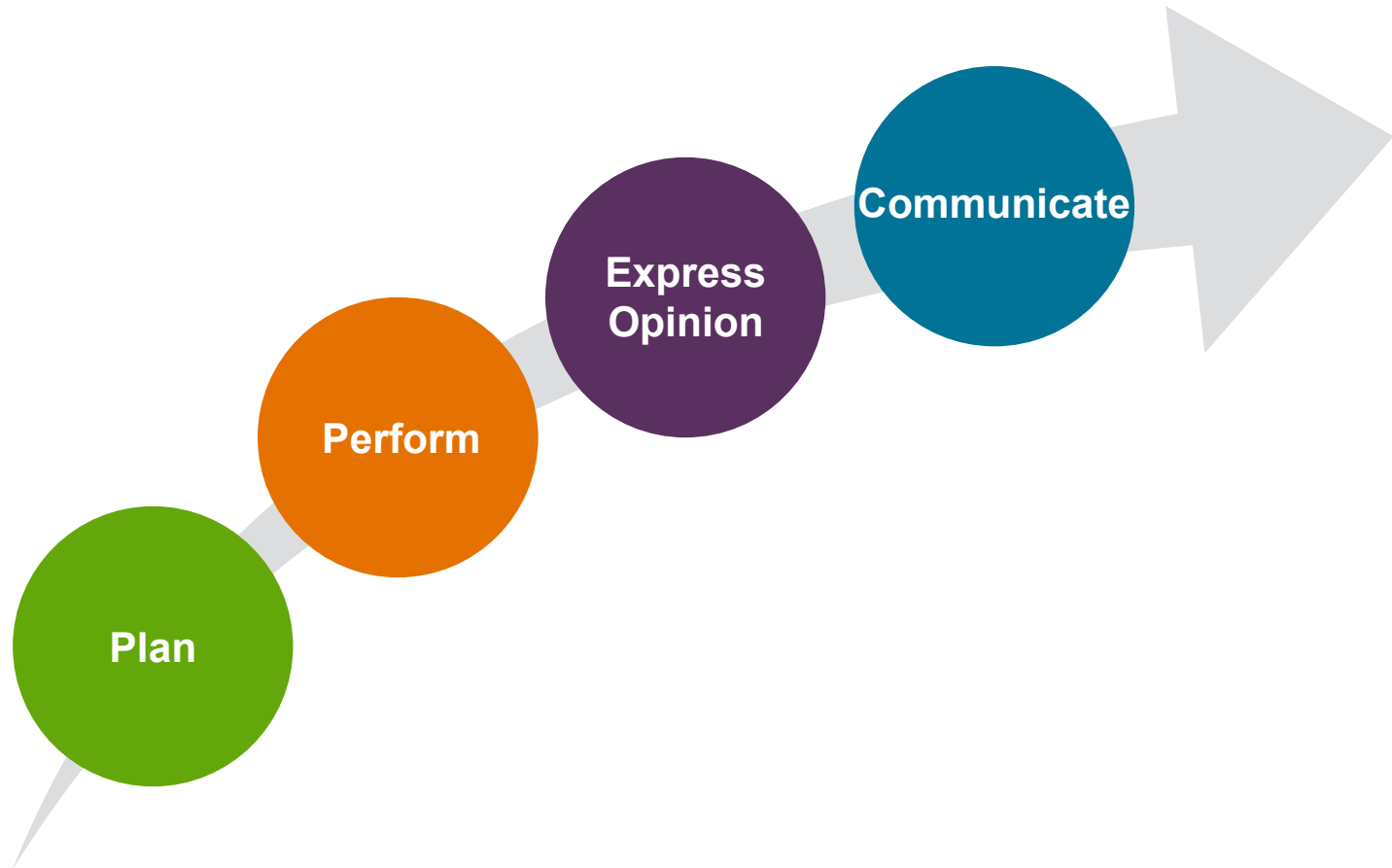


# Results of the Audit

We have audited the financial statements of Central Florida Regional Workforce Development Board, Inc. d/b/a CareerSource Central Florida (the “Organization”) for the year ended June 30, 2022 in accordance with generally accepted auditing standards and *Government Auditing Standards* and plan to issue our report thereon dated January 18, 2023.

We have also audited the Organization’s compliance with the types of compliance requirements described in the OMB Compliance Supplement, that could have a direct and material effect on each of the Organization’s major federal programs for the year ended June 30, 2022. We plan to issue our report thereon dated January 18, 2023.

We have issued an unmodified opinion on the financial statements and have no reportable findings on compliance required by the Uniform Guidance.



# Internal Control Communication

In planning and performing our audit, we considered internal control over financial reporting (“internal control”) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements and compliance with Uniform Grant Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Organization’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization’s internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. In addition, because of inherent limitations in internal control, including the possibility of management override of controls, misstatements due to error or fraud may occur and not be detected by such controls.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis.



# Internal Control Communication

## Material Weakness

- ▶ A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected and corrected, on a timely basis.

## Significant Deficiency

- ▶ A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

There were no material weaknesses or significant deficiencies reported.





# Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management.

## Corrected Misstatements

▶ None noted.

## Uncorrected Misstatements

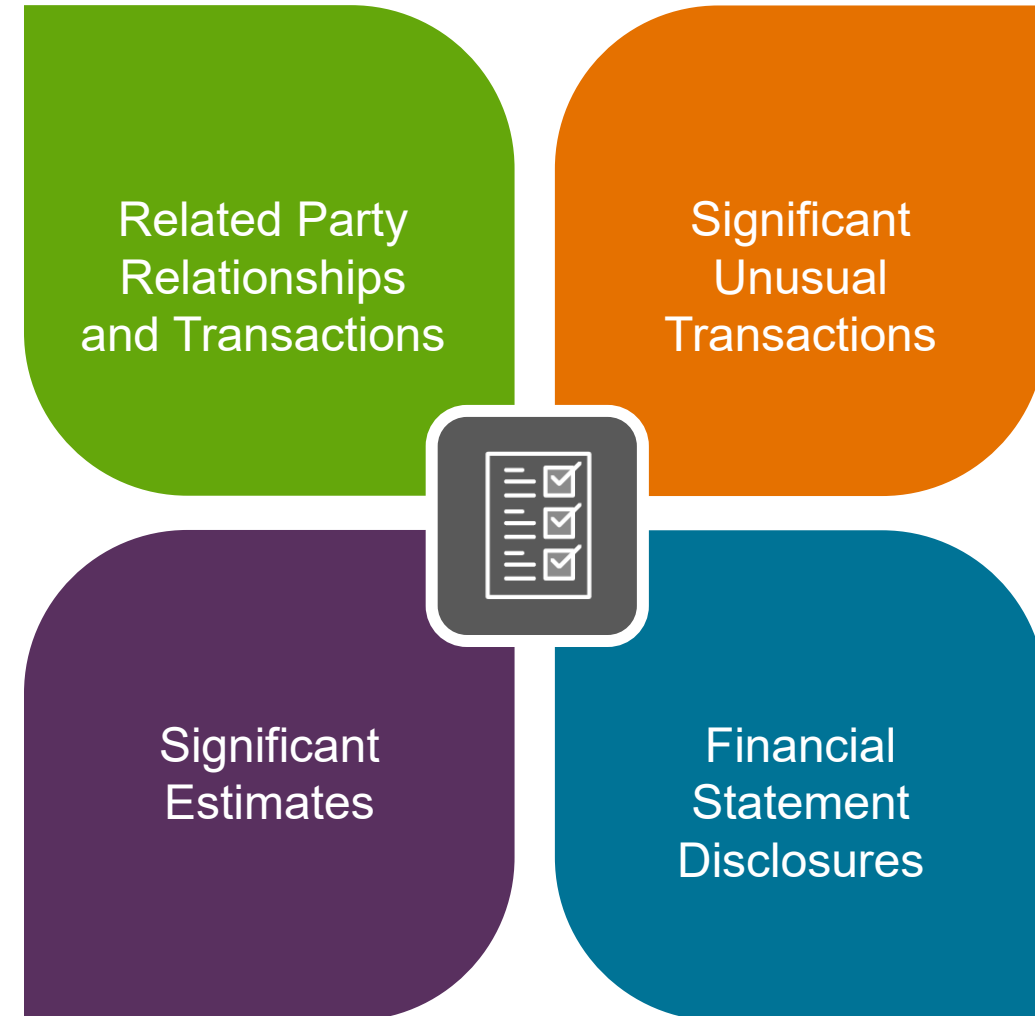
▶ None noted.



# Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Organization are described in Note 2 to the financial statements.

No significant new accounting policies were adopted and the application of existing policies was not changed during the year. We noted no inappropriate accounting policies or practices.

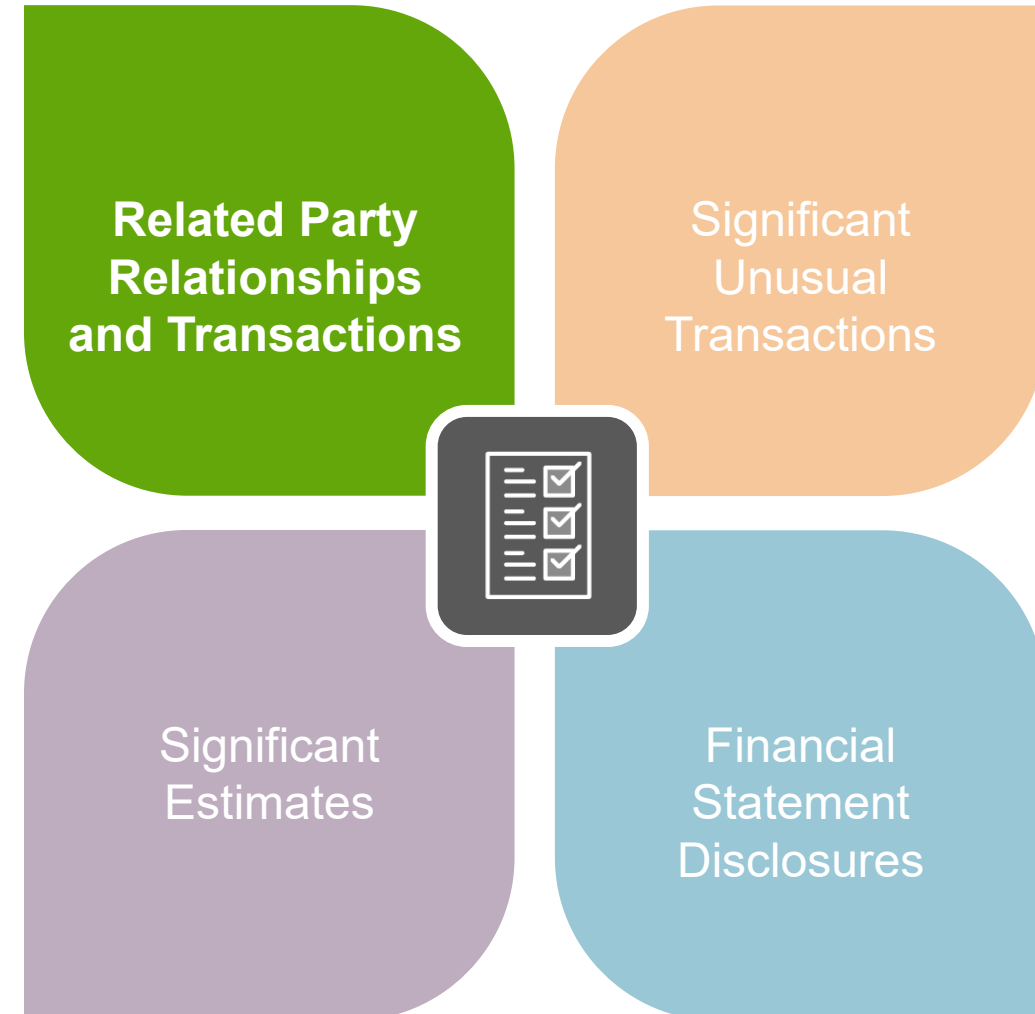


# Qualitative Aspects of Accounting Practices

As part of our audit, we evaluated the Organization's identification of, accounting for, and disclosure of the Organization's relationships and transactions with related parties as required by professional standards.

We noted none of the following:

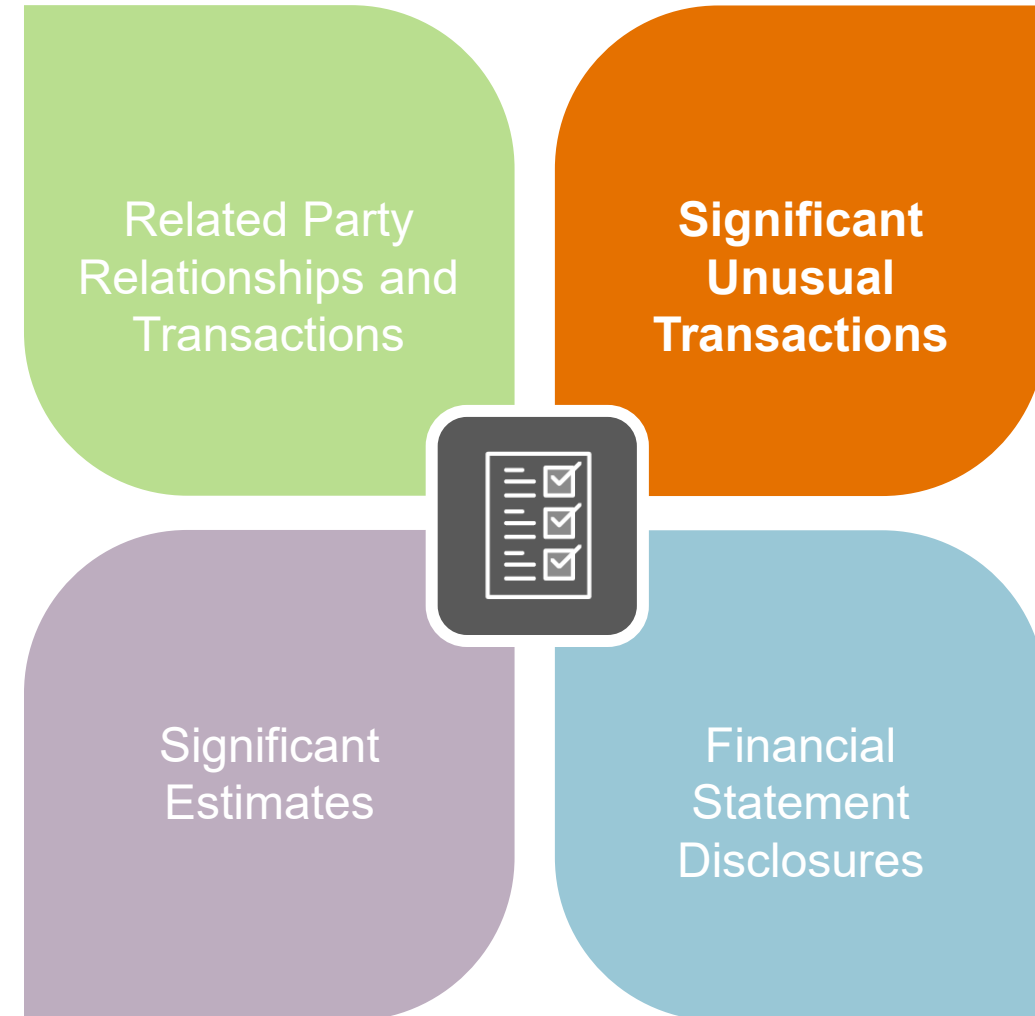
- Related parties or related party relationships or transactions that were previously undisclosed to us;
- Significant related party transactions that have not been approved in accordance with the Organization's policies or procedures or for which exceptions to the Organization's policies or procedures were granted;
- Significant related party transactions that appeared to lack a business purpose;
- Noncompliance with applicable laws or regulations prohibiting or restricting specific types of related party transactions;
- Difficulties in identifying the party that ultimately controls the entity.



# Qualitative Aspects of Accounting Practices

We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

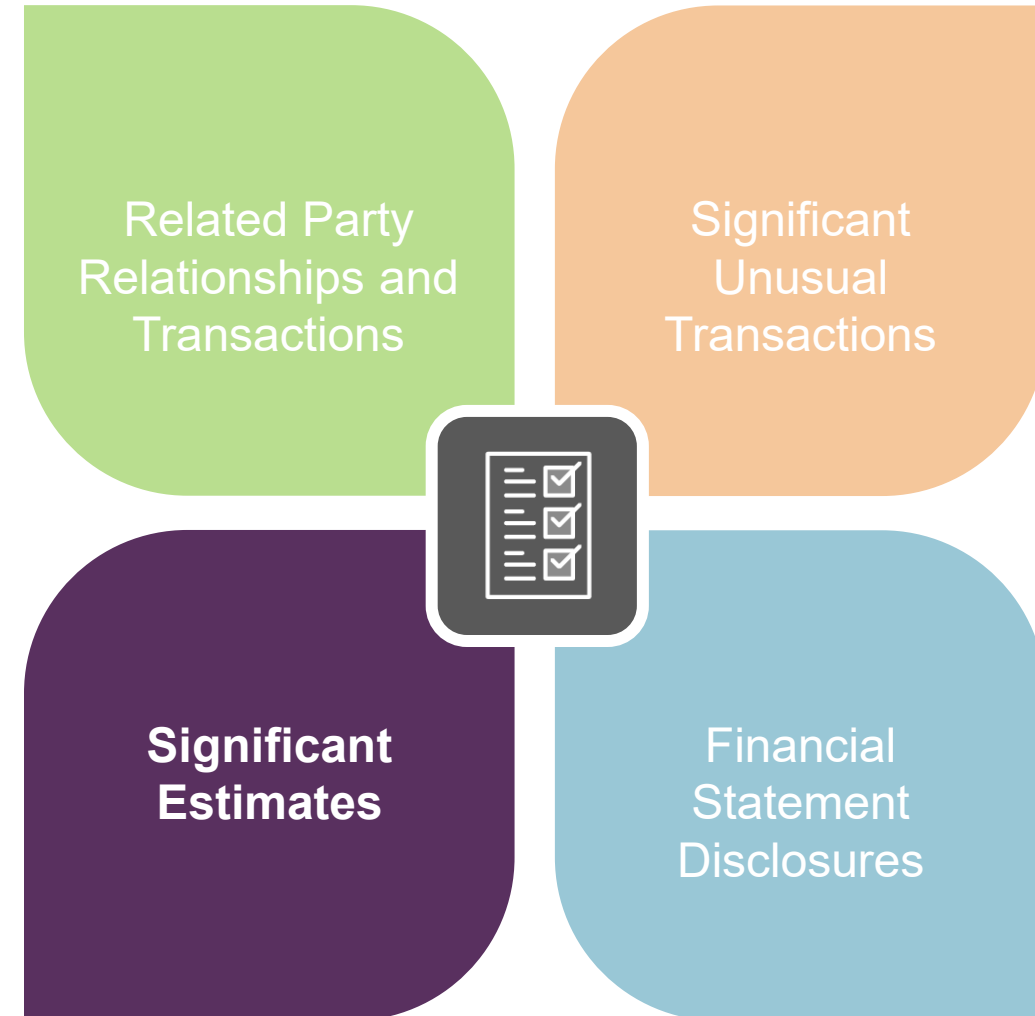
For purposes of this letter, professional standards define significant unusual transactions as transactions that are outside the normal course of business for the Organization or that otherwise appear to be unusual due to their timing, size or nature. We noted no significant unusual transactions during our audit.



# Qualitative Aspects of Accounting Practices

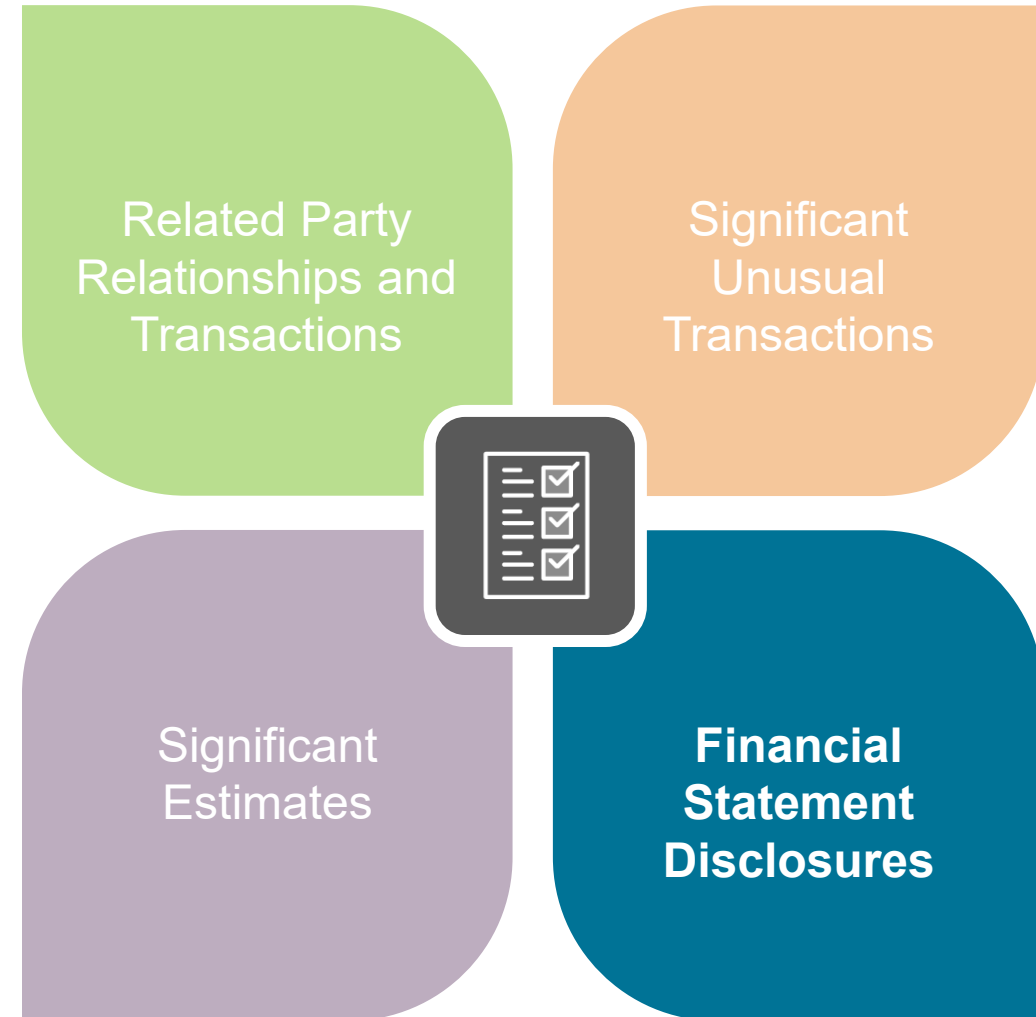
Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate affecting the financial statements was:

- Management's estimate of depreciation is based on estimated useful lives of associated property and equipment
- Management's estimate for functional expense allocation is based on an approved cost allocation plan or a negotiated indirect cost rate



# Qualitative Aspects of Accounting Practices

The financial statement disclosures are neutral, consistent, and clear.



# Independence Considerations

## Nonattest Services

- ▶ Prepare the Organization's federal and state tax returns.
- ▶ Complete the appropriate sections of and sign the Data Collection Form.
- ▶ Assist in the preparation of the financial statements and disclosures
- ▶ For all nonattest services we perform, you are responsible for designating a competent employee to oversee the services, make any management decisions, perform any management functions related to the services, evaluate the adequacy of the services, and accept overall responsibility for the results of the services.

## Independence Conclusion

- ▶ We are not aware of any other circumstances or relationships that create threats to auditor independence.
- ▶ We are independent of the Organization and have met our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits.



# Other Required Communications

## Difficulties Encountered

We encountered no significant difficulties in dealing with management in performing and completing our audit.

## Disagreements with Management

Includes disagreements on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report.

We are pleased to report that no such disagreements arose during the course of our audit.

## Auditor Consultations

We noted no matters that are difficult or contentious for which the auditor consulted outside the engagement team.

## Management Representations

We have requested certain representations from management that are included in the management representation letter dated January 18, 2023.





# Other Required Communications

## Management Consultations

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations.

To our knowledge, there were no such consultations with other accountants.

## Other Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year.

These discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

## Fraud and Illegal Acts

As of the date of this presentation no fraud, illegal acts, or violations of laws and regulations noted.

## Going Concern

No events or conditions noted that indicate substantial doubt about the Organization’s ability to continue as a going concern.



# Other Matters

## Supplementary Information

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.



# Upcoming Financial Reporting Changes

These standards will be effective for the Organization in the upcoming years and may have a significant impact on the Organization's financial reporting.

We would be happy to discuss with management the potential impacts on the Organization's financial statements and how we may be able to assist in the implementation efforts.



ASU 2016-02 and  
related  
amendments –  
Leases (Topic 842)



# Financial Highlights – Statement of Financial Position

	<u>2022</u>	<u>2021</u>
<b>Assets</b>		
Current Assets:		
Cash	\$ 3,571,014	\$ 1,634,960
Grants receivable	1,164,254	1,943,461
Other receivable	75,198	137,291
Prepaid expenses and other current assets	833,835	904,087
Property and Equipment, Net	83,300	108,430
Deposits	99,198	98,987
<b>Total Assets</b>	<u><u>\$ 5,826,799</u></u>	<u><u>\$ 4,827,216</u></u>
<b>Liabilities and Net Assets</b>		
Accounts payable and accrued expenses	\$1,187,521	\$1,208,099
Accrued compensation	948,856	1,218,657
Grant advances	1,109,887	209,743
Deferred rent	144,687	109,004
Total Liabilities	<u>3,390,951</u>	<u>2,745,503</u>
Net Assets:		
Net Assets Without Donor Restrictions	<u>2,435,848</u>	<u>2,081,713</u>
<b>Total Liabilities and Net Assets</b>	<u><u>\$ 5,826,799</u></u>	<u><u>\$ 4,827,216</u></u>



# Financial Highlights – Statement of Activities

	<u>2022</u>	<u>2021</u>
<b>Revenues</b>		
Federal financial assistance	\$ 36,214,837	\$ 41,263,723
Contributions and other revenue	736,343	830,250
Interest income	6,859	5,606
<b>Total Revenues</b>	<u>36,958,039</u>	<u>42,099,579</u>
<b>Expenses</b>		
Program services	33,543,572	39,661,828
Management and general	3,060,332	2,767,052
<b>Total Expenses</b>	<u>36,603,904</u>	<u>42,428,880</u>
Change in net assets	354,135	(329,301)
Net assets without donor restrictions, beginning of year	<u>2,081,713</u>	<u>2,411,014</u>
Net assets without donor restrictions, end of year	<u>\$ 2,435,848</u>	<u>\$ 2,081,713</u>

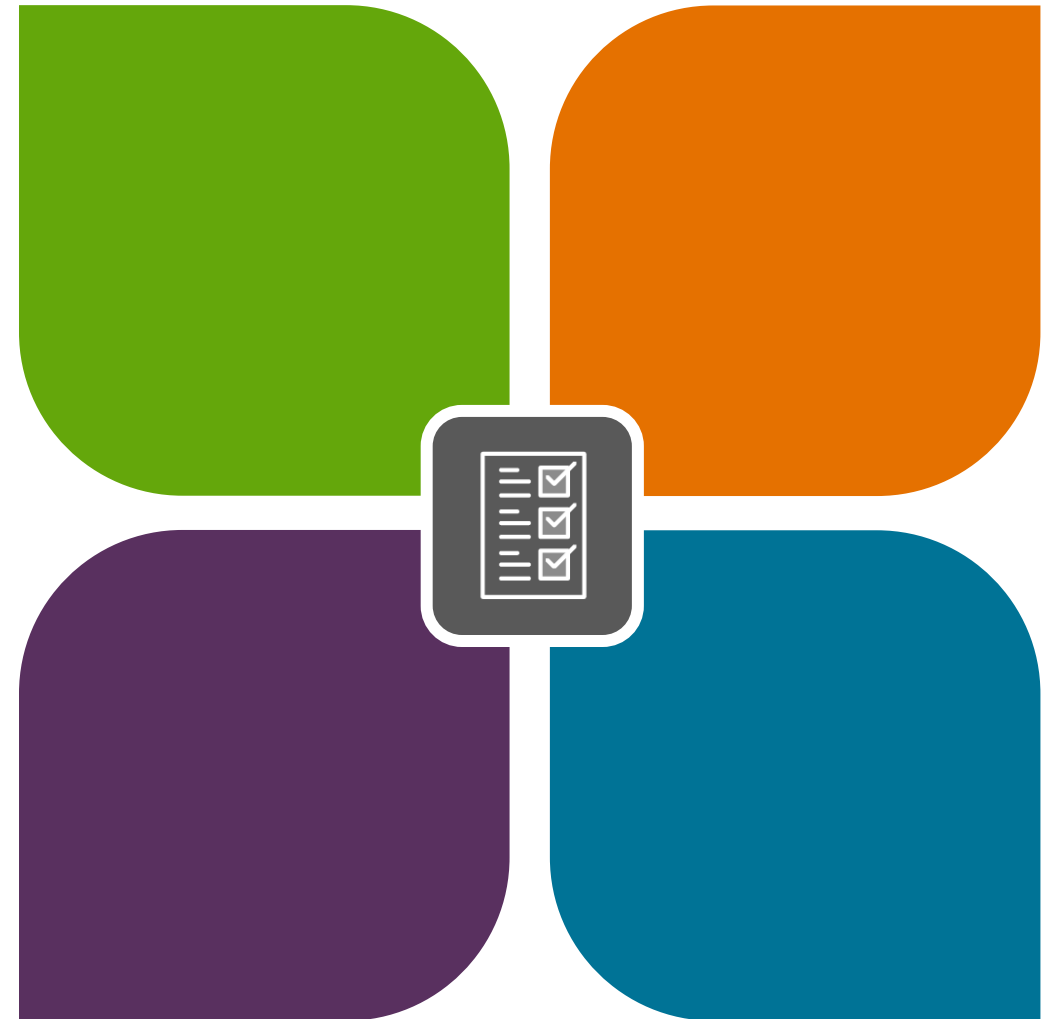


# 403(b) Plan Status

Final due date of April 15<sup>th</sup>

Audit in progress with no issues noted to date

Will move forward with final testing and review after draft 5500 is processed



# Questions?

Ronald Conrad, CPA  
*Partner*  
[raconrad@cbh.com](mailto:raconrad@cbh.com)

Brian Liffick, CPA  
*Senior Manager*  
[bliffick@cbh.com](mailto:bliffick@cbh.com)

#### About Cherry Bekaert

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CBH.com



# FISCAL YEAR 2022/23 BUDGET ADJUSTMENT – 2<sup>ND</sup> QUARTER Agenda Item 5A 3)

	<u>Original</u>	<u>1<sup>st</sup> Q Adj.</u>	<u>2<sup>nd</sup> Q Adj.</u>	<u>DIFFERENCE</u>	<u>%</u>
Reserves from Prior Year	\$28,362,798	\$27,390,961	\$ ---	(\$971,837)	
Current Year Funding Allocation	\$26,409,937	\$26,380,026	\$ ---	(\$29,911)	
Current Year Funding Non-DEO	\$3,500,000	\$---	\$ ---	(\$3,500,000)	
Orange County – ARPA	\$ ---	\$5,000,000	\$ ---	\$5,000,000	
NEG – Hurricane Ian	\$ ---	\$1,750,000	\$ ---	\$1,750,000	
CSF – Single Mothers Initiative	\$ ---	\$500,000	\$ ---	\$500,000	
Orange County CCC - Youth	\$ ---	\$---	\$1,320,000	\$1,320,000	
<hr/>					
Available Revenue	\$58,272,735	\$61,020,987	\$62,340,987	\$4,068,252	
Planned Reserves For FY 22 - 23	(\$14,272,735)	(\$16,020,987)	(\$15,840,987)	(\$2,568,252)	
<b>Total Budget</b>	<b>\$44,000,000</b>	<b>\$45,000,000</b>	<b>\$46,500,000</b>	<b>\$1,500,000</b>	<b>3.3%</b>





# FISCAL YEAR 2022/23 BUDGET ADJUSTMENT – 2<sup>ND</sup> QUARTER

	Original Revenue	Adjusted Revenue		
Reserves From Prior Year	27,390,961	27,390,961		
Current Year Funding Allocation	33,630,026	34,950,026		
Award Total - Available Funds	61,020,987	62,340,987		
LESS planned Carryover For FY 22 - 23	(16,020,987)	(15,840,987)		
<b>Total Available Funds Budgeted</b>	<b>45,000,000</b>	<b>46,500,000</b>	<b>\$ 1,500,000</b>	<b>3.3%</b>
<b>Expenditure Category</b>	<b>Current Budget</b>	<b>Proposed Revised Budget</b>		
<b>Salaries/Benefits</b>	<b>19,793,000</b>	<b>19,878,000</b>	<b>85,000</b>	
<b>Training Investment</b>	<b>18,835,000</b>	<b>20,250,000</b>	<b>1,415,000</b>	
<b>Professional Services</b>	<b>950,000</b>	<b>950,000</b>	<b>-</b>	
<b>Outreach</b>	<b>800,000</b>	<b>800,000</b>	<b>-</b>	
<b>Infrastructure/Maintenance &amp; Related Cost</b>	<b>2,725,000</b>	<b>2,725,000</b>	<b>-</b>	
<b>IT Cost/Network Expenses</b>	<b>1,452,000</b>	<b>1,452,000</b>	<b>-</b>	
<b>Staff Development &amp; Capacity Building</b>	<b>445,000</b>	<b>445,000</b>	<b>-</b>	
<b>EXPENDITURES</b>	<b>45,000,000</b>	<b>46,500,000</b>	<b>1,500,000</b>	<b>3.3%</b>

[RETURN TO AGENDA](#)



Meeting Details

Meeting Agenda

Welcome

Spotlight Story

Roll Call

Public Comment

Consent Agenda

Information/  
Discussion/  
Action Items

Insight

Other Business

Adjournment

# INFORMATION / DISCUSSION / ACTION ITEMS



# Chair's Report

Jody Wood



# President & CEO Report

Pam Nabors

# CSCF STRATEGIC PRIORITIES – 2022-2023

**DIVERSIFY REVENUE STREAMS TO ADJUST FOR VARIABLES IN FEDERAL FUNDING**

**DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL**

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

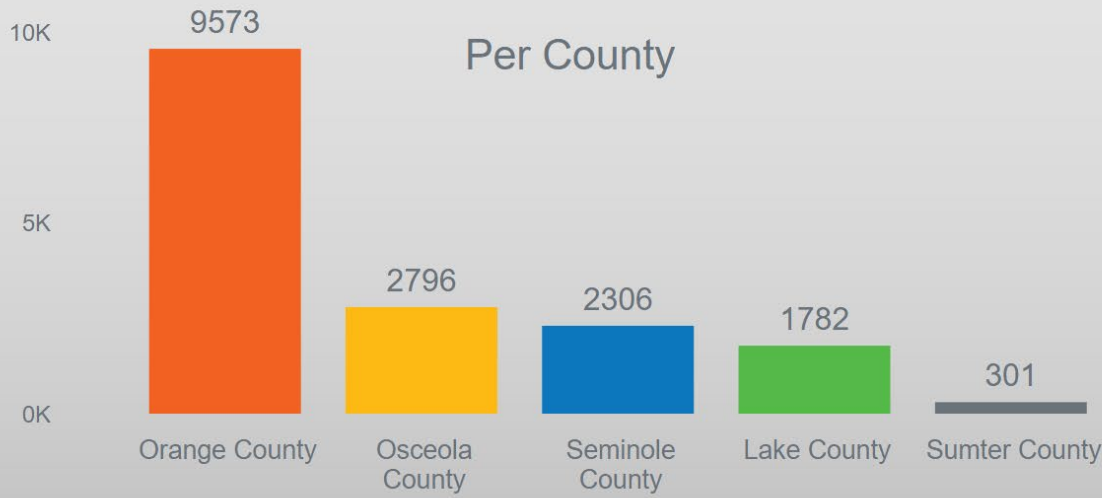
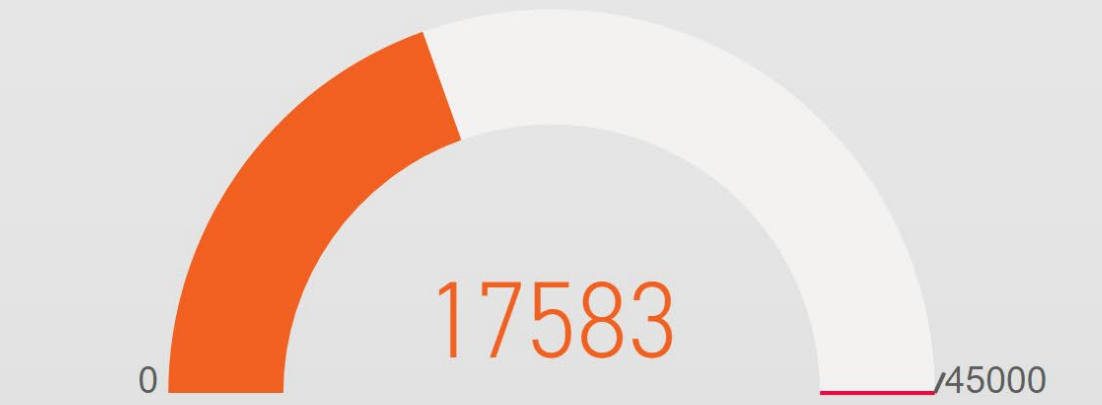
**ADJUST TO EVOLVING MARKET AND LEGISLATIVE CHANGES THROUGH INNOVATIVE INITIATIVES**

# DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

## Career Seeker Leads

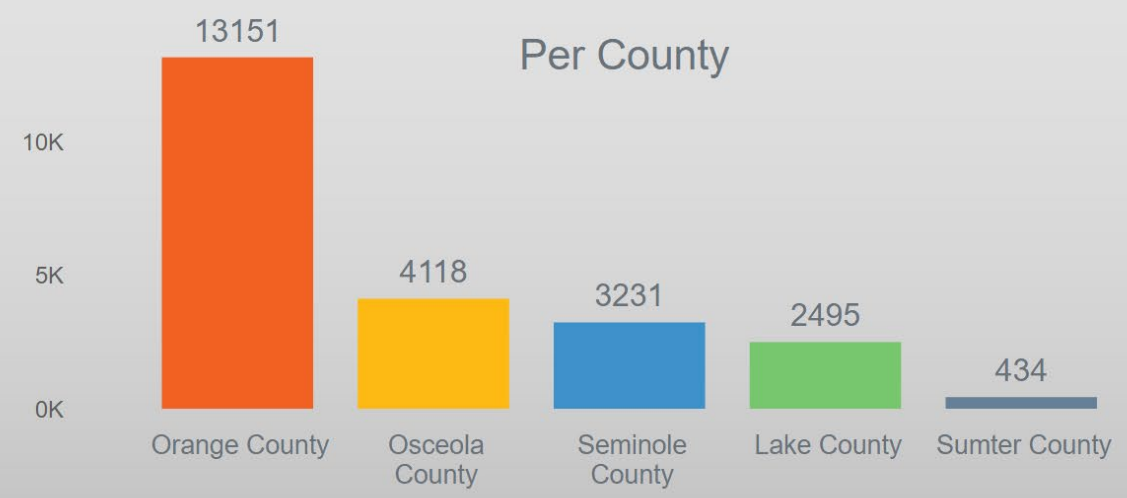
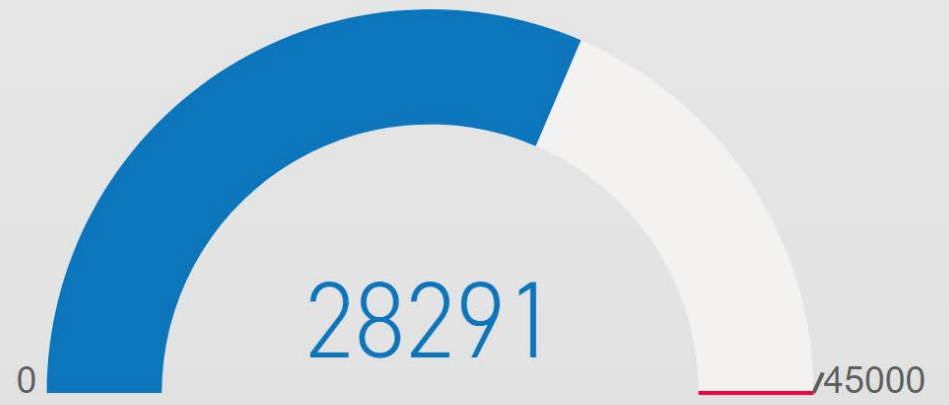
PY 22-23

17583



PY 21-22

28291



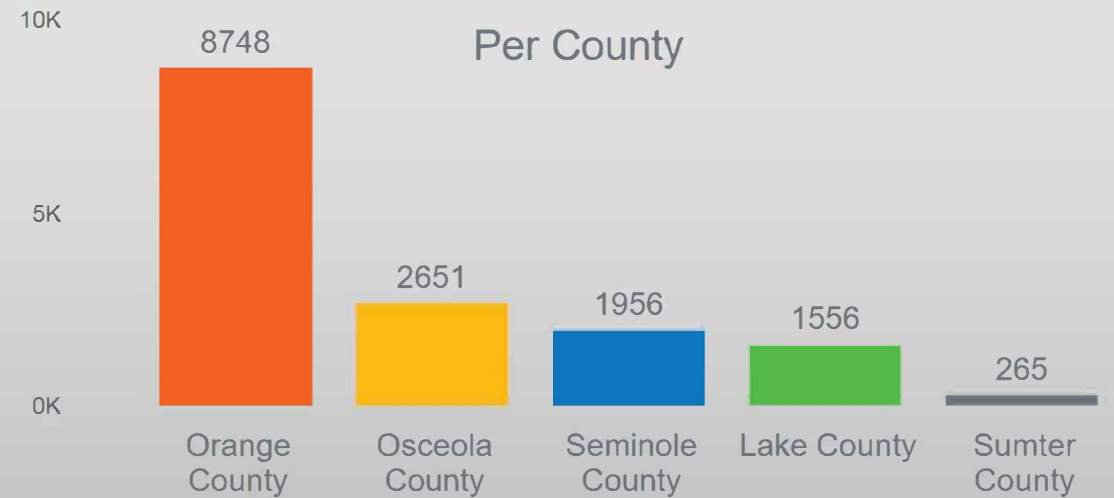
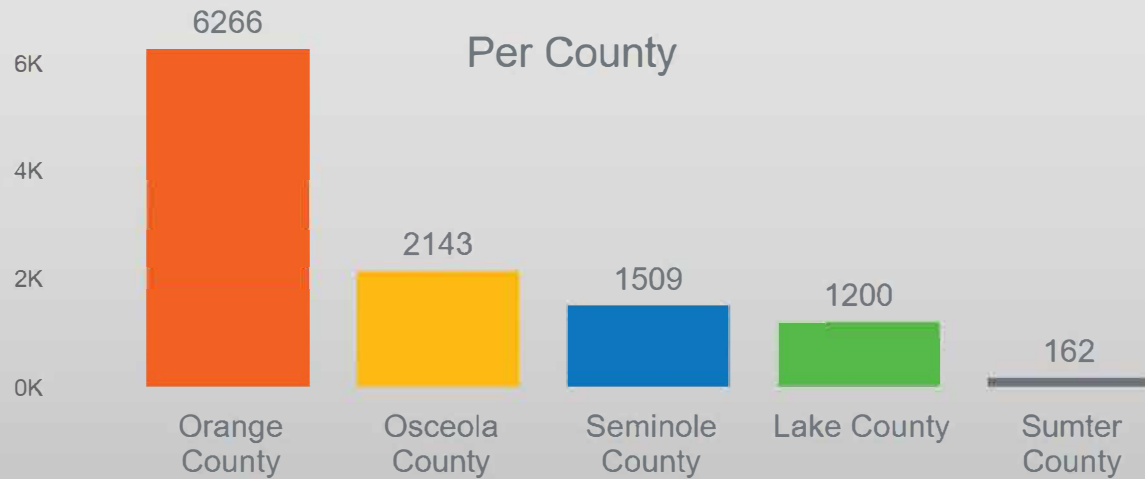
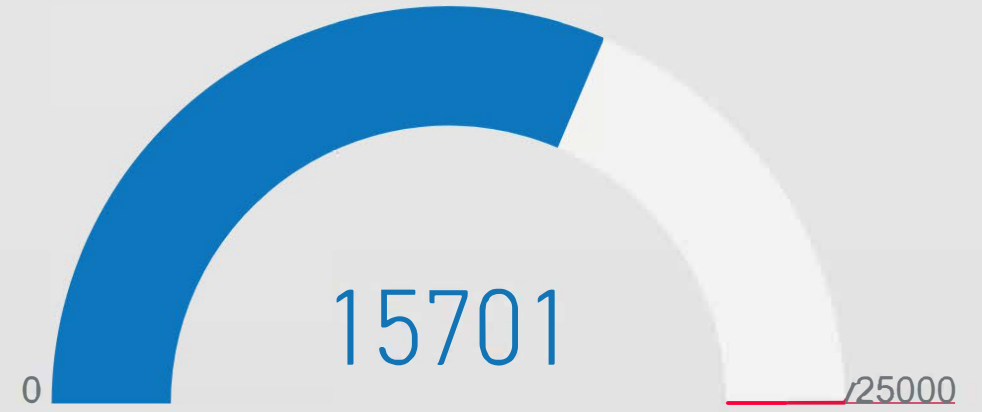
# DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

Individuals Engaged with Staff in Career Services

PY 22-23



PY 21-22



Date Range: 7/1/2022 - 12/31/2022 (As of This PY)

Data Source: Employ Florida SQL Server, OSST SQL Server, Career Edge - LUO



# DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

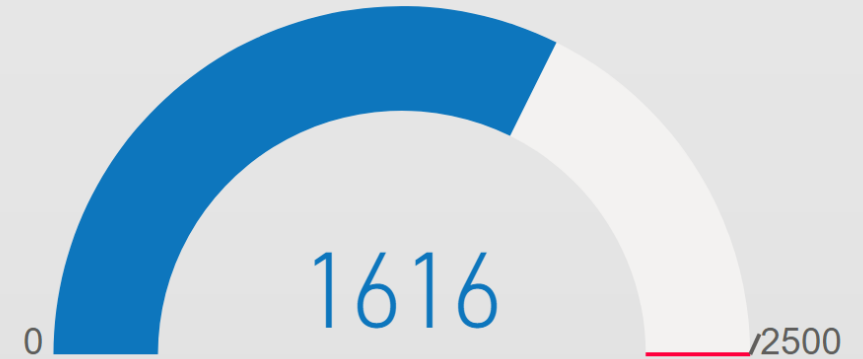
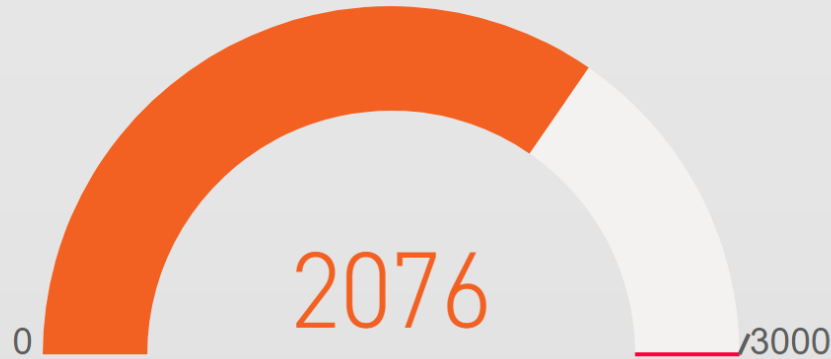
Career Seekers Receiving CSCF Supported Training

Program Year Quarter

Multiple selections ▼

PY 22-23

PY 21-22



Top 10 Training Careers

Training Program	Industry	Total	Percent
Heavy and Tractor-Trailer Truck Drivers	Trade & Logistics	283	29.95%
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction & Utilities	102	10.79%
Medical Assistants	Healthcare	99	10.48%
Electricians	Construction & Utilities	91	9.63%
Customer Service Representatives	IT & Finance	84	8.89%
Emergency Medical Technicians	Healthcare	81	8.57%
Licensed Practical and Licensed Vocational Nurses	Healthcare	69	7.30%
Medical Records Specialists	Healthcare	57	6.03%
Dental Assistants	Healthcare	45	4.76%
Information Security Analyst	IT & Finance	37	3.92%

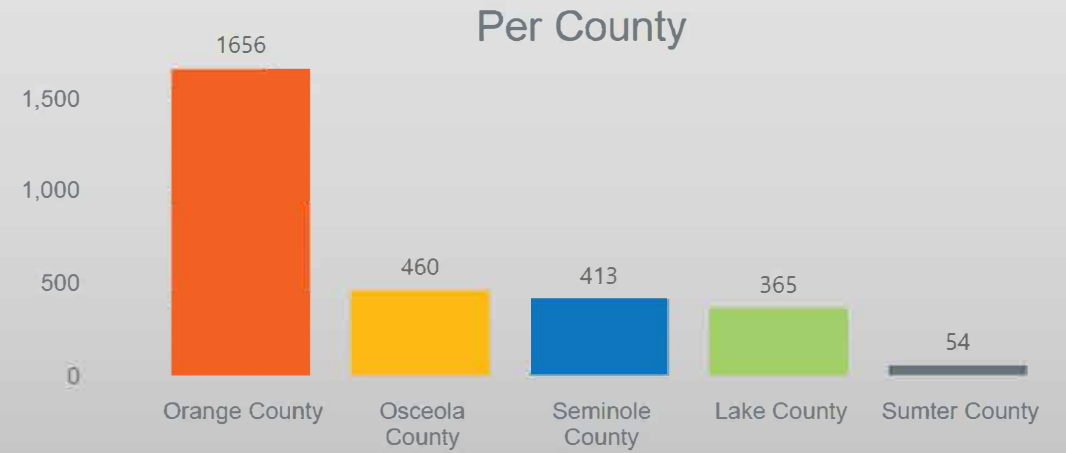
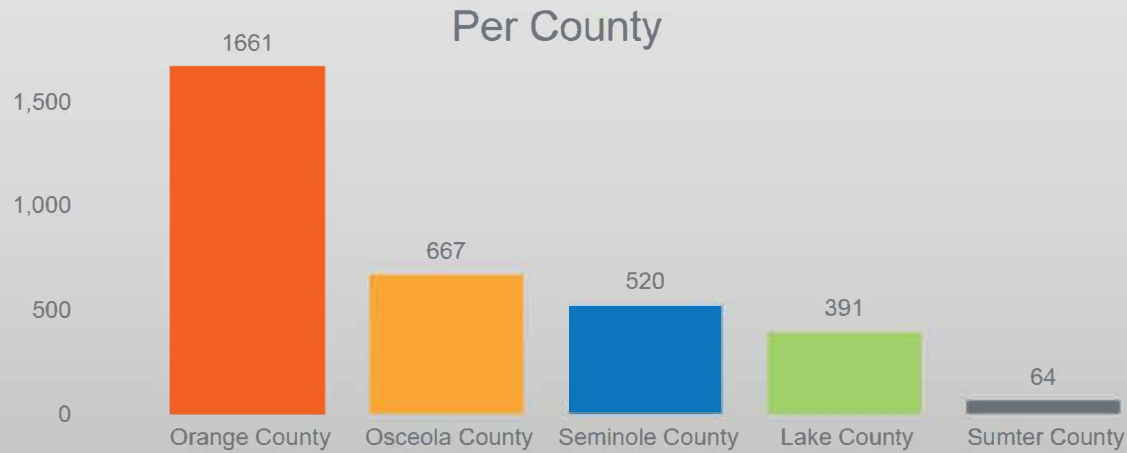
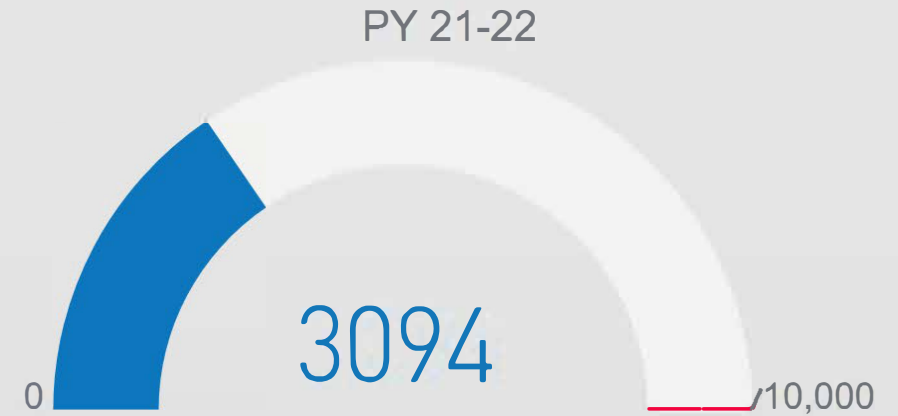
Top 10 Training Careers

Training Program	Industry	Total	Percent
Heavy and Tractor-Trailer Truck Drivers	Trade & Logistics	212	23.40%
Emergency Medical Technicians	Healthcare	131	14.46%
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction & Utilities	131	14.46%
Medical Assistants	Healthcare	97	10.71%
Electricians	Construction & Utilities	87	9.60%
Licensed Practical and Licensed Vocational Nurses	Healthcare	72	7.95%
Medical Records Specialists	Healthcare	59	6.51%
Office and Administrative Support Workers, All Other	Other	44	4.86%
Dental Assistants	Healthcare	41	4.53%
Personal Care Aides	Healthcare	32	3.53%



# DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

## Individuals Employed

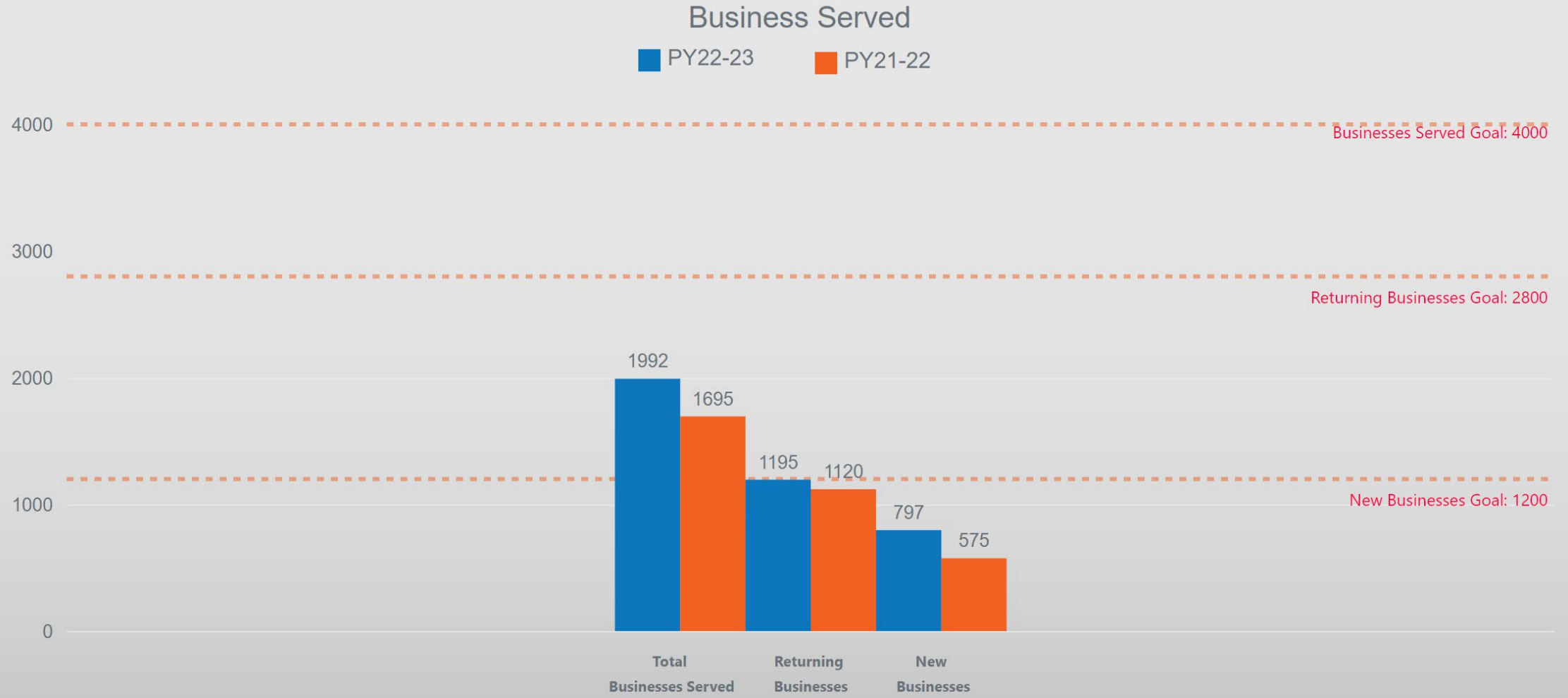


Date Range: 7/1/2022 - 12/31/2022 (As of This PY)

Data Source: Employ Florida SQL Server, OSST SQL Server, Career Edge - LUO



# DELIVER TALENT RECRUITMENT & RETENTION INITIATIVES FOR BUSINESSES IN RECOVERING & EMERGING INDUSTRIES



Date Range: 7/1/2022 - 12/31/2022 (As of This PY)

Data Source: Employ Florida SQL Server, OSST SQL Server



# *Thank You!*

## **1<sup>st</sup> & 2<sup>nd</sup> Quarter Contributions**

**Joe Battista, Valencia College**

**Wendy Ford, Osceola Council on Aging**

**Mark Havard, Hyatt Regency Orlando**

**Jeff Hayward, Heart of Florida United Way**

**Sheri Olson, South Lake Hospital**

**Gaby Ortigoni, Hispanic Chamber of Commerce of Metro Orlando**



# *Thank You!*

## **1<sup>st</sup> & 2<sup>nd</sup> Quarter Contributions**

**Renee Quintanilla, Crummer Graduate School of Business at Rollins College**

**Manuel Rascon, AdventHealth**

**Richard Sweat, .decimal, LLC**

**DeAnna Thomas, Lake Technical College**

**Eric Ushkowitz, City of Orlando**

**Jody Wood, Disney Parks, Experiences and Products**



# Highlights

# An “A”mazing Score For CSCF

Recently, CareerSource Central Florida received the highest score when it received an “A” in the reimagining education and career help act report card system.

All 24 workforce boards received a grade and score, which will continue every quarter. CSCF received a **97.3% out of 100%**

Congratulations CSCF for your “A”mazing work and dedication to our communities.



# CSCF Making Headlines

From CSCF's Summer Youth Program, to FORTE, to skilled jobs, and employment programs, CSCF has been featured in more than 20 media stories during the past 2 months, reaching more than 37 million viewers.



## BUSINESS Workforce Solutions to Address the Opioid Crisis in the Workplace

By CareerSource Central Florida

CareerSource Central Florida (CSCF) is Central Florida's leading workforce development board dedicated to providing comprehensive and complementary career services to career seekers and works diligently to provide local businesses with strong talent, valuable resources and ongoing opportunities. Businesses across Central Florida have found a partner in CSCF to support their hiring & recruiting needs, training and provide workforce solutions to address challenging situations in the workplace.

CSCF develops programs and initiatives to strengthen the workforce in the community and understands the challenges and disruption brought by the COVID-19 pandemic. Workplace local new challenges, employees' mindsets changed and demanded better pay, benefits, and flexibility. Employees were forced to understand the new demands, evaluate their workplace cultures, and consider innovative ways to support and prioritize the health and well-being of their employees.

While businesses focused on adjusting their practices to meet the labor market demands a more significant challenge impacting both employers and employees manifested during the pandemic: opioid crisis.



According to the National Safety Council, 73% of employees have been directly impacted by opioids, but only 17% felt well-prepared to handle the situation. Not addressing the issue can lead to loss of productivity, absenteeism, low morale, turnover and more. This initiative presents an opportunity to organize a dialogue that fosters opioid recovery through workforce solutions. Businesses can learn ways to designate substance abuse disorder and opioid use disorder support employees in the workplace while creating a recovery-friendly organization.

CSCF is ready to be part of the solution and support businesses on the path to become a recovery-friendly organization. Register for an upcoming National (NARICAN) training course or the Certified Facilitator in Addiction Awareness - Human Resources (CFAA-HR) starting in March 2023, a national Society for Human Resource Management (SHRM) Opioid award-winning training.

For more information on how businesses can engage with and benefit from FORTE, please visit CareerSourceCentralFlorida.com/forte.

# Orlando Family magazine

## EDUCATION

## Las solicitudes ya están abiertas para el programa de verano del 2023 para jóvenes

January 30, 2023 / elosceolastar



## Applications now open for 2023 Summer Youth Program through CareerSource Central Florida

Orlando Sentinel - Central Florida 100



## Employment Programs Help Workers Gain Skills



# CSCF Unites For First CEO Workforce Summit

On February 7, nearly 60 of Central Florida's leading CEOs and executives, representing a variety of industries, attended a first-of-its-kind CEO Workforce Summit on the Valencia campus igniting solutions and concepts to lead Central Florida forward for a strong workforce for years to come.

CareerSource Central Florida President & CEO Pam Nabors, along with Valencia College President Dr. Kathleen Plinske, and The University of Central Florida President Dr. Alexander Cartwright, joined forces to talk and share insights on the importance of education and workforce alignment.

Attendees also got to hear from the Burning Glass Institute on quality careers with higher wages jobs. CSCF also shared insights from its Skills Gap Analysis Report with Lightcast (which you'll hear more about today).

The event also garnered coverage with media outlets, including the OBJ.

## What UCF, Valencia College need from employers to combat worker shortage

Feb 10, 2023, 9:11am EST





# CSCF Teams with Dress for Success

On February 15, Dress for Success Greater Orlando announced its partnership with CSCF during a [ribbon cutting event](#), where leaders and community influencers attended in support.

Dress for Success Greater Orlando [empowers women](#) to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life.

Through this partnership, Dress for Success will now have an office located inside our [Career Center at the West Oaks Mall](#) to serve the community in need.

# What's On Deck This Spring

- On March 7 **Project Opioid**, CareerSource Central Florida, The Orlando Magic and Florida Blue will be hosting an event at the famed Amway Center for business leaders in Central Florida to learn more about FORTE and create solutions around the opioid crisis in Central Florida.
- The National Association of Workforce Boards will host the **2023 Forum** on March 25 through 28 in Washington DC, which is touted as the **largest annual workforce development conference**, will provide insights and collaboration and learning opportunities surrounding the critical need and transformational potential in workforce today.
- April 13 & 14, the **U.S. Conference of Mayors Workforce Development Council** will be heading to **Orlando** to engage in collaborative discussions around workforce. Plus, they will get to discover what CSCF is doing today in partnership with Central Florida businesses and see the impact it is having.
- **April 24**, we look forward to hosting our **annual board retreat** to continue creating new and innovative strategies for CSCF and its bright future. The day will allow us to align on direction for the organization as we look to next year and beyond.

# Thank you

**CareerSource Central Florida  
Budget vs. Actual Report (Summary)  
As of 12/31/22**

CSCF Budget FY 2022 - 2023			
Funding Sources	Total Revenue		
Carry In Funds From FY 21 - 22	27,390,961		
FY 22 - 23 Award	31,630,026		
Award Total - Available Funds	59,020,987		
LESS planned Carryover For FY 23 - 24	(14,020,987)		
<b>Total Available Funds Budgeted</b>	<b>45,000,000</b>	<b>Actual</b>	<b>% of</b>
		<b>Expenditures</b>	<b>Expenditures</b>
<b>PROGRAM</b>	<b>Authorized Budget</b>		
Salaries/Benefits	19,793,000	8,991,425	45.4%
Training Investment	18,835,000	9,920,620	52.7%
Professional Services	950,000	689,696	72.6%
Outreach	800,000	332,159	41.5%
Infrastructure/Maintenance & Related Cost	2,725,000	1,292,768	47.4%
IT Cost/Network Expenses	1,452,000	697,004	48.0%
Staff Development & Capacity Building	445,000	222,171	49.9%
<b>EXPENDITURES</b>	<b>45,000,000</b>	<b>22,145,844</b>	<b>49.2%</b>



# CareerSource Central Florida

## Budget Versus Actual Report

As of 12/31/22

CSCF Budget FY 2022 - 2023		INDIRECT COST	RESEA 119	WIOA Adult 20	Youth 22	WIOA DW 30	WT 60	TAA 81	SNAP 85	WP 90	DVOP 94	LVER 98	NEG COVID 49	NEG IAN 29	Project Opioid 30ARF	At Risk Floridians 30RR	RAPID RESPONSE 30RR	Re-Entry Navigator	Level Up Orange 51	Osceola CARES 52	YOUTHBUILD 145	UNRESTRICTED	Actual Expenditures	% of Expenditures	
Funding Sources	Total Revenue																								
Carry In Funds From FY 21 - 22	27,390,961		233,357	3,000,000	-	1,572,821	2,904,887	45,178	-	644,199	21,579	24,783	4,026,398	-	1,887,248	2,474,232	155,528	280,668	9,300,000	700,000	120,083				
FY 22 - 23 Award	31,630,026		741,973	4,957,397	5,101,343	5,177,412	7,263,315	96,958	610,000	2,223,675	87,121	118,832	-	1,750,000	-	-	-	-	-	-	-	-	3,500,000		
Award Total - Available Funds	59,020,987		975,330	7,957,397	5,101,343	6,750,233	10,168,202	144,136	610,000	2,867,874	108,700	143,615	4,026,398	1,750,000	1,887,248	2,474,232	155,528	280,668	9,300,000	700,000	120,083		3,500,000		
LESS planned Carryover For FY 23 - 24	(14,020,987)		(200,000)	(2,000,000)	(200,000)	(2,000,000)	(2,500,000)	-	-	(120,987)	-	-	-	(750,000)	(900,000)	(500,000)	-	-	(1,650,000)	-	-		(3,200,000)		
Total Available Funds Budgeted	45,000,000		775,330	5,957,397	4,901,343	4,750,233	7,668,202	144,136	610,000	2,746,887	108,700	143,615	4,026,398	1,000,000	987,248	1,974,232	155,528	280,668	7,650,000	700,000	120,083	300,000			
<b>PROGRAM</b>	Authorized Budget																								
Salaries/Benefits	19,793,000	1,313,051	187,733	2,012,123	1,119,643	212,545	1,284,476	2,995	375,213	252,695	59,147	46,154	393,932	21,687	159,079	132,632	89,751	47,855	1,046,579	165,220	56,738	12,177	8,991,425	45.4%	
Training Investment	18,835,000	-	269	2,236,363	895,288	138,409	2,377,953	9,953	538	1,660	364	300	1,366,857	204,818	197,507	138,709	139	73	1,995,433	308,496	46,562	929	9,920,620	A 52.7%	
Professional Services	950,000	151,357	5,324	59,665	32,458	6,053	267,395	406	11,033	33,709	7,936	6,139	12,376	504	11,488	3,578	2,444	1,669	47,983	4,696	1,686	21,799	689,696	72.6%	
Outreach	800,000	944	2,138	36,711	13,424	2,163	58,427	135	4,084	11,418	4,357	3,834	4,685	377	1,531	1,381	907	585	129,064	21,405	599	33,990	332,159	41.5%	
Infrastructure/Maintenance & Related Cost	2,725,000	84,384	7,491	98,976	47,912	8,504	54,184	447	14,418	848,325	9,932	8,124	20,317	860	5,115	4,319	3,599	2,447	37,482	5,705	3,539	26,688	1,292,768	47.4%	
IT Cost/Network Expenses	1,452,000	77,544	12,035	134,027	72,978	13,580	97,796	793	23,611	110,078	14,412	11,228	25,995	1,243	9,582	7,850	7,186	3,583	59,548	9,708	3,562	663	697,004	48.0%	
Staff Development & Capacity Building	445,000	20,821	3,664	38,497	21,359	3,030	35,617	227	8,391	17,888	5,261	5,145	7,393	381	3,359	2,589	1,396	1,016	18,941	3,360	998	22,840	222,171	49.9%	
Indirect Cost (10%)		(1,990,385)	21,854	472,170	226,276	38,627	418,862	1,494	43,706	51,872	10,120	8,073	183,976	22,984	43,530	17,855	10,535	5,720	335,717	51,864	11,363	12,109			
<b>EXPENDITURES</b>	45,000,000	(342,284)	240,509	5,088,533	2,429,337	422,911	4,594,709	16,451	480,993	1,327,646	111,528	88,995	2,015,531	252,854	431,192	308,913	115,956	62,948	3,670,748	570,454	125,046	131,195	22,145,844	49.2%	
<b>FUNDING DECISIONS</b>	-	-	-	(2,399,260)	59,490	2,399,260	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(59,490)	-	0	
<b>TOTAL BUDGET/EXPENDITURES</b>	22,145,844	(342,284)	240,509	2,689,273	2,488,827	2,822,171	4,594,709	16,451	480,993	1,327,646	111,528	88,995	2,015,531	252,854	431,192	308,913	115,956	62,948	3,670,748	570,454	65,556	131,195	22,145,844	49.2%	
<b>TOTAL AVAILABLE FUNDS</b>	22,854,156	342,284	534,821	3,268,124	2,412,516	1,928,062	3,073,493	127,685	129,007	1,419,241	(2,828)	54,620	2,010,867	747,146	556,056	1,665,319	39,572	217,720	3,979,252	129,546	54,527	168,805			
<b>% OF FUNDS EXPENDED BY GRANT</b>	49.2%		31.0%	45.1%	50.8%	59.4%	59.9%	11.4%	78.9%	48.3%	102.6%	62.0%	50.1%	25.3%	43.7%	15.6%	74.6%	22.4%	48.0%	81.5%	54.6%	43.7%			
<b>% OF FUNDS EXPENDED (INCLUDING OBLIGATIONS)</b>	55.8%																								
<b>TRAINING OBLIGATIONS</b>	\$	% of Budget																							
Training Investment as of 12/31/22	9,920,620	A	52.7%	A - The states mandates that 30% of total WIOA adult and dislocated worker funds are spent in client intensive training activities.																					
Obligations (Training not yet billed by vendors)	2,952,152		16.2%																						
Total Training & Expenditures	12,872,772		70.7%	B - The state mandates that total administrative cost are not to exceed 10% of total cost.																					
	<b>ACTUAL</b>	<b>TARGET</b>																							
ITA % (Adult DW)	85.4%	30.0%																							
ITA% (Youth)	16.7%	20.0%																							
ADMINISTRATIVE COST %	9.2%	10.0%																							



### CareerSource Central Florida Current Year Budget and 2 yr Expenditure Comparison As of 12/31/22

	CY	PY	\$	%	
Funding Sources	Revenue	Revenue	Difference	Difference	
Carry In Funds From FY 21 - 22	27,390,961	10,857,752	16,533,209		
FY 22 - 23 Award	31,630,026	39,542,248	(7,912,222)		
<b>Award Total - Available Funds</b>	<b>59,020,987</b>	<b>50,400,000</b>	<b>8,620,987</b>		
LESS planned Carryover For FY 23 - 24	(14,020,987)	(8,400,000)	(5,620,987)		
<b>Total Available Funds Budgeted</b>	<b>45,000,000</b>	<b>42,000,000</b>	<b>3,000,000</b>	<b>7.1%</b>	

	CY	PY	\$	%	
Budget	Expenditures	Expenditures	Difference	% Difference	
Salaries/Benefits	19,793,000	8,991,425	7,473,037	1,518,388	20.3%
Training Investment	18,835,000	9,920,620	6,368,816	3,551,804	55.8%
Professional Fees	950,000	689,696	336,920	352,776	104.7%
Outreach	800,000	332,159	145,092	187,067	128.9%
Infrastructure/Maintenance & Related Cost	2,725,000	1,292,768	1,086,803	205,965	19.0%
IT Cost/Network Expenses	1,452,000	697,004	536,441	160,563	29.9%
Staff Development & Capacity Building	445,000	222,172	164,977	57,195	34.7%
<b>TOTAL EXPENDITURES</b>	<b>45,000,000</b>	<b>22,145,844</b>	<b>16,112,086</b>	<b>6,033,758</b>	<b>37.4%</b>

	BUDGET	CY ACTUAL	PY ACTUAL
ITA %	30.0%	52.7%	40.0%
ADIMINISTRATIVE COST %	10.0%	9.2%	9.2%

# REPORTS BY COMMITTEE CHAIR

Executive *(met on 2/16/23)*

Audit *(met on 1/18/23)*

Career Services *(no report)*

Community Engagement *(met on 2/2/23)*

Facilities Ad Hoc *(no report)*

Finance *(met on 1/18/23)*

Governance *(met on 1/11/23)*

Revenue Diversity & New Markets *(no report)*

Jody Wood

Sheri Olson

Andrew Albu

David Sprinkle

Matt Walton

Eric Ushkowitz

Richard Sweat

Eric Jackson

Heather Ramos | Heather.Ramos@gray-robinson.com | D 407.244.5670  
301 East Pine Street, Suite 1400, Orlando, Florida 32801 | T 407.843.8880 | F 407.244.5690

## MEMORANDUM

**TO:** Career Source Central Florida Consortium  
**FROM:** GrayRobinson, P.A.  
**DATE:** January 9, 2023  
**SUBJECT:** Proposed 2023 Revisions to the CareerSource Central Florida Bylaws

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After revisions to the Bylaws were made and approved by CareerSource Central Florida and the Consortium in 2021, revisions were made to Section 445.007 of the Florida Statutes governing local workforce development boards, some of which affect the language in the Bylaws. We have reviewed the Bylaws and propose the following substantive revisions for consideration and action by the CareerSource Central Florida Board of Directors and the Consortium:

- **Article II** – Change the defined term from Chief Local Elected Official to Chief Elected Official to reflect the term used in the statute.
- **Article IV** – Revise the length of a term of a member of the Board of Directors from 3 years to 2 years, and specify a maximum 8-year term for a Director unless such Director is a representative of a governmental entity. Service commencing before July 1, 2021 does not count towards the 8-year limitation. This reflects new statutory term requirements.
- **Article VII** – Update to provide that the Governor may remove a member of the Board of Directors for cause as provided in the revisions to the Florida Statutes.
- **Article VIII** – Add Revenue Diversity & New Markets to the list of standing committees and add a description of the Committee.
- **Article IX** – Provide for use of technology rather than telephone or teleconference for members of the Board of Directors to attend a meeting to reflect virtual attendance.
- **Article X** – Create a new Article to specify that revisions and amendments to the Bylaws are subject to approval by the Consortium, in-line with CareerSource Central Florida’s past practice and federal law requirements.



*GR comments and proposed revisions 1-9-23*

**AMENDED and RESTATED BYLAWS**  
*of*  
**CENTRAL FLORIDA REGIONAL**  
**WORKFORCE DEVELOPMENT BOARD, INC.**  
**d/b/a CAREERSOURCE CENTRAL FLORIDA**  
*a not-for-profit Florida Corporation*

ARTICLE I  
NAME

The Central Florida Regional Workforce Development Board, Inc. d/b/a CareerSource Central Florida shall be called "CSCF" in these Bylaws.

ARTICLE II  
DEFINITIONS

- A. **Articles:** means the Articles of Incorporation of CSCF including any amendments or restatements.
- B. **Board of Directors or Board:** means the Board of Directors of CSCF.
- C. **Chief Local Elected Official (CLEO):** means the Chairman of the Consortium.
- D. **Consortium:** means the group of Mayors/Chairmen or designated County Commissioners from the Region.
- ~~E. **Director:** means an individual member of the Board of Directors.~~
- ~~EE. **Region:** means the five Florida counties served by CSCF: Lake, Orange, Osceola, Seminole and Sumter.~~
- ~~F. **Director:** means an individual member of the Board of Directors.~~

**Commented [A1]:** Revised to align with the terminology used in Sec. 445.007, Fla. Stat. - it does not use the term "chief local elected official." The term "chief elected official" is used.

ARTICLE III  
PURPOSE

CSCF is dedicated to putting Central Florida residents to work, and finding and developing talent to help Central Florida businesses stay competitive.



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ARTICLE IV  
POWERS OF CSCF

1. General Powers. Except as limited by the Articles or these Bylaws, CSCF will have and exercise all rights and powers in furtherance of its purpose now or hereafter conferred on not-for-profit corporations under the laws of the state of Florida.
2. Workforce Powers. CSCF will have and exercise all rights and powers granted to regional workforce boards under the laws of the state of Florida and workforce investment boards under Public Law No. 105-220, Title I, Section 117(b), Unites States Code, and all other applicable federal and state workforce laws, regulations and directives.

ARTICLE V  
RESPONSIBILITIES AND AUTHORITIES OF THE BOARD OF DIRECTORS

1. General. All corporate powers will be exercised by or under the authority of the Board of Directors, and the business and affairs of CSCF will be managed under the Board's direction.
2. Functions. The Directors' general functions will be to:
  - a. establish policies and guidelines for the operation of CSCF;
  - b. exercise and fulfill the specific powers and responsibilities of the Board, as specified in the Articles and these Bylaws and as required under applicable law;
  - c. discharge their duties in good faith, with the care an ordinary prudent person in a like position would exercise under similar circumstances, and each Director will act in a manner he or she reasonably believes to be in the best interests of CSCF;
  - d. carry out the functions provided in the Workforce Innovation and Opportunity Act ("WIOA") sec. 107(d), and
  - e. actively participate in convening the workforce development system's stakeholders, broker relationships with a diverse range of employers, and leverage support for workforce development activities.
3. Powers and Responsibilities of Directors. Without limiting the generality of the functions in section 2 of this Article, the Directors' specific powers and responsibilities will be to:
  - a. adopt, amend, repeal or alter the Articles and these Bylaws;
  - b. elect and remove officers of CSCF;



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- c. ensure accountable management of real and personal property and the general business of CSCF, including authorization and approval of material contracts and agreements on behalf of CSCF, all in accordance with applicable law, the Articles and these Bylaws;
- d. approve general rules and regulations for the administration of CSCF and its personnel, and approve any substantial change in employee benefits of CSCF;
- e. designate the person or persons authorized to make and sign bills, notes, checks, contracts, or other documents that are binding on CSCF;
- f. establish and develop additional committees necessary or appropriate to fulfill the responsibilities of CSCF's mission and purposes;
- g. delegate authority to the President/CEO of CSCF;
- h. approve any affiliation by CSCF with one or more entities in any partnership, joint venture or joint enterprise;
- i. approve any merger or consolidation of CSCF with any other organization or entity; and
- j. comply with Section 445.007 of the Florida Statutes.

ARTICLE VI

MEMBERSHIP OF THE BOARD OF DIRECTORS

1. Appointment. Members of the Board of Directors will be appointed by the ~~Region's chief elected officials~~Consortium in accordance with applicable local intergovernmental agreements and in compliance with criteria established by the state of Florida and the federal government, and will be composed of at least the following:

- a. representatives of the private sector, who must constitute a minimum of ~~fifty one percent~~ (51%) of the Board, and who will be representatives of private, for-profit businesses and be chief executives, chief operating officers or other executives who have substantial management or policy responsibility; and
- b. such other representatives as may be required or permitted by applicable federal or state law, regulations or directives.

2. Term. ~~Unless otherwise indicated under the terms of a Director's appointment, the term of each Director's appointment will be three (3) years, beginning the first day of July of the year of appointment, and continuing through the last day of June in year three (3) hence, except that a Director may serve until December of the last year of the term, or until action regarding that Director's seat is taken, whichever occurs first. Subject to applicable law, one third (1/3) of all terms will expire annually.~~

**Commented [A2]:** Revised to reflect updates to Sec. 445.007(2)(a), Fla. Stat.



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~~Directors will be eligible for re-appointment without re-nomination for an additional term having a maximum of three (3) years by the Consortium. Each Director shall serve staggered terms and may not serve for more than 8 consecutive years unless the Director is a representative of a governmental entity. Service in a term by a Director which commenced before July 1, 2021 does not count towards the 8-year limitation.~~

3. Qualifications. Directors must be citizens or permanent residents of the United States of America, duly appointed pursuant to Section 1 of this Article, and will, at all times, comply with the requirements established by the state of Florida, the federal government and any applicable intergovernmental agreement.

4. Vacancies. The President/CEO is notified promptly by staff of a Director vacancy. The President/CEO notifies the Governance Committee of such vacancies, and the Governance Committee identifies potential board members. Nominees for a board member vacancy are received from local organizations and business and economic development agencies. The Consortium is notified of the vacancies and receives nominations from the organizations or agencies, and takes action to fill the vacancies through the same process followed for all appointments. Vacancies during the term of a Director's appointment will be filled in an appropriate timeframe upon receipt of sufficient nominations for the vacancy. The person appointed to fill the vacancy are appointed to the same category of membership as that in which the vacancy occurred and will serve the remaining term of the prior Director and may be re-appointed as provided in Section 2 of this Article.

5. Participation. Newly appointed Directors attend a mandatory orientation and training sessions to become familiar with the CSCF services offered and their responsibilities. Board members are requested to participate in one of the committees based on their interests and skills, and are encouraged and provided opportunities to actively participate in strategic planning for CSCF and are educated on explaining CSCF and its workforce activities to the community.

ARTICLE VII  
OFFICERS AND THEIR DUTIES

1. Election of Officers. All officers will serve 1 year terms. The Chairperson may serve for 2 consecutive terms. At the conclusion of the Chairperson's term, he or she will serve as immediate Past Chair on the Executive Committee. In addition, the Board of Directors will have the power to:

- a. appoint such other officers it deems necessary or appropriate;
- b. fill any vacancy in any office occurring for any reason whatsoever, by election, by majority vote of a quorum; and

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- c. employ a President/CEO who will (i) be responsible and accountable to the Board, (ii) act on the Board's behalf in the conduct of its directives, and (iii) be responsible for employment, oversight and management of all other staff and employees of CSCF.
- 2. Removal of Directors. Any Director may be removed at any time, with or without cause, by a majority vote of the Consortium. Except however, any Director who is a representative of the private sector may be removed only by the Consortium member of his or her respective county. Additionally, the ~~CLEC Governor or the Chief Elected Official~~ may remove a Director for cause. The Board may recommend to the ~~CLEC Chief Elected Official, or the Consortium~~ removal of a Director when, in the judgement of the Board, the best interest of CSCF will be served.
- 3. Delegation. For any reason it deems appropriate, the Board may delegate any power or duty to any Director or officer, including to the President/CEO or his or her staff designee, but no Director or officer will execute, acknowledge or verify any document or instrument in more than one capacity.
- 4. Compensation. No compensation will be paid to the Directors for services performed by them for CSCF as Directors. Directors may be reimbursed for expenses incurred when traveling on official business of CSCF if approved in advance by the Chairperson of the Board. Such reimbursement must conform to CSCF's established travel policy.
- 5. Duties of the Chairperson. The Chairperson must be a business representative and shall:
  - a. preside at all meetings of the Board and determine the agenda for all Board meetings in consultation with the President/CEO;
  - b. make all committee appointments other than the officers elected under Section 1 of this Article;
  - c. be a member ex-officio of all committees with the exception of the Executive Committee, for which the Chairperson may opt to serve either as committee chair or as a regular committee member; and
  - d. perform all other duties assigned to the Chairperson under these Bylaws and those usually pertaining to the office of Chairperson.
- 6. Duties of the Vice Chairperson. The Vice Chairperson must be a business representative and shall:
  - a. preside at all meetings of the Board in the absence of the Chairperson;
  - b. be a member of the Executive Committee;
  - c. assist the Chairperson, when requested, in the performance of the Chairperson's duties; and

Commented [A3]: Sec. 445.007(2)(b), Fla. Stat.



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- d. perform all such other duties usually pertaining to the office of Vice Chairperson, including acting as the Chairperson during the absence or disability of the Chairperson.
- 7. Duties of the Treasurer. The Treasurer will:
  - a. oversee the custody of all funds and securities of CSCF and the collection of interest thereon;
  - b. oversee the accounts of CSCF and report thereon at each regular meeting of the Board of Directors;
  - c. make a report at each meeting of the Board of Directors and special reports when requested;
  - d. oversee the preparation and filing of reports and returns required by all governmental agencies; and
  - e. serve as Chairperson of the Finance Committee.
- 8. Duties of the Secretary. The Secretary will:
  - a. ensure that minutes of each meeting are recorded;
  - b. be responsible for advising the Board of Directors of omissions and corrections to the minutes;
  - c. ensure that copies of the minutes are timely transmitted to all members of the Board of Directors;
  - d. ensure that all meetings are noticed as required by statute, these Bylaws or regulations;
  - e. ensure that attendance is recorded at meetings;
  - f. ensure that committee reports are maintained;
  - g. ensure that the record books of CSCF are properly maintained; and
  - h. perform such other duties as may be delegated by the Board of Directors.
- 9. President and Chief Executive Officer. The President and Chief Executive Officer ("**President**") will be nominated by the Executive Committee and confirmed by the Board of Directors. The President will be a full-time employee of CSCF and not a member of the Board of Directors. The President's performance will be reviewed annually by the Executive Committee and the President's salary and incentives will be set by the Executive Committee. The President may only be terminated (i) upon the recommendation of a majority of the members of the Executive Committee and a ~~two-thirds~~ (2/3) vote of the entire Board of Directors, (ii) by the Governor for cause, or (iii) by the ~~CLEO~~ Chief Elected Official for cause. The President will be the chief executive officer of CSCF and will be responsible for the general and active management of the business and affairs of CSCF, subject to the direction of the Executive Committee and the Board of Directors.

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10. Chief Operating Officer. The Chief Operating Officer (“COO”) may be hired by the President. The COO will not be a member of the Board of Directors, but will be a full-time employee of CSCF. The COO will direct, administer and coordinate the day-to-day activities of CSCF consistent with the directions, policies, goals and objectives established by the President and the Board of Directors and as set forth in the job description for this position.

11. Chief Financial Officer. The Chief Financial Officer (“CFO”) will be hired by the President. The CFO will not be a member of the Board of Directors, but will be a full-time employee of CSCF. The CFO will direct CSCF’s financial operations and accounting practices consistent with the directions, policies, goals and objectives established by the COO, President, and the Board of Directors and as set forth in the job description for this position.

ARTICLE VIII  
BOARD COMMITTEES

1. Committees. The Board of Directors will create standing committees as follows: Executive, Finance, Audit, Career Services, Governance, ~~and~~Community Engagement, and Revenue Diversity & New Markets. In addition, the Chairperson of the Board of Directors will have the authority to establish such other standing or ad hoc committees deemed necessary or desirable to the conduct of CSCF’s business. The Chairperson of the Board will make appointments to all committees and will appoint the chairperson of each committee. A committee must be chaired by a Director. Any committee may include members appointed by the Chairperson of the Board who are voting members of the committee but not members of the Board of Directors. Staff and employees of CSCF may not serve as members of a committee. Any item voted on by a committee (other than approval of meeting minutes and meeting adjournments) will be reported to the Executive Committee at its next meeting.

2. Executive Committee. The Executive Committee will have a minimum of ~~five~~ five (5) members, consisting of the officers elected under Article VII, Section 1, and the chairs of the standing committees. The Chairperson will endeavor to ensure that each of the ~~five~~ five (5) counties in the Region is represented on the Executive Committee. The Executive Committee will have and exercise the full authority of the Board of Directors in the management of CSCF’s business between meetings of the Board of Directors. The Chairperson of the Board may choose to serve as chairperson of the Executive Committee or may choose to appoint another member which is a business representative of the Executive Committee to serve in such capacity. In the event the Chairperson of the Board chooses not to serve as Chairperson of the Executive



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Committee, he or she will serve as a voting member of the Executive Committee. After completion of the Chairperson's term, he or she ~~will~~ may serve on Executive Committee ~~for + year~~ as Immediate Past Chair. Except as otherwise set forth in these Bylaws, the Executive Committee will serve as the human resources committee with the delegated authority to take final action on all appropriate executive personnel matters.

3. Finance Committee. The Finance Committee will be chaired by the Treasurer and will consist of those Directors recommended by the Treasurer and appointed by the Chairperson of the Board of Directors. The Finance Committee will be responsible for assisting the Treasurer in the conduct of his or her responsibilities as set forth in Article VII, Section 7; reviewing periodic reports on the financial activities of CSCF; controlling and supervising the financial affairs of CSCF; overseeing CSCF's retirement plan; and approving budgets and budget amendments.

4. Audit Committee. The Audit Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Audit Committee will be responsible for:

- a. overseeing the annual audit(s) of CSCF's programs required under applicable laws, regulations or directives including selection of the auditor and approval of annual audit plans;
- b. providing oversight of CSCF through review of monitoring reports and audits of CSCF;
- c. making recommendations to the Board of Directors on the selection of an independent auditor and regarding such auditor's compensation and terms of engagement;
- d. receiving and reviewing the annual audit reports from the independent auditor;
- e. reviewing and approving CSCF's responses to any adverse findings regarding the financial affairs of CSCF, including, but not limited to, adverse monitoring reports, financial audits, management decision letters, Office of Inspector General's investigative reports and final determination letters;
- f. reviewing, in consultation with the independent auditor and management, CSCF's financial statements;
- g. reviewing and evaluating the adequacy of internal accounting controls and practices and making recommendations for revisions and additions as necessary or appropriate; and
- h. reviewing and evaluating CSCF's ethics and conflict-of-interest policies and procedures and, whenever the Chairperson of the Board or the



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committee deems appropriate, investigating any alleged violations of such policies and procedures.

5. [Career Services Committee](#). The Career Services Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Career Services Committee will oversee CSCF's operations plan as part of the WIOA and all other program activities that support job seekers and businesses in the Region.

6. [Governance Committee](#). The Governance Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Governance Committee will be responsible for reviewing CSCF's Articles and Bylaws and recommending changes to the Board of Directors; identifying a process to recruit board members and officers; and evaluating the Board's effectiveness. Additionally, the Governance Committee is responsible for preparing and providing a slate of recommended officers to the Board of Directors to be used by the Board to nominate and elect the officers by a majority vote of the Directors present at the meeting.

7. [Community Engagement Committee](#). The Community Engagement Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board representing expertise in outreach marketing and media relations. The Community Engagement Committee will recommend strategies and policies to ensure CSCF is, through appropriate outreach, aligned and engaged with other community, civic and economic-development activities.

[8. Revenue Diversity & New Markets Committee. The Revenue Diversity & New Markets Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Revenue Diversity & New Markets Committee will be responsible for providing strategic oversight in the development of CSCF's short-term and long-term revenue growth strategies, specifically the development of new, diversified funding streams.](#)

ARTICLE IX

CONDUCT OF BUSINESS

1. [Annual Meeting](#). The Annual Meeting of the Board of Directors will be held during the month of June.

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2. Regular Meetings. At a minimum, regular meetings of the Board of Directors will be held quarterly, in the months of September, December, April and June.

3. Special Meetings. Special meetings of the Board of Directors may be held at the call of the Chairperson or by written request of ~~ten (10)~~ or more members of the Board of Directors.

4. Notice. Reasonable notice in writing of each meeting, whether annual, regular, special or emergency, will be provided to each member of the Board of Directors at his or her contact place on file with the Secretary. Such notice may be by e-mail or other reliable means of electronic transmission. CSCF's meetings will be held in accordance with Section 286.011, Florida Statutes.

5. Order of Business. Business will be conducted to the extent feasible in accordance with Roberts' Rules of Order, as amended.

6. Quorum. A quorum for all Board meetings will require that at least ~~fifty percent (50%)~~ of the Board members be present ~~or appearing by telephone~~. If there is less than a quorum at any meetings, a majority of those present may adjourn the meeting. A quorum for all committee meetings will be the same as the quorum for Board meetings and require that at least ~~fifty percent (50%)~~ of the Board members who are committee members be present ~~or appear by telephone~~.

**Commented [A4]:** Duplicative of language in sec. 9 below. Participation by use of technology provides in sec. 9 below that it constitutes presence in person.

7. Voting. Directors may not be represented at any meeting by an alternate, nor may proxies be given. Each Director will have ~~one (1)~~ vote upon every issue properly submitted for vote at any meeting of the Board of Directors, except that no Director may cast a vote on any matter on which he or she has or appears to have a conflict of interest, as defined by federal or state law or under CSCF's policies then in effect. Any Director who has such a conflict of interest must declare the same and refrain from discussion at the meeting and voting on the issue.

8. Majority Rule. All matters before the Board will be determined by a majority vote of Directors present ~~a quorum having been established~~.

~~9. Supermajority Rule. The following at the meeting with a quorum present, with the exception of the following, which~~ must be approved by a vote of ~~two-thirds (2/3)~~ of the Board, a quorum having been established:

a. amendments to these Bylaws (as provided under ~~Section 19~~ Article X below); and



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b. any contract or agreement between CSCF and a Director, ~~a relative (as defined in s. 112.3143[1][c], Florida Statutes) of a Director, an organization or individual represented on the Board, or an employee of CSCF or any contract or agreement that would be a conflict for any such Director as defined by federal or state law or under CSCF's policies then in effect as permitted by Sec. 445.007 of the Florida Statutes.~~

Commented [A5]: Revised to reflect 445.007(11)(a), Fla Stat.

~~910. Use of Technology for Meetings by Telephone or Teleconference. Members of the Board of Directors or any committee may use any form of technology to conduct business. If used, the technology must be accessible to the public for attendance. The use of technology must be included on all meeting notices. participate in a meeting by means of telephone conference or similar communication method by which all persons participating in the meeting can hear each other at the same time. Any such participation by use of technology will constitute presence in person at the meeting.~~

~~911. Business Affairs; External Audit. Subject to applicable law, the Board of Directors may solicit, borrow, accept, receive, invest and expend funds from any public or private source. The award of procurement contracts with vendors and the award of sub-recipient contracts will be in accordance with applicable federal and state law and regulations. CSCF's accounts and records will be audited annually by a firm of certified public accountants at the expense of CSCF; and a copy will be available on request for each Director to review.~~

~~912. Investments. Any investments of funds of CSCF must first be approved by the Finance Committee and recommended to the Board of Directors for its approval.~~

~~913. Fiscal Year. The fiscal year of CSCF will be July 1 to June 30.~~

~~13. Amendments to Bylaws. Amendments to these Bylaws may be proposed by any member of the Board of Directors. The Board of Directors, by a two thirds (2/3) vote Board, a quorum having been established, may amend, revise, add to, repeal or rescind these Bylaws or adopt the new bylaws at any meeting of the Board of Directors, provided that written notice of any amendment, revision, addition, repeal or rescission of these Bylaws or adoption of new bylaws must be published and given to the Directors at least thirty (30) days preceding the date of the meeting of the Board of Directors at which such action is to be considered.~~

Commented [A6]: Moved to new Article X.

14. Conflicts with Laws. CSCF will abide by all applicable federal and state laws and regulations, which will supersede any provision of these Bylaws in conflict with any such law or regulation.

15. Books and Records. CSCF will keep correct and complete books and records of account and financial statements and will also keep minutes of the proceedings of the Board of Directors and all committees. Such books and records will



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be available to all Directors on request and to members of the general public in accordance with applicable law.

16. Indemnity. Subject to applicable law, any current or former member of the Board of Directors or officer who is made a party to or called as a witness with respect to any threatened or pending legal proceeding will be indemnified by CSCF against all costs and expenses (including attorneys' fees, judgments, fines and amounts paid in settlement) reasonably incurred by him or her in connection with such proceeding, including any appeal thereof, if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of CSCF and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent, will not create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of CSCF, and, with respect to any criminal action or proceeding, did not have reasonable cause to believe that his or her conduct was unlawful. The Board of Directors will determine, by a majority vote of a quorum consisting of Directors who are not parties or witnesses to the proceeding, whether indemnification is appropriate as provided in this section. If this section or any portion of it is invalidated on any ground by a court of competent jurisdiction, CSCF will nevertheless indemnify each director and officer of CSCF to the fullest extent permitted by portions of this section not invalidated, and to the fullest extent permitted by law.

17. D&O Insurance. CSCF will purchase and maintain in full force and effect a policy or policies of directors and officers liability insurance covering its Directors and officers with minimum coverage of \$1 million, unless the Executive Committee, in consultation with the Treasurer, finds that such insurance is no longer available on commercially reasonable terms or that the premiums for such will be unreasonably high. In such case, the Directors shall immediately be notified by the Executive Committee that such directors and officers liability insurance no longer exists. In addition, CSCF may purchase and maintain insurance on any person who is or was a Director, officer, employee, or agent of CSCF against any liability asserted against such person and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not CSCF would have the power to indemnify the person against such liability under the provisions of Section 16 of this Article IX.

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ARTICLE X  
AMENDMENTS AND EFFECTIVENESS

These Bylaws may be amended, revised, added to, repealed or rescinded by a vote of the Board of Directors, subject to approval by the Consortium.

RETURN TO AGENDA



Meeting Details

Meeting Agenda

Welcome

Spotlight Story

Roll Call

Public Comment

Consent Agenda

Information/  
Discussion/  
Action Items

**Insight**

Other Business

Adjournment

# INSIGHT



# Central Florida Regional Skills Analysis

**Strengthening data-based decisions to close workforce equity gaps**

**23 February 2022**



Prepared for:

Lightcast.io

# Collin Perciballi

Collin Perciballi is a seasoned economic development professional with skill as both practitioner and consultant. He has experience in labor market analysis, target industry attraction studies, foreign direct investment (FDI), competitive benchmarking, and site selection. Collin previously served as Project Manager for Conway Data, Inc and Senior Analyst for Investment Consulting Associates.

Since joining Lightcast, Collin has advanced new ways of providing insights via data, such as the development of data visualization dashboards or the expansion of talent attraction & retention analysis methodologies.

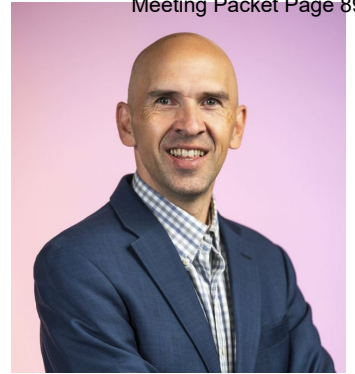
He received an MBA from the University of Bologna Business School (BBS), an MA in History and Territorial Analysis from the University of Catania, and a BA in Political Science from Auburn University. Outside the work environment, you can find Collin injuring himself on the tennis court, drawing his latest masterpiece, or wishing he was more Italian than he actually is.





# Dustin Lester

Dustin serves as the vice president of consulting, Community division at Lightcast. He leads a diverse team of economists, consultants, and analysts to apply Lightcast data to innovative and measurable solutions for workforce and economic development organizations, public sector entities, foundations, and real estate.



Dustin's background in workforce and economic development includes both practitioner and consulting roles. He previously served as manager of business retention & expansion, manager of projects & business development, and led foreign direct investment and request for information (RFI) response work at two regional economic development organizations. Previous to serving as a consulting leader at Lightcast, Dustin led as assistant director of economic development at a national economic and workforce development consulting firm. In addition to professional roles, he has been active in the community previously serving on a workforce development board and as an appointed member of Council for a village government. Dustin received his master of public administration from Northern Kentucky University and a bachelor of science in technology from Bowling Green State University.



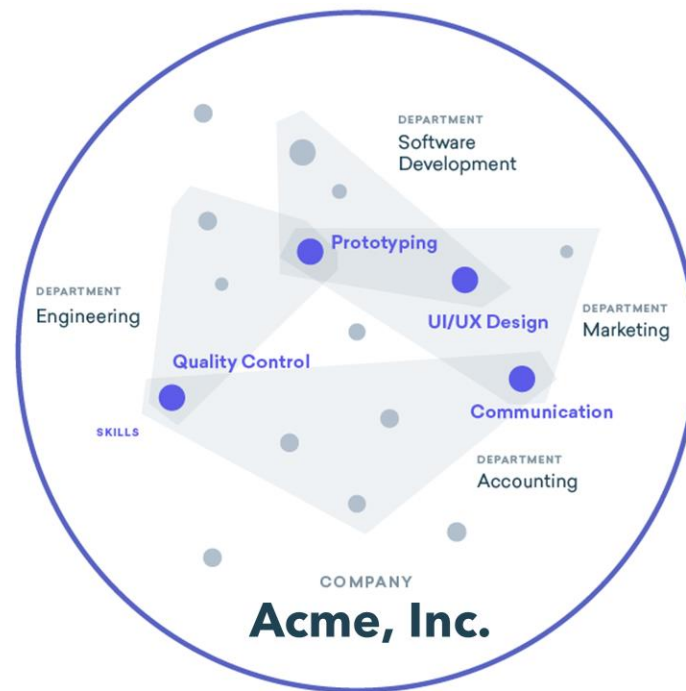
# Josh Wright

Josh Wright is Executive Vice President of the Community division at Lightcast. His team works with more than 600 economic development, workforce development, site selection, and commercial real estate organizations that use Lightcast's real-time insights on local job markets to drive economic prosperity in their communities and unlock new possibilities in the labor market.

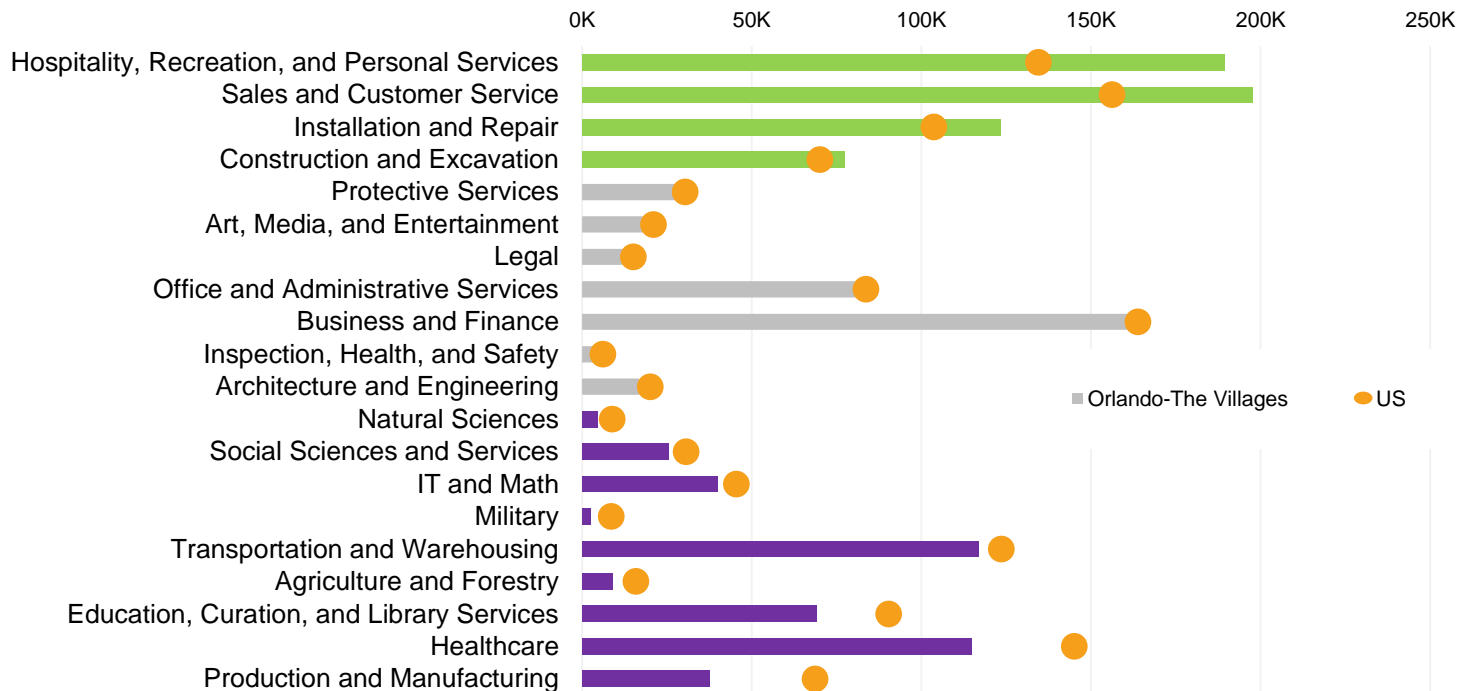


# Skills Clusters

Overlapping skills  
help people transition  
seamlessly from job  
to job



# Central Florida employment in several career areas is above and below typical employment in the US



# Hispanic, Black, Asian and Female workers are overrepresented in high-pay career areas

Career Area	Median Annual Salary	2020 Jobs	% of Career Area Employment			
			Female	Asian	Black	Hispanic/ Latino
IT & Math	\$82,940	39,897	27%	12%	10%	15%
Architecture & Engineering	\$76,710	16,810	17%	7%	6%	16%
Legal	\$59,700	14,894	65%	2%	9%	20%
Business & Finance	\$58,490	162,906	55%	4%	12%	19%
Natural Sciences	\$52,070	4,440	44%	9%	7%	15%
Art, Media, & Entertainment	\$47,850	22,263	47%	3%	8%	19%
Healthcare	\$45,700	114,675	79%	7%	21%	23%
Education, Curation, & Library Services	\$45,310	69,267	76%	3%	16%	20%
Social Sciences & Services	\$44,410	25,493	60%	2%	19%	21%
Inspection, Health, & Safety	\$41,790	3,331	37%	4%	15%	25%
Military	\$41,760	2,633	6%	5%	15%	18%
Construction & Excavation	\$40,070	77,344	6%	1%	9%	35%
Office & Administrative Services	\$36,320	82,907	82%	3%	14%	25%
<b>Orlando-The Villages, All Career Areas</b>	<b>\$36,261</b>	<b>1,364,333</b>	<b>49%</b>	<b>4%</b>	<b>15%</b>	<b>26%</b>



# Hispanic, Black, Asian and Female workers are overrepresented in low-pay career areas

Career Area	Median Annual Salary	2020 Jobs	% of Career Area Employment			
			Female	Asian	Black	Hispanic/Latino
<b>Orlando-The Villages, All Career Areas</b>	\$36,261	1,364,333	49%	4%	15%	26%
Protective Services	\$35,710	32,080	29%	1%	25%	22%
Production & Manufacturing	\$33,200	37,427	32%	4%	18%	33%
Transportation & Warehousing	\$32,150	116,927	26%	2%	21%	31%
Installation & Repair	\$31,500	123,507	24%	2%	14%	37%
Sales & Customer Service	\$28,960	197,766	55%	3%	15%	25%
Agriculture & Forestry	\$25,150	8,831	28%	2%	8%	18%
Hospitality, Recreation, & Personal Services	\$23,850	189,333	56%	5%	16%	27%



# Target Career Areas



## Transitioning into Career Areas



Business & Finance



IT & Math



Education, Curation & Library  
Services



## Exiting out of Career Areas



Hospitality, Recreation, &  
Personal Services



Sales & Customer Service



Installation & Repair



# Skills help us identify equity gaps among, Female, Black, Hispanic and Asian workers



High-salary and low-salary jobs



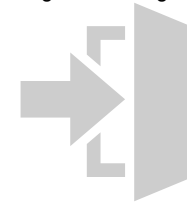
Ratio of talent supply to employer demand
























High and low employment among target populations



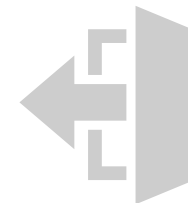

























# Transitioning Into Career Areas

	Salaries	Supply demand ratio	49% Female employment	26% Hispanic employment	15% Black employment	4% Asian employment
 <b>Business &amp; Finance</b>						
 <b>IT &amp; Math</b>						
 <b>Education, Curation &amp; Library Services</b>						





# Exiting out of Career Areas

		Salaries	Supply demand ratio	49% Female employment	26% Hispanic employment	15% Black employment	4% Asian employment
	Hospitality, Recreation, & Personal Services						
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# County-Level Findings



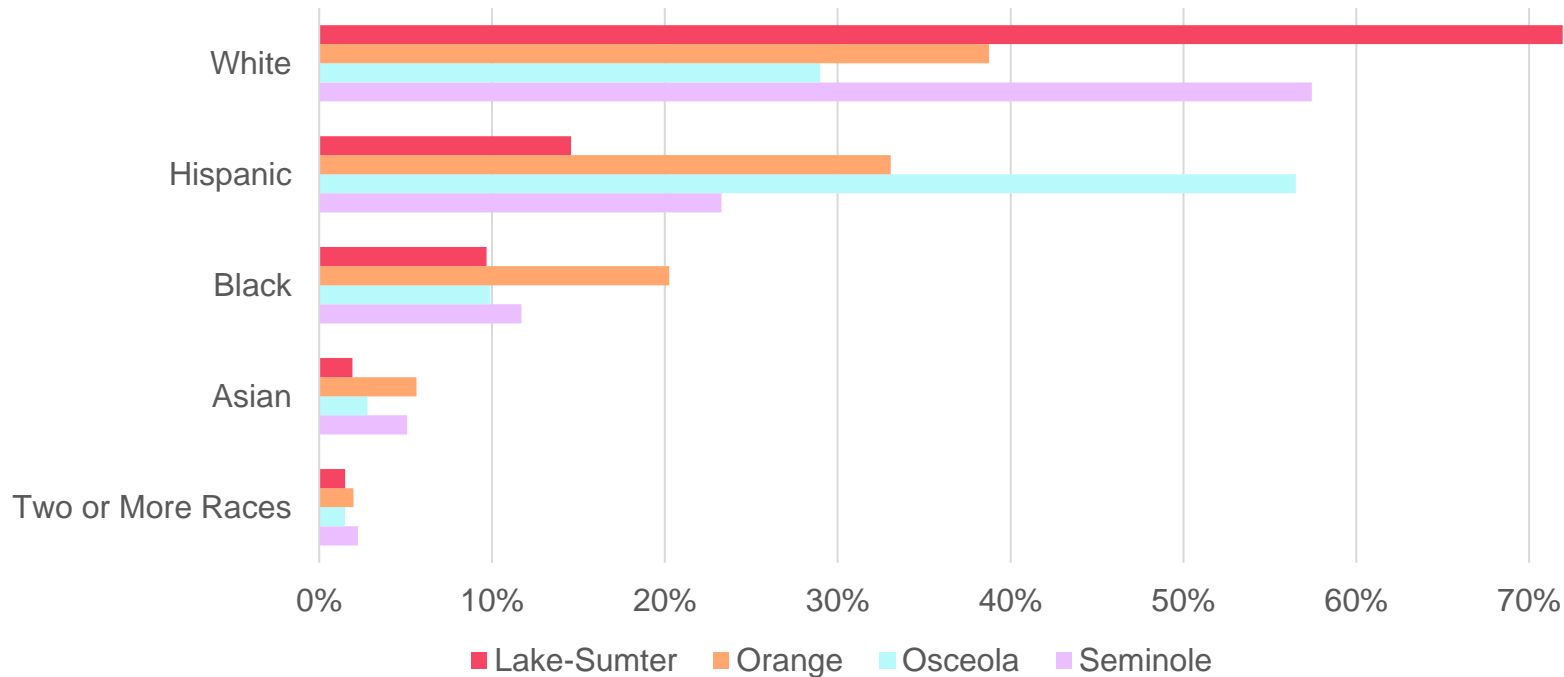
# County-Level Takeaways

County-Level Data	Lake & Sumter Region	Orange County	Osceola County	Seminole County
Population (2021)	530,000	1.4 million	393,400	478,900
Past Population Growth (2011-2021)	33%	21%	41%	12%
Projected Population Growth (2021-2026)	13%	4%	9%	4%
Labor Force Participation Rate (March 2022)	44.1%	65.7%	60.3%	64.6%
Number of Jobs	152,648	861,272	108,857	219,953



# County-Level Takeaways

## Racial/Ethnic Representation



# County-Level Takeaways

## Identifying Occupations for Upskill and Reskill

Table 2: Upskill and Reskill Occupations

SOC	Occupation	Annual Earnings	2021 Jobs	Growth (2016-2021)	Groups Overrepresented
25-2011	Preschool Teachers, Except Special Education	\$24,606	2,900	16%	Females
25-9045	Teaching Assistants, Except Postsecondary	\$25,032	3,690	-14%	Females
31-1131	Nursing Assistants	\$28,304	5,453	0%	Black, Females
33-9032	Security Guards	\$26,034	8,494	-23%	Black
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	\$23,859	1,444	-30%	Young workers
35-3023	Fast Food and Counter Workers	\$20,969	22,675	-17%	Young workers, Black
35-3031	Waiters and Waitresses	\$20,996	21,004	-17%	Young workers
35-3041	Food Servers, Nonrestaurant	\$20,814	1,119	-31%	Black
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$21,579	3,412	-7%	Young workers
37-2012	Maids and Housekeeping Cleaners	\$23,885	14,086	-25%	Females, Hispanic
39-5011	Barbers	\$24,716	387	0%	Black
39-9011	Childcare Workers	\$21,277	4,851	-17%	Females
41-2031	Retail Salespersons	\$25,329	29,302	-14%	Young workers
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$36,110	12,039	-23%	Females
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	\$25,561	374	-1%	Hispanic
<b>47-3013</b>	<b>Helpers—Electricians</b>	\$28,412	610	3%	Hispanic
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	\$22,769	4,465	-4%	Hispanic
<b>53-7064</b>	<b>Packers and Packers, Hand</b>	\$23,302	2,664	18%	Hispanic

Source: Lightcast.



# County-Level Takeaways

## Career Transition Example – Orange County

Original Occupation	Skills Overlap	Skills Gap	Destination Occupation
<p><b>Packers and Packagers, Hand</b></p> <p>Annual Earnings: \$23,302</p> <p>Workers in this occupation in Orange County: 2,664</p> <p>Typical Education: No formal education</p>	<p><b>Skill Similarity Score: 0.533</b></p> <ul style="list-style-type: none"> <li>▪ Forklift Operation</li> <li>▪ Lifting Ability</li> <li>▪ Machinery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Basic Mathematics</li> <li>▪ Inventory Control</li> <li>▪ Materials Transport</li> <li>▪ Occupational Health and Safety</li> </ul>	<p><b>Industrial Truck and Tractor Operators</b></p> <p>Annual Earnings: \$37,040 59% increase</p> <p>Past Growth: 115% Projected Growth: 13%</p> <p>Typical Education: No formal educational credential</p> <p>Work Experience: None</p> <p>Typical OTJ Training: Short-term</p>



# Thank you

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# Creating a Future-Focused Workforce System Together

JFF's Strategy to Accelerate Modernization of the  
Nation's Public Workforce System

CareerSource Central Florida  
February 23, 2023



# VERONICA BUCKWALTER, MPA

- Director, Workforce Transformation, JFF
- 7 years at JFF and 16 years in workforce development
- Prior to JFF:
  - Director of the Center for Industry Research and Workforce Alignment (CIRWA), **Delaware Technical Community College**
  - Director of Workforce Initiatives, **Pennsylvania Department of Labor & Industry**



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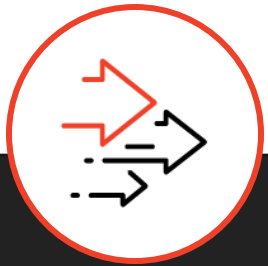
A high-angle, over-the-shoulder photograph of two women sitting at a wooden desk in a workspace. The woman on the left has long dark braids and is wearing a mustard yellow top and glasses; she is looking at a tablet. The woman on the right has long wavy brown hair and is wearing a light blue shirt. The desk is cluttered with a laptop, a coffee cup, a mouse, a green folder, and various papers. The scene is lit with warm, golden light, suggesting late afternoon or early morning. A bright yellow vertical bar is on the far left edge of the image.

# Introduction to JFF

# Mission

**JFF drives transformation of the American workforce and education systems to achieve equitable economic advancement for all.**

## Five Focus Areas



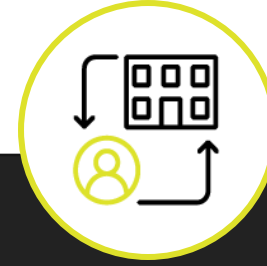
**Create worker  
& learner  
opportunity**



**Reimagine  
education  
& career  
navigation**



**Ensure program  
quality &  
efficacy**



**Integrate work  
& learning**

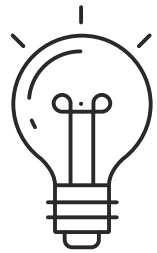


**Build strong  
regional  
economies**



# What We Do

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## **Design**

---

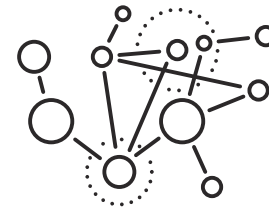
We bring evidence-based models and innovative solutions to life



## **Scale**

---

We leverage national networks and advanced technologies to drive change in systems.



## **Influence**

---

We shape policy and drive the national conversation among workforce, education, government, and corporate leaders.



## **Invest**

---

We invest capital to incubate new solutions, accelerate innovation, and generate impact.

**Looking  
back...**

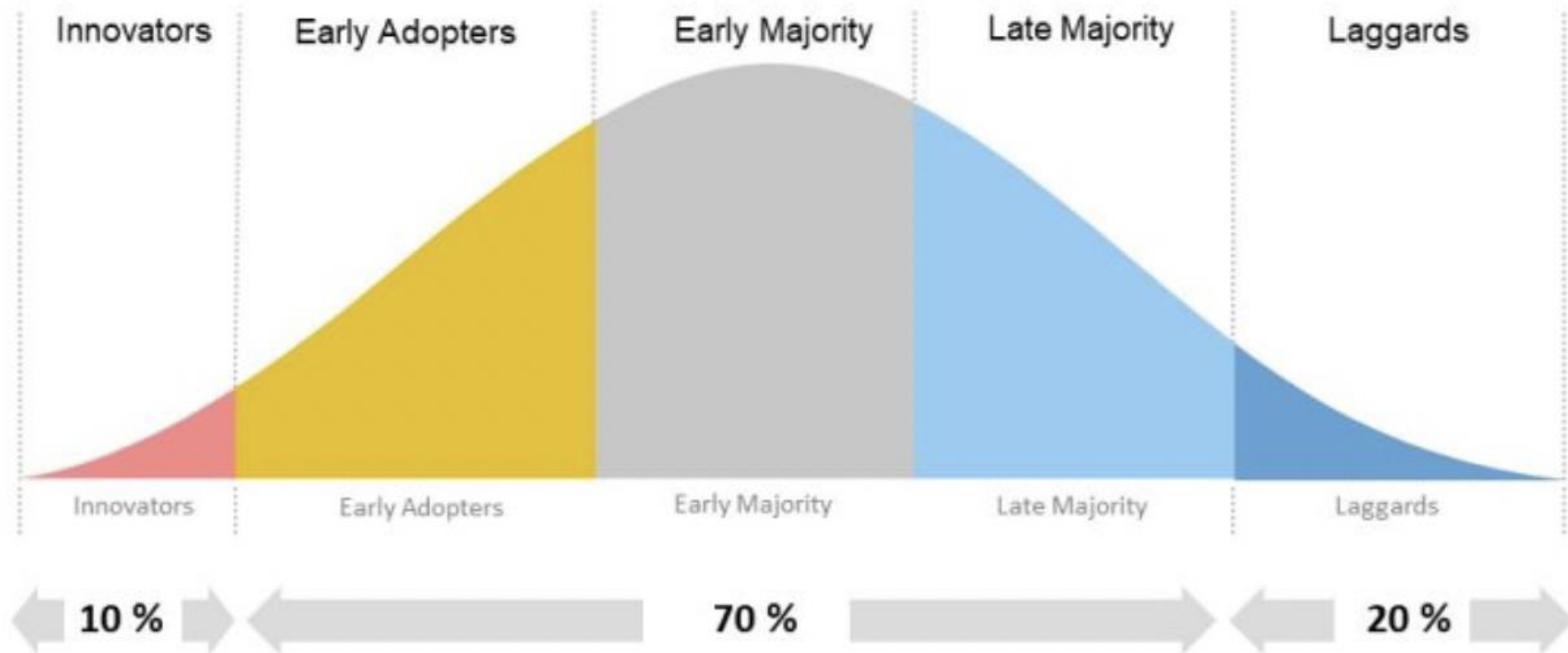


# **Identifying Workforce Boards' Future- Focused Behaviors**



# Moving the Field

Tapping into the behaviors, mindsets, and approaches of Innovators and Early Adopters to shift the Early Majority and Late Majority of workforce development boards toward more modernized service and training delivery, human-centered design of products, policies, and procedures, and deeper integration within their communities.



# Four Future-Focused Behaviors

These are the [four future-focused behaviors](#) found to be most common among “allies of innovation” leading the field. These behaviors enable workforce boards to more effectively anticipate and adapt to changing markets and make a meaningful impact on their communities:



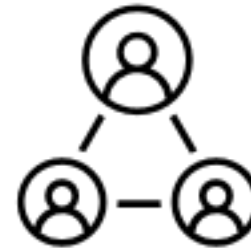
## Opportunity-Oriented

Does Not Accept What Is, But Imagines What Could Be



## Data-Obsessed

Analyzes, Understands, and Prepares for Change



## Human-Centered

Puts People Before Policy and Procedure



## Tech-Enabled

Uses New Tools to Build Better, More Effective Organizations



# Examples from the Field



**Opportunity-Oriented**

W.E. UPJOHN  
INSTITUTE  
FOR EMPLOYMENT RESEARCH

**work.**  
s y s t e m s

 San Diego  
**Workforce**  
Partnership

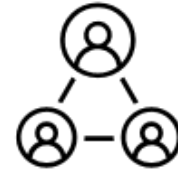


**Data-Obsessed**

Arapahoe/Douglas  
**WORKS**  
Workforce Center  
A proud partner of the americanjobcenter network

**WORKFORCE SOLUTIONS**  
GREATER DALLAS

CENTER OF  
**WORKFORCE**  
INNOVATIONS



**Human-Centered**

 SPOKANE  
**WORKFORCE**  
COUNCIL

 workforce **CONNECTIONS**  
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

Pacific  Gateway



**Tech-Enabled**

 CareerSource  
CENTRAL FLORIDA

West  
**MICHIGAN**  
**WORKS!**

 kinexus group

# Example of Measuring Improvement: *Maturity Model for Assessing Customer and Community Engagement*

We need to determine the ways in which the programs and products we build and deliver help or hinder, and include or exclude:

## Alone

Programs are stable and have remained consistent over time with little evolution.

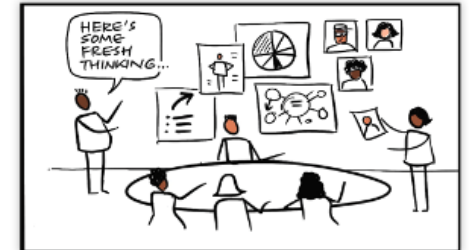
Board meetings consist primarily of review and approval and compliance matters.



## Aligned

Programs are developed and designed to target newly discovered key challenges in communities.

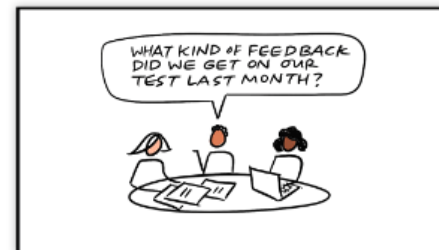
Key stakeholders are consulted when developing new or refining existing programs.



## Attuned

Research regularly leaves the boardroom and is tested and iterated in real life.

A wide range of stakeholders, including those from disenfranchised communities, are involved at an early stage of product and service development, in an advisory role.



## Anchored

Board staff consistently and continuously empower community members to partner with the Board in the development of new programs, products, and services.

Boards develop program innovations that are proactive in anticipating or adapting to community needs, rather than being largely reactive.



A high-angle, warm-toned photograph of two women sitting at a wooden desk in a collaborative workspace. The woman on the left, with long dark braids and glasses, is wearing a mustard yellow top and is writing on a notepad. The woman on the right has long, wavy brown hair and is wearing a light blue top. The desk is cluttered with a laptop, a coffee cup, a mouse, a keyboard, and various papers and sticky notes. The lighting is soft and focused on the desk area.

# JFF's Public Workforce System Transformation Strategy

# Strategic Priorities

Transformation at scale requires on-the-ground, localized interventions as well as a national dialogue, resources, and funding to identify ways in which workforce boards and core partners and systems can become better integrated to address customer needs and market changes. To that end, JFF's strategy identifies key priorities at both levels:

## Localized Strategic Priorities:



**Worker Preparedness**



**Impact Measurement**



**Data Literacy & Maturity**



**Change Management**

## National Strategic Priorities:



**Innovation**



**Knowledge Sharing**



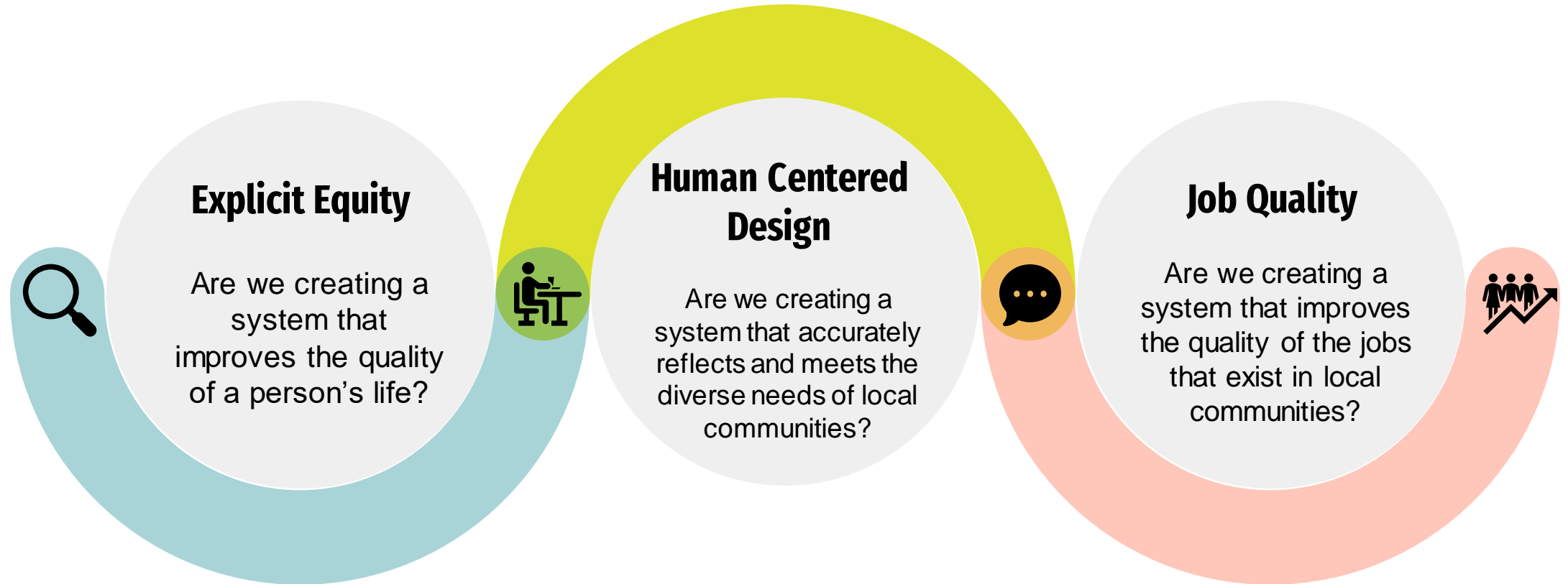
**Narrative Shift**



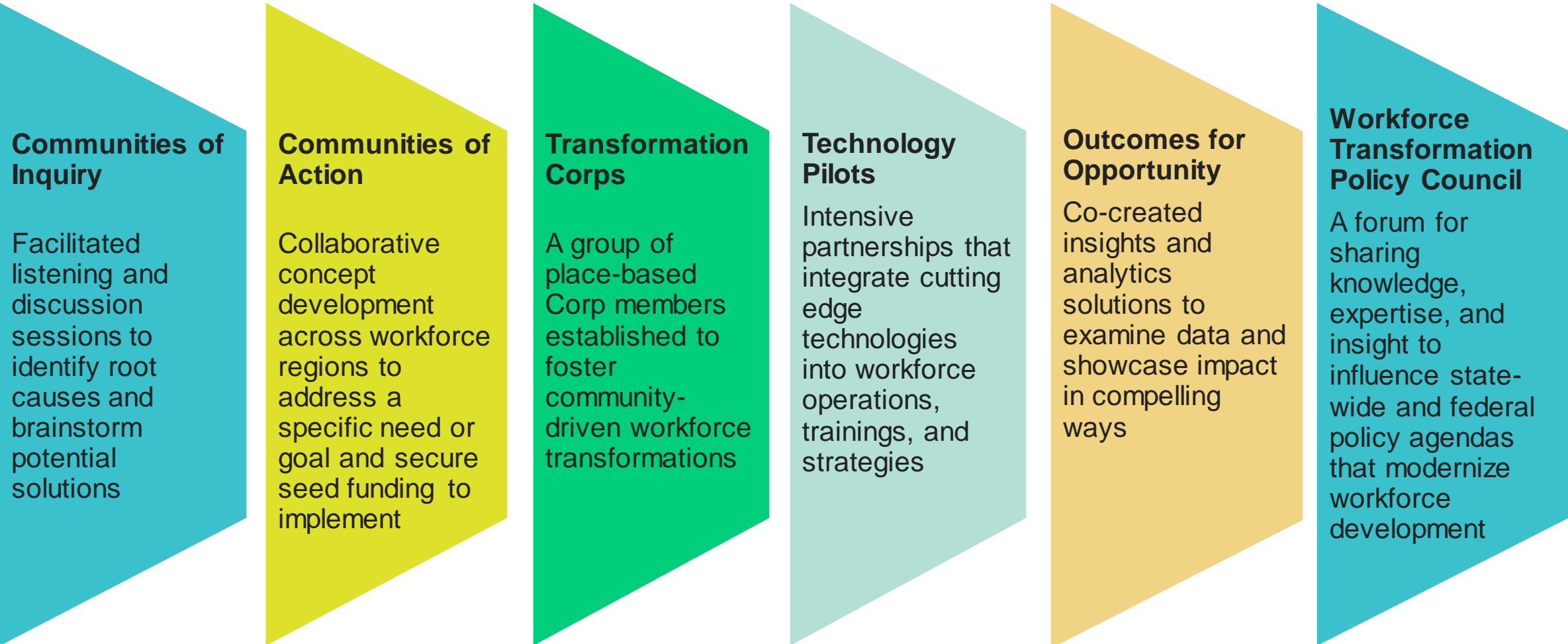
**Policy**



# Our Critical Lenses:



# Workforce Transformation Engagement Models



# How we'll know we've made a difference...

## PRESENT STATE

## FUTURE STATE

Workforce boards act as insular entities hyper focused on providing employment and skills training services to job seekers and employers



Workforce boards are community assets working to grow the health and strength of their local economies through a variety of strategic partnerships and change initiatives

Disparate funding sources and competing agendas drive the design of cumbersome policies, procedures, and products



Policies, procedures, and products are designed *for* members of the community *by* members of the community and align to a unified strategic vision

AJCs fulfill job demand by connecting job seekers to high-value, in-demand training and credentials that can land them a job quickly



Employers, workforce boards, and community partners collectively equip workers with the skills and resources needed to achieve long-term career growth and stability

Public funding streams discourage risk and innovation while rewarding the greatest number of people served for the lowest cost



Public funding streams encourage calculated risk and innovation while rewarding the greatest impact for the greatest number of people served

The public workforce system is bureaucratic, reactive, and slow to respond to shifting localized market needs



The public workforce system is a critical asset in helping to predict, interpret, and prepare local markets for sudden changes in the future of work

**SIGN UP TO RECEIVE OUR EMAIL UPDATES:**

**[CO-CREATING A FUTURE-FOCUSED WORKFORCE SYSTEM \(JFF.ORG\)](https://www.jff.org)**

**ADDITIONAL RESOURCES:**

- **[HOW WORKFORCE BOARDS SHOW THE WAY TOWARD THE FUTURE OF WORK](#)**
- **[OUTCOMES FOR OPPORTUNITY](#)**
- **[FUTURE OF WORK GRAND CHALLENGE](#)**
- **[HUMAN-CENTERED MATURITY MODEL FOR WORKFORCE BOARDS](#)**
- **[FIELD GUIDE FOR WORKFORCE TECHNOLOGY SOLUTIONS](#)**

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Meeting Details

Meeting Agenda

Welcome

Spotlight Story

Roll Call

Public Comment

Consent Agenda

Information/  
Discussion/  
Action Items

Insight

▶ **Other Business**

Adjournment

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# ADJOURNMENT



# THANK YOU!

