



Draft

Board of Directors Meeting

Thursday, February 26, 2026 9:00 a.m.

MINUTES

MEMBERS PRESENT: Sheri Olson, Andrew Albu, Sharon Arroyo, Joe Battista, Gui Cunha, Michele Daugherty, Casey Ferguson, Wendy Ford, Tanisha Nunn Gary, Kristin Gray, Mark Havard, Jeff Hayward, Molly Kostenbauder, Lindsey LeWinter, Nicole Martz, Carla McKnight, Catherine McManus, Snak Nakagawa, Gaby Ortigoni, Chris Pascal, Amy Santorelli, Jonathan Schaefer, Stella Siracuza, Trey Simpkins, David Sprinkle, Richard Sweat, DeAnna Thomas, Matt Walton, Richard Watford and Kristin Williams

MEMBERS ABSENT: Robert Bixler, Wendy Brandon, Sean Donnelly, John Gill, Shawn Hindle, Brinkley Ruffin, Michelle Sperzel, and Eric Ushkowitz

STAFF PRESENT: Pam Nabors, Tadar Muhammad, Leo Alvarez, Dyana Burke, Steven Nguyen, Gina Ronokarijo, Marcla DeFaria, Geo Morales, Anthony Harris, Merarie Rodriguez, Dana Smith, Sean Masherella, Vince Bruno, Vanessa Nogueira, and Kaz Kasal

GUESTS PRESENT: Dr. Georgia Lorenz / Seminole State Hospital; Heather Ramos / GrayRobinson; Tameka Austin / Florida Commerce

Agenda Item	Topic	Action Item / Follow Up Item
1.	<p>Welcome</p> <ul style="list-style-type: none"> Ms. Olson, Board Chair, called meeting to order at 9:02 am and welcomed attendees. Ms. Olson thanked Seminole State College (SSC) for hosting today's meeting. <p>Host Welcome</p> <ul style="list-style-type: none"> Dr. Kostenbauder, CSCF Board Member and SSC's Associate Vice President for the School of Business, Health, and Public Safety welcomed attendees to SSC's Sanford / Lake Mary campus and introduced Dr. Georgia Lorenz, President, SSC. Dr. Georgia Lorenz greeted attendees and provided an overview of the College. She highlighted, as reported in the Florida College System's Economic Impact Report, SSC has a \$1.3 billion impact on Florida's economy, supporting over 14,500 jobs in this region. Dr. Lorenz also relayed that SSC would again partake as a host in CSCF's 2026 Summer Youth Program. 	
2.	<p>Roll Call / Establishment of Quorum</p> <ul style="list-style-type: none"> Ms. Kasal, Executive Board Coordinator, reported a quorum present. 	
3.	<p>Public Comment</p> <ul style="list-style-type: none"> None offered. 	
4.	<p>Spotlight Story</p> <ul style="list-style-type: none"> Ms. Ronokarijo, Vice President of Workforce Operations, introduced CSCF staff Merarie Rodriguez and Dana Smith who started CSCF as participants and then hired on permanently. Both staff have taken great steps in their career pathway at CSCF and are currently in leadership roles. Each staff relayed their stories as summarized below: 	

	<p><u>Ms. Rodriguez:</u> In 2011, Merarie came to CSCF as a career seeker, and CSCF hired her as a customer service representative. Throughout her tenure, she embraced opportunities for leadership development and progressed through several leadership roles. Today, Merarie serves as Director of Workforce Operations. She is deeply passionate about CSCF’s mission to strengthen the community by upskilling individuals, connecting them to better jobs, and supporting them on meaningful career pathways.</p> <p><u>Ms. Smith:</u> In 2016, while struggling to support her family, Dana’s path took a positive turn when she accepted a temporary position at CSCF. Three temporary employees had previously held the same role without success, but Dana quickly distinguished herself through her dedication and strong work ethic.</p> <p>In 2017, CSCF hired her into the Virtual Services Center, where she later advanced to the role of Lead. Through continued leadership development and a commitment to growth, Dana now serves as Workforce Services Team Leader. She values CSCF’s dedication to investing in people—both externally, by empowering job seekers, and internally, by supporting staff through ongoing professional development and training opportunities.</p>	
5.	<p>Board Recognition</p> <ul style="list-style-type: none"> • The board also welcomed new board members: <ul style="list-style-type: none"> – Dr. Michele Daugherty, President/CEO, Associated Builders and Contractors Central Florida Chapter – Dr. Carla McKnight, Vice President, Institutional Advancement and Chief of Staff, Valencia College – And re-welcomed Mr. Joe Battista, Vice President of Finance, Orlando Economic Partnership. 	
6.	<p>Consent Agenda</p> <ul style="list-style-type: none"> • Ms. Olson asked the Board if any items on consent agenda, as listed below (attachments), should be moved off for further discussion: <ul style="list-style-type: none"> – Draft Minutes of 12/11/25 Board Meeting – Acceptance of 2CFR 200 Audit Report (<i>Audit</i>) – 403(b) Retirement Audit Results (<i>Audit</i>) – FY 2025 Florida Commerce Monitoring (<i>Audit</i>) – 403(b) Retirement Plan – Fund Changes (<i>Finance</i>) – Investment Account – Internal Adjustments (<i>Finance</i>) – Approval of Apprenticeship Programs Added to ETPL (<i>Career Services</i>) 	<p>Mr. Hayward made a motion to approve all items on the consent agenda. Mr. Watford seconded; motion passed unanimously.</p>

7.	<p>Information / Discussion / Action Items</p> <p><u>Chair’s Report:</u></p> <ul style="list-style-type: none"> • Ms. Olson relayed the following: <ul style="list-style-type: none"> – Attended the 2nd Kroger hiring event last month representing Orlando Health. The turnout was amazing. – Reminded those Board Members who haven’t done so already to complete the online refresher training which is mandatory. – Announced the new Board Source issue will be released this afternoon and encouraged the Board to review the events section. Attending events counts toward Board Engagement points. <p><u>President’s Report (attachment)</u></p> <ul style="list-style-type: none"> • Ms. Nabors, President/CEO, provided following highlights from the President’s Report (attachment): <ul style="list-style-type: none"> – CSCF’s Scorecard thru 2nd Quarter: 7/1/2025 thru 12/31/2025. – Reviewed recent contributions from partners and CSCF board members: Fairwinds Credit Union for \$25k – a “Thank You” to Ms. LeWinter, and Seminole County for \$150k – a “Thank You” to Mr. Cunha. – Lake County provided CSCF \$360,000 to support those individuals affected by the Kroger layoffs with training, upskilling and help with job attainment. – Special recognition to Mr. Nakagawa who is leaving Board effective 2/27/26. Mr. Nakagawa will be very missed and CSCF appreciates the service, input, and contributions he provided to CSCF. – Reviewed various CSCF staff achievements, highlights and events, to include the launch High School Career Express program in Lake and Sumter counties – “Thank You” to Mr. Ferguson for helping to open the door in Sumter County. – Please attend “Pouring with a Purpose” event next Thursday, 3/5/26 <p><u>Finance Report</u></p> <ul style="list-style-type: none"> • Mr. Alvarez, CFO, reviewed Year-End Financials: 7/1/2025 thru 12/31/2025 (attachment). 	
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<p>7.</p>	<p><u>Audit</u></p> <ul style="list-style-type: none"> • Mr. Walton, Audit Committee Chair, stated the Committee met with Finance Committee on 1/14/26. The Committee: <ul style="list-style-type: none"> – Approved for Board’s final approval the acceptance of 2 CFR 200 Audit Report which was performed by auditors Cherry Bekaert - no findings on compliance, no significant deficiencies or materials weaknesses. Board approved under today’s Consent Agenda. – Approved for Board’s final approval the acceptance of 403(b) Retirement Plan Audit Report - no significant deficiencies, one reportable finding on a timeliness issue with contribution remittances. Board approved under today’s Consent Agenda. – Approved for Board’s final approval the acceptance of Florida Commerce’s financial monitoring results - no findings or observations. One noncompliance issue on MOU & infrastructure funding agreements with regard to chief elected official signatures. Staff working with Florida Commerce for flexibility to streamline processes. Board approved under today’s Consent Agenda. <p><u>Facilities Ad Hoc</u></p> <ul style="list-style-type: none"> • Mr. Walton, Facilities Ad Hoc Committee Chair, stated ribbon cutting event for CSCF’ Community Hub at the Dream Center occurred on 2/12/26. Next Facilities Ad Hoc Committee to be scheduled soon. <p><u>Career Services</u></p> <ul style="list-style-type: none"> • Mr. Albu, Career Services Committee Chair, stated Career Services Committee met on 2/5/26 at Seminole State College in Sanford/Lake Mary campus. The Committee: <ul style="list-style-type: none"> – Approved for Board’s final approval the action item to add specific apprenticeship programs, as presented, to ETPL. Board approved under today’s Consent Agenda. – Reviewed scorecard for Quarter 2 (10/1/25 thru 12/31/25). – Reviewed training and development expenditures by industry sector to date for this PY. – Reviewed key employment factors per industry sector. – Education and Consortium met on 12/4/25 – topic was workforce challenges with recruitment and retainage in hospitality industry. 	
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	<ul style="list-style-type: none"> – Interactively discussed, via survey questions, how CSCF should approach industry sectors for next program year. Committee ranked each industry sector by focus and priority of funding. Also ranked employer engagement where CSCF delivers most value and least value. – At today’s meeting, Board also took the survey questions: How should we approach industry sectors next program year? Board Feedback: <ul style="list-style-type: none"> ○ Healthcare ○ Construction ○ IT ○ Manufacturing ○ Hospitality ○ Trade & Logistics Rank sectors by priority of funding for next program year: Board Feedback: <ol style="list-style-type: none"> 1. Healthcare 2. Construction 3. IT 4. Manufacturing 5. Hospitality 6. Trade & Logistics Employer Engagement – Strengths and Gaps: Rank employer engagement where CSCF delivers the most value: Board Feedback: <ol style="list-style-type: none"> 1. Ongoing partnerships and talent pipeline support. 2. Recruitment, hiring and training support 3. Business intelligence and engagement 4. Business consulting and needs assessment. Where are employers least likely to think of CSCF: Board Feedback: <ol style="list-style-type: none"> 1. Business intelligence and engagement 2. Business consultation and needs assessment 3. Ongoing partnerships and talent pipeline support 4. Recruitment, hiring and training support Career Services Committees’ responses were very similar to above Board responses. 	
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Community Engagement

- Ms. LeWinter, Community Engagement Committee Chair, stated committee met on 1/29/26 and reviewed:
 - Planning for CSCF’s 30th Anniversary.
 - Updated Business Survey – expected launch date in 3rd Quarter. The Committee concurred businesses that have not received CSCF services should also take the survey.
 - Customer satisfaction trends PY 24-25 vs. PY 25-26. Overall, CSCF received good satisfaction ratings. Based on commentary feedback CSCF needs to focus more on consistency and clarity with communication, improved responsiveness and follow-ups.
 - Final version of new home page on CSCF’s website refresh. Staff are now working on the interior web pages.

Finance Committee

- Mr. Walton, on behalf of Mr. Ushkowitz, Finance Committee Chair, reported the Committee met with the Audit Committee on 1/14/26 and
 - Reviewed CSCF’s retirement plan which is at 90% participation. The Committee approved for Board’s final approval a target-date fund change from “American Century One Choice” to “Nuveen” due to better returns and lower fees. Board approved under today’s Consent Agenda.
 - Approved for Board’s final approval adjusting CSCF’s Investment Account funds between Tier 1 and 2 in order to further diversify and enhance yields. Board approved under today’s Consent Agenda.
 - Reviewed financials through 2nd quarter (7/1/25 thru 12/31/25).

Governance

- Mr. Sprinkle, Governance Committee Chair, stated Committee met on 1/15/26 and
 - Reviewed Board Engagement results through 2nd Quarter:
 - Participation: 58%
 - Demonstrate: 94%
 - Contribute: 63%
 - Reviewed Board Survey results: 87% overall satisfaction.
 - Areas for improvement: increase board engagement with CSCF events/programs; strengthen onboarding for new members; create more opportunities for quieter members

	<p>to contribute; allow more time for deeper organizational insights to strengthen board advocacy.</p> <ul style="list-style-type: none"> – Received an Enterprise Risk update for period July through December 2025. Reviewed CSCF’s top risks and staff’s proactive measures taken. <p><u>Revenue Diversity and New Markets</u> No report. Next meeting scheduled on 3/31/26.</p>	
8.	<p>Insight <u>AI (Artificial Intelligence)</u></p> <ul style="list-style-type: none"> • Ms. Nabors and Mr. Nguyen provided a presentation entitled “AI Readiness & Workforce Leadership” (attachment) covering following topics: <ul style="list-style-type: none"> – CSCF’s internal strategy on governance and deploying AI. – Recognizing AI literacy is critical for today’s workforce and CSCF leadership. – How AI directly advances our workforce mission and community impact. – Increasing personal fluency to support strategic leadership; using AI as a strategic thought partner/council. 	
9.	<p>Other Business None offered.</p>	
10.	<p>Adjournment Meeting adjourned at 10:36 am.</p>	

Respectfully submitted,

Kaz Kasal
Executive Board Coordinator