



GOVERNANCE COMMITTEE MEETING

CareerSource Central Florida | 8/20/26

CareerSourceCentralFlorida.com

8/20/26 GOVERNANCE COMMITTEE VIRTUAL MEETING DETAILS **Meeting Details****Meeting Agenda****Welcome****Roll Call****Public Comment****Approval of Minutes****Information/****Discussion/****Action Items****Other Business****Adjournment**

What: Governance Committee Meeting

When: Thursday, August 20, 2026
3:00 p.m. – 4:30 p.m.

Where: CSCF Administration Office
390 N. Orange Ave., Suite 700 (7th Floor)
Orlando, FL 32801

or

Virtual Option via Zoom:

Link: <https://careersourcecf.zoom.us/j/85951414135?pwd=9QrCjwcctyeQm7nS3S1vDvZEFFcsJ0.1>

Dial In: (305) 224-1968 / Meeting ID: 859 5141 4135 / Passcode: 872847

8/20/26 GOVERNANCE COMMITTEE VIRTUAL MEETING DETAILS

Meeting Details Meeting Agenda Welcome Roll Call Public Comment Approval of Minutes Information/ Discussion/ Action Items Other Business Adjournment	Agenda Item #	Topic	Presenter	Action Item
	1.	Welcome	David Sprinkle	
	2.	Roll Call / Establishment of Quorum	Kaz Kasal	
	3.	Public Comment		
	4.	Approval of Minutes A. 6/8/26 Governance Committee Meeting	David Sprinkle	X
	5.	Introducing New Committee Members		
	6.	Information / Discussion / Action Items A. Charter – Annual Review B. Board Member Recruitment, Participation and Development 1) Board Demographic Review 2) Board Engagement Metrics Review: (7/1/25 thru 6/30/26) C. Enterprise Risk Update	Committee Review/Discussion Steven Nguyen	 X
	6.	Other Business • November Strategic Alignment Workshop		
	7.	Adjournment		



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/
Discussion/
Action Items

Other Business

Adjournment

WELCOME



Meeting Details

Meeting Agenda

Welcome

▶ Roll Call

Public Comment

Approval of Minutes

Information/
Discussion/
Action Items

Other Business

Adjournment

ROLL CALL



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/
Discussion/
Action Items

Other Business

Adjournment

PUBLIC COMMENT



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

► Approval of Minutes

Information/
Discussion/
Action Items

Other Business

Adjournment

APPROVAL OF MINUTES

Agenda Item 4A



DRAFT

Governance Committee Meeting
Monday, June 8, 2026 / 2:30 p.m.

MINUTES

MEMBERS PRESENT: David Sprinkle, Mark Havard, Jeff Hayward, and Catherine McManus

MEMBERS ABSENT: Gui Cunha and Nicole Martz

STAFF PRESENT: Pam Nabors, Tadar Muhammad, Dyana Burke, Geo Morales, Vince Bruno and Kaz Kasal

Agenda Item	Topic	Action Item / Follow Up Item
1	Welcome Mr. Sprinkle, Committee Chair, called the meeting to order at 2:37 p.m.	
2	Roll Call / Establishment of Quorum Ms. Kasal reported a quorum present.	
3	Public Comment None offered.	
4	Approval of Minutes: <u>Approval of Minutes</u> Reviewed draft minutes from 1/15/26.	Mr. Hayward made a motion to approve the minutes <u>from the 1/15/26 Governance Committee Meeting</u> . Mr. Havard seconded; motion passed unanimously.
5	Information / Discussion / Actions Items	
	<u>Board Member Recruitment, Participation, Engagement and Development</u> <u>Proposed Roster for PY 2026-2027</u> - Reviewed seat composition and proposed PY 2026-2027 Roster. Pending Consortium approval, there will be four new Board Members replacing those that have or are stepping down this program year. The remaining Board Members whose seats expire on 6/30/26 have agreed to renew for another 3-year term (attachment). <u>Approval of Slate of Officers (attachment)</u> - Reviewed proposed slate of officers for FY 2026-2027 as per below: > Chair: Sheri Olson > Vice Chair: David Sprinkle > Treasurer: Eric Ushkowitz > Secretary: Jeff Hayward	Mr. Hayward approved forwarding to Board the proposed slate of officers, as presented. Mr. Havard seconded; motion passed unanimously.



	<u>Board Engagement Results (7/1/2025 thru To Date)</u> Reviewed PY 2025–2026 Board Engagement metrics to date: Participate – 73%, Demonstrate – 100%, and <u>Contribute</u> – 83%. As the program year is still in progress, Board Members continue to accrue hours and complete activities. Staff are following up with members who are behind on their annual goals. An updated report will be provided at the Board meeting.	
6	Other Business None Offered.	
7	Adjournment Meeting adjourned at 2:57 p.m.	

Respectfully submitted,

Kaz Kasal
Executive Board Coordinator





Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

► **Approval of Minutes**

Information/
Discussion/
Action Items

Other Business

Adjournment

INTRODUCING: TWO NEW COMMITTEE MEMBERS

GOVERNANCE COMMITTEE WELCOMES!



Rob Bixler

Chief of Staff
Orange County Public Schools

GOVERNANCE COMMITTEE WELCOMES!



Michele Daugherty

President & CEO
Associated Builders & Contractors
Central Florida Chapter



GOVERNANCE COMMITTEE MEMBERS – PY 2026-2027

Governance Committee Chair:

David Sprinkle

Vice Chair:

Jeff Hayward

Committee Members:

Rob Bixler (New)

Gui Cunha

Michele Daugherty (New)

Nicole Martz

Catherine McManus



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/
Discussion/
Action Items

Other Business

Adjournment

INFORMATION/ DISCUSSION/ ACTION ITEMS



GOVERNANCE COMMITTEE CHARTER

ANNUAL REVIEW



Governance Committee Charter

Purpose:

The Governance Committee reports to the Board of Directors and is charged with assessing and evaluating:

1. Board Compliance to the Organization's By-Laws including ensuring Board representation reflects the demographics, business sectors, and expertise of the Central Florida Region.
2. Board Member Recruitment, Participation, Engagement, and Development.
3. Assessment of Organizational/Enterprise "Risks".

Responsibilities:

- Review By-Laws every other year and recommend modifications and/or changes.
 - *Metric – Updated By-Laws that are in compliance with federal/state requirements and support Board's strategic goals*
- Evaluate Board demographics, geographic representation, businesses sectors, and expertise to ensure diversity and balanced representation of the Central Florida Region.
 - *Metric – Evaluate annually to align Board representation to characteristics of region (i.e., demographics, geography, sectors, etc.)*
- Recruit potential Board Members for submission to the Local Elected Consortium.
 - *Metric – Annual Board has all required seats filled in compliance with By-Laws by June of each Program Year.*
- Assess Board Member participation and engagement.
 - *Metric – Goals assessed annually.*
- Annually Nominate Board members to be Board Officers.
 - *Metric – present a slate of Officers to the Board in June for election.*
- Assess identified Organizational/Enterprise risks biannually.
 - *Metric – Goal bi-annually: Decreasing the top three risks on Pareto Chart and Risk Priority Numbers year over year.*

Skills/Expertise:

- Willingness to participate and engage with the organization.
- Interest in developing board leadership.
- Prior experience as a board member desired.
- Prior experience of Board governance practices desired.

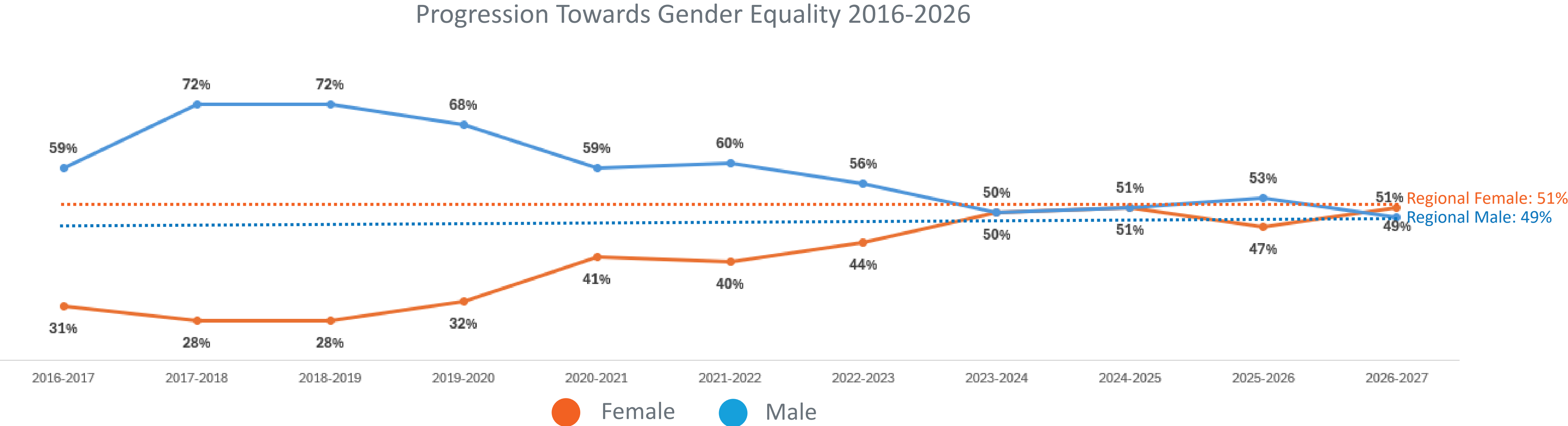


Structure:

- Membership of the Committee consists of Board members and community subject matter experts; the Board Chair appoints all committee members
- The Committee Chair is appointed by the Board Chair and is responsible to report on the Committee activities at the full Board meetings.
- The Governance Committee meets, at a minimum, once per quarter or 4 times annually.
- Agenda and minutes are kept and published on the CareerSource Central Florida website and supplied to committee in written form via email one week prior to meetings.

CSCF BOARD DEMOGRAPHICS (HISTORICAL)

Gender Trends



2016
Women held approximately **31%** of board seats



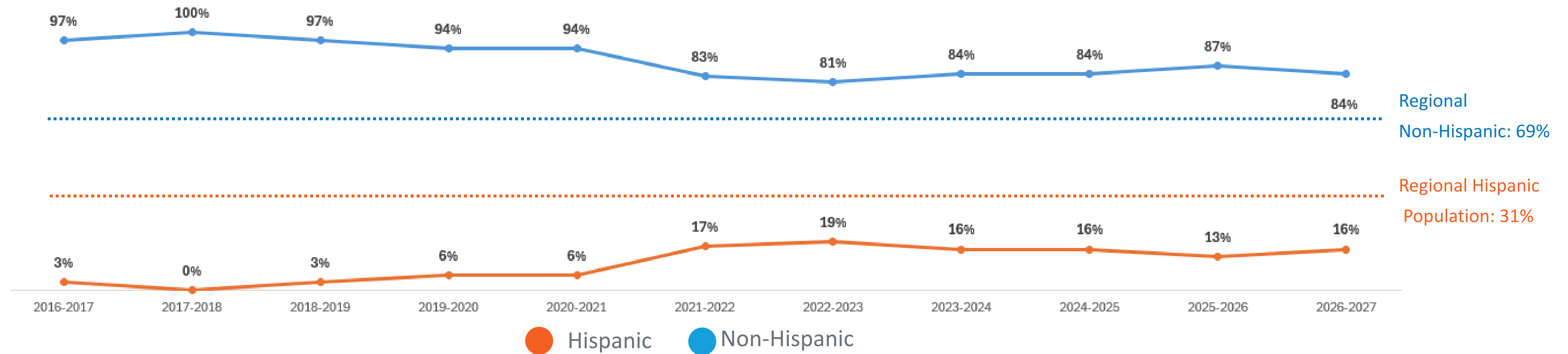
2026
Women hold around **51%** of board seats

36% ↓
Gender Gap decreased by **25%**

18% ↑
Percentage of female members increased by **22%**

Ethnicity Trends

Ethnicity Change Among Board Members 2016-2026



2016

Hispanic members held approximately **3%** of board seats



2026

Hispanic members hold around **16%** of board seats

26%



Ethnicity groups gap decreased by **26%**

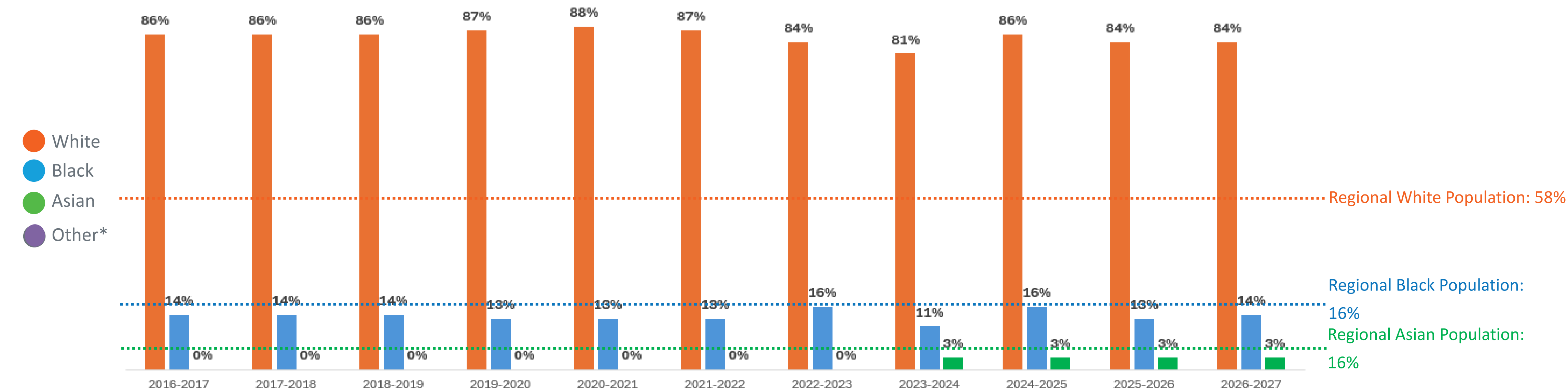
13%



Percentage of Hispanic members increased by **13%**

Race Trends

Shifts in Board Demographics by Race 2016-2026



2016

There were no Asian board members in 2016



2026

Asian member hold around **3%** of board seats

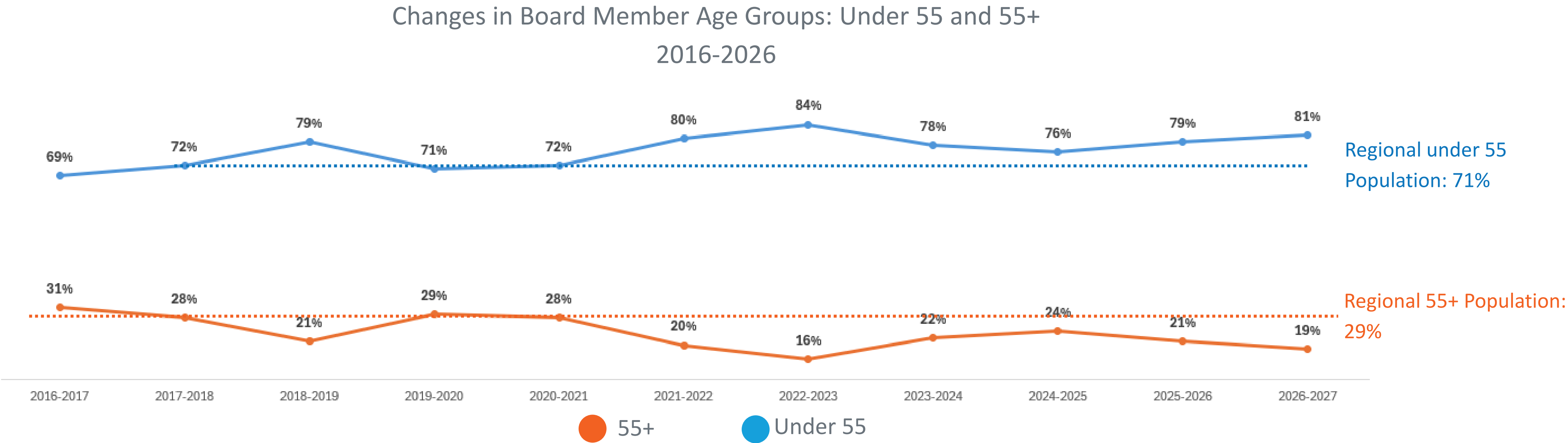
As of 2026...

The gap between regional and board white population is **15%**.

The CSCF board only has members who are Black, White, or Asian, and no representatives from other racial groups.

Other*: Native Hawaiian or Pacific Islander, American Indian or Alaskan Native, and Two or More Races.

Age Demographics



2016
Under 55 members held **69%** of board seats



2026
Under 55 members hold approximately **81%** of board seats

12%



Percentage of 55+ members decreased by **7%**

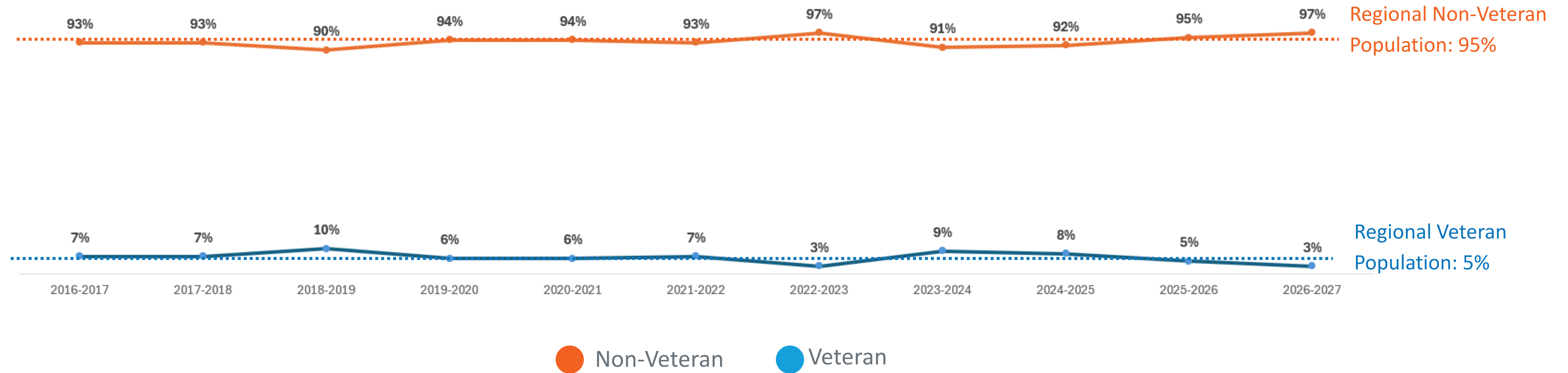
12%



Percentage of Under 55 members increased by **7%**

Veteran Representation

Trends in Veteran Representation on the Board 2016-2026



2016

Veteran members held **7%** of board seats



2026

Veteran members hold approximately **3%** of board seats



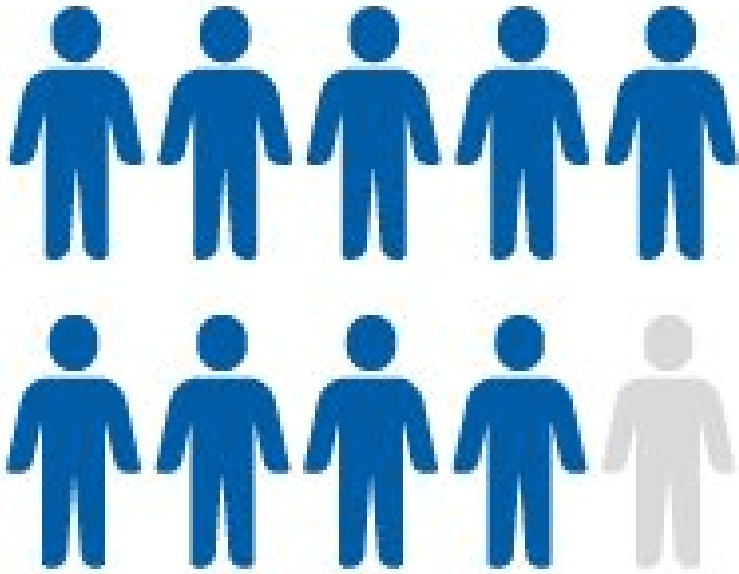
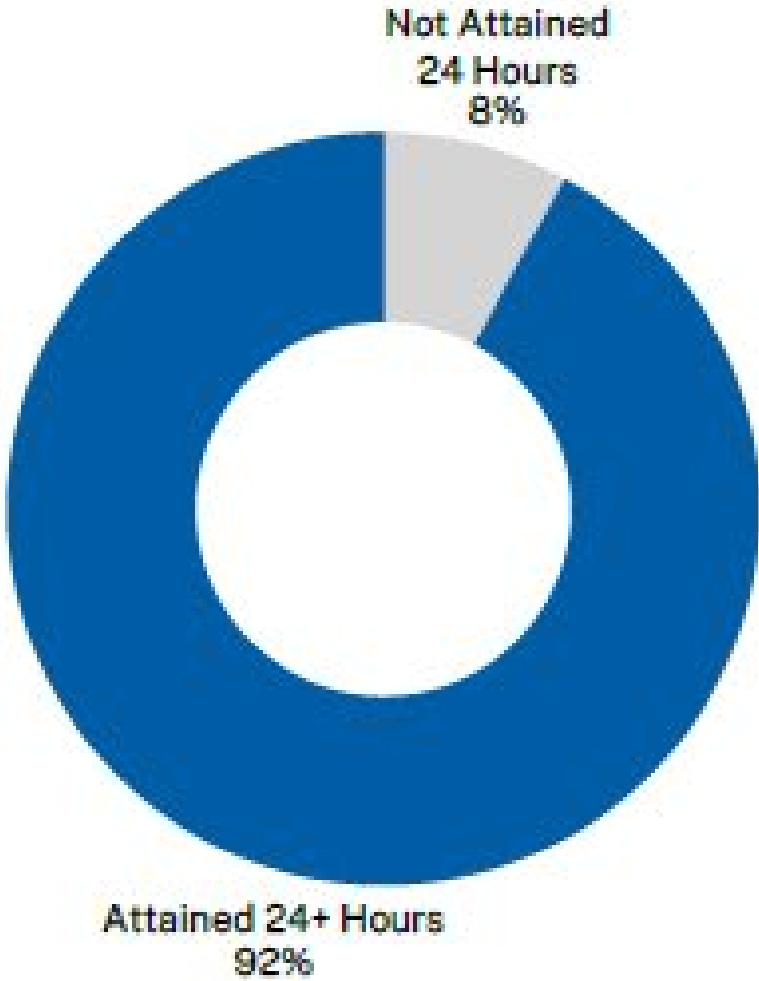
Veterans represented between **3% and 10%** of board membership from 2016–2017 through 2026–2027

[RETURN TO AGENDA](#)

BOARD ENGAGEMENT RESULTS

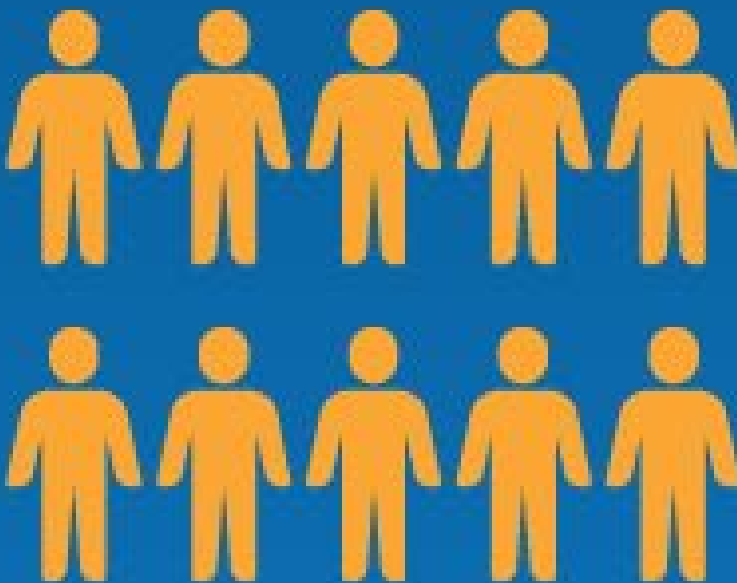
(7/1/26 – 6/30/27)

Participate



92%
of our board attained
24+ participation hours
in PY 2025-2026.

Demonstrate

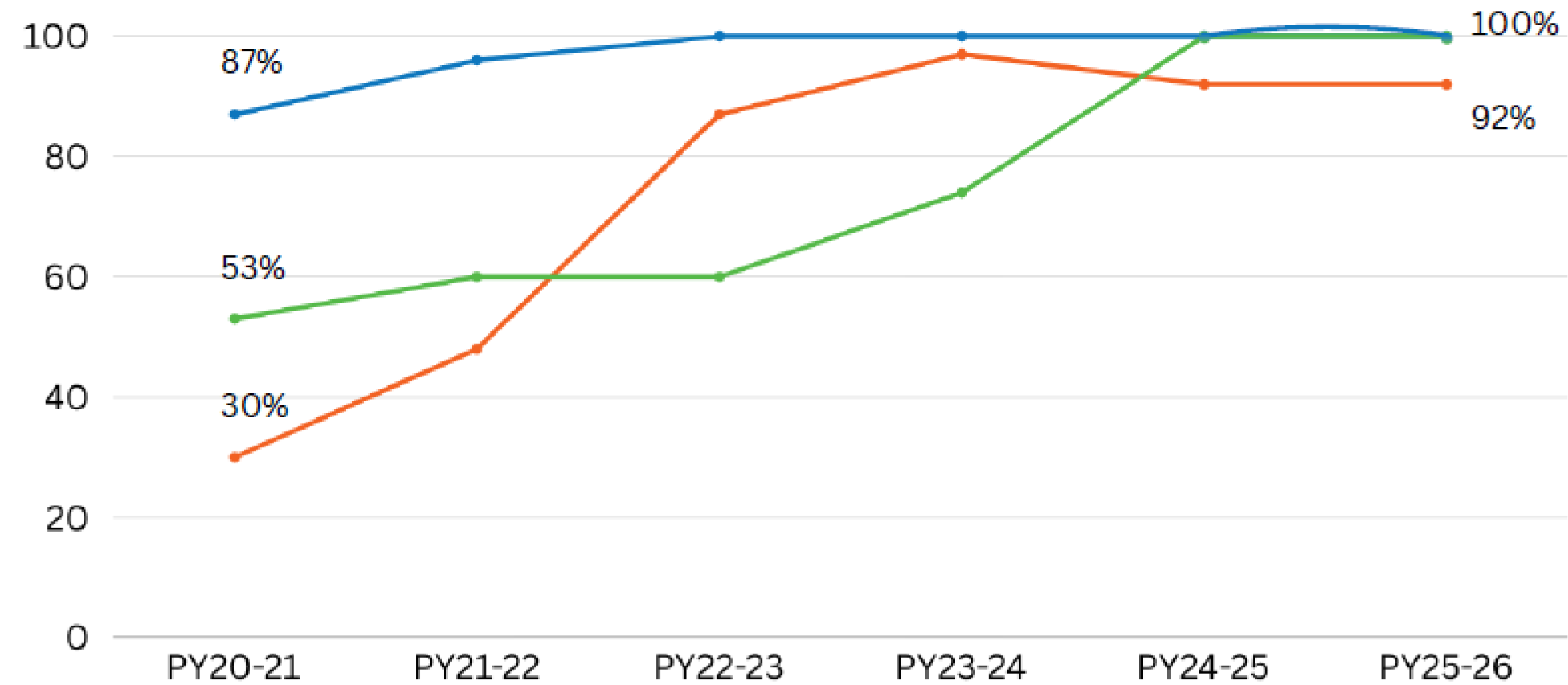


100%
of our board
performed at least
one activity in PY
2025-2026.

Contribute



100%
of our board made at least
one contribution in
PY 2025-2026.



- Participate 92% of Board Attainment: 1 Active/year
- Demonstrate 100% of Board Attainment: 1 Active/year
- Contribute 100% of Board Attainment: 1 Active/year

Note: The slight curve is used only to distinguish the overlapping lines; both 'Demonstrate' and 'Contribute' are at 100%

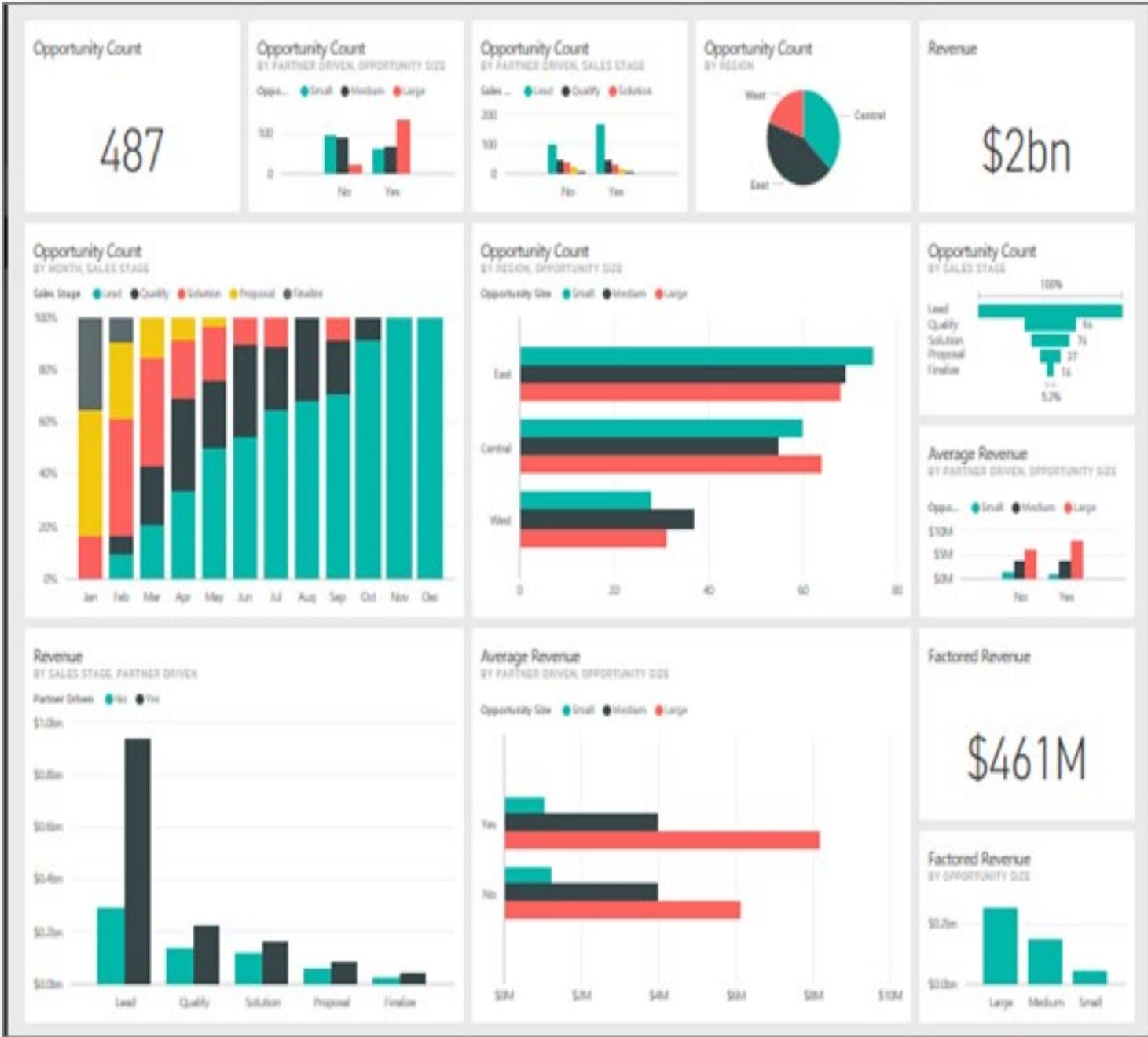


ENTERPRISE RISK UPDATE

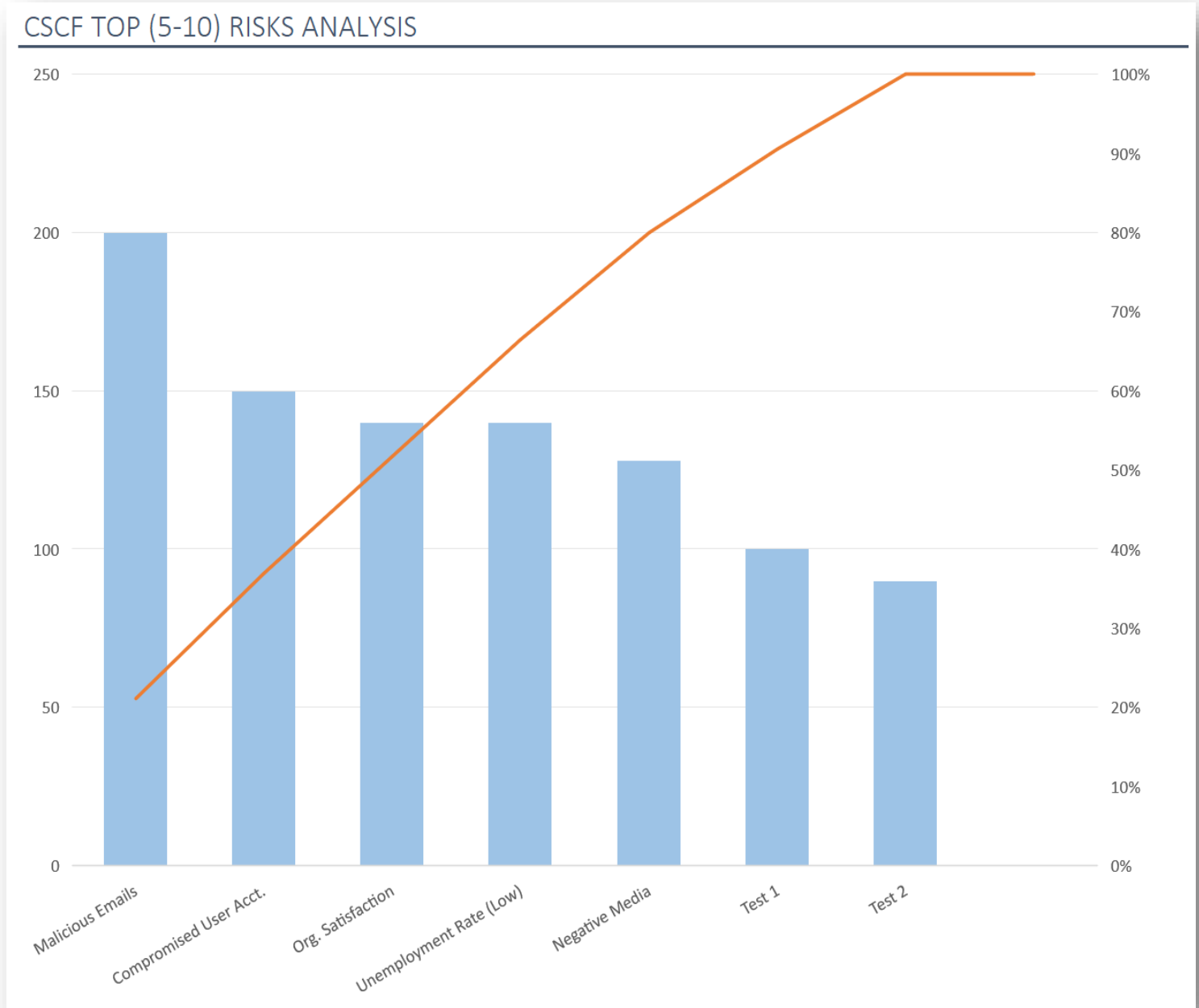
JANUARY 2026 – JUNE 2026

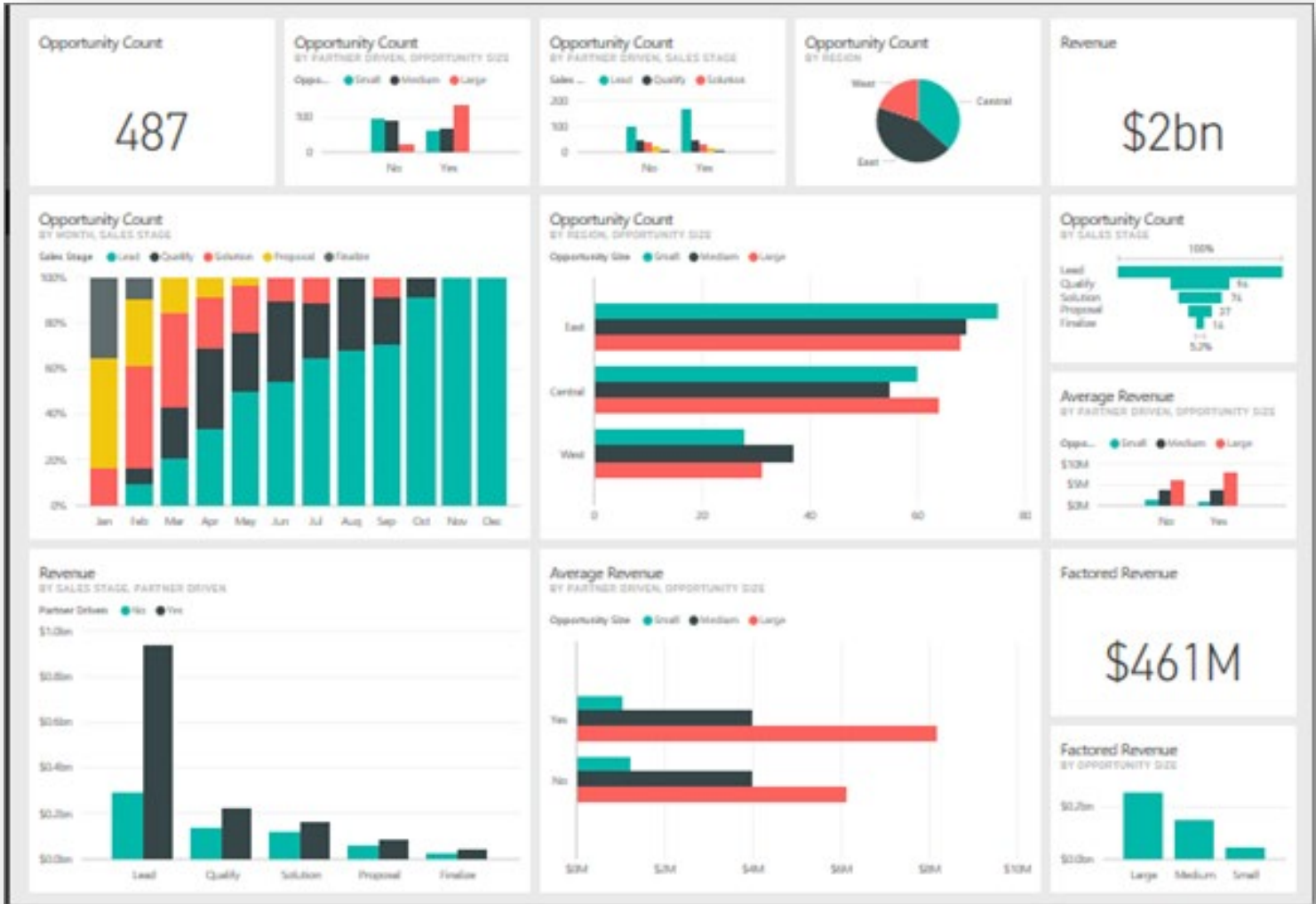
Methodology

Baseline Data > Six Sigma FMEA Tool > Pareto “Top Risks” Chart



FMEA Form											
Process/Function Name: _____				Prepared By: _____				Date: _____			
Responsible: _____				FMEA Date (Day): _____				(Month): _____			
Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step
Step 1: The customer places an order with the company.	Step 2: The company processes the order.	Step 3: The company ships the order.	Step 4: The customer receives the order.	Step 5: The customer evaluates the order.	Step 6: The customer provides feedback.	Step 7: The company reviews the feedback.	Step 8: The company makes improvements.	Step 9: The company implements the improvements.	Step 10: The company monitors the results.	Step 11: The company reports on the results.	Step 12: The company closes the FMEA.
Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode	Failure Mode
Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect	Failure Effect
Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause	Failure Cause
Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence	Failure Consequence
Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity	Failure Severity
Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence	Failure Occurrence
Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection	Failure Detection
Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention
Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation
Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control
Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response
Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery
Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention	Failure Prevention
Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation	Failure Mitigation
Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control	Failure Control
Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response	Failure Response
Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery	Failure Recovery





- Define CSCF risk measures, scales, and scores
- Develop baseline of overall risk occurrences
- Translate baseline data in FMEA tool and calculate Risk Priority Numbers
- Visualize the top 5 CSCF risks in a Pareto chart for Governance Committee review

The FMEA Form includes the following sections:

- Form Header:** FMEA Form
- Form Fields:** Process/Function Name, Prepared By, FMEA Date (Orig.), and Item #.
- Form Table:** A table with 10 columns: Process/Function Name, Input/Output, Process/Function Name, Process/Function Name, Process/Function Name, Process/Function Name, Process/Function Name, Process/Function Name, Process/Function Name, and Process/Function Name. The table is used for recording risk assessment data.
- Form Footer:** CareerSource Central Florida logo and text: "Helping you get the training you need. For Right Reasons."

ENTERPRISE RISK MANAGEMENT

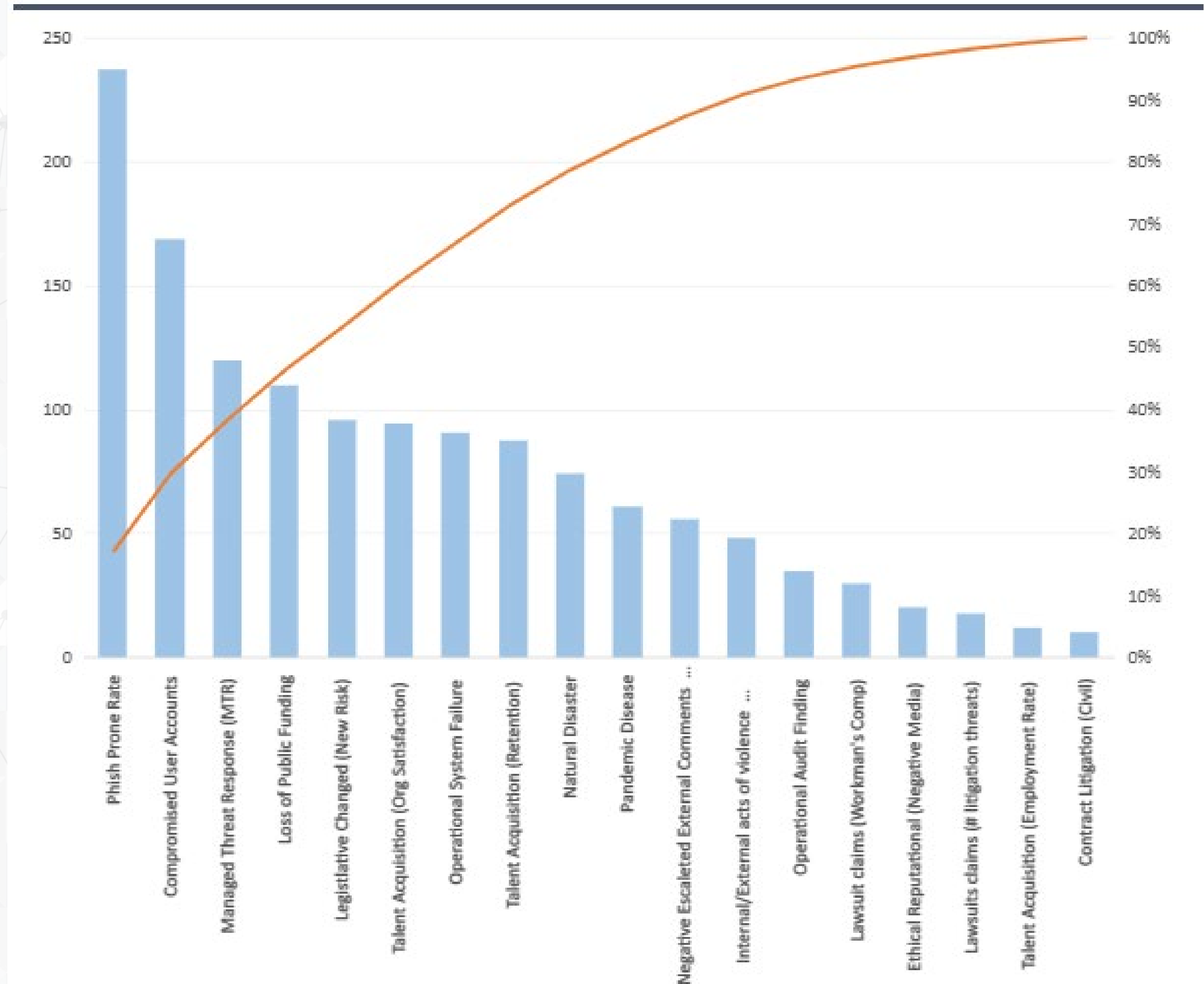
1st Half 2026

TECHNOLOGY attributes to almost 45.05% of all CSCF of Risk.

PHISHING remains the highest risk to the CSCF organization by RPN.

94% of cybersecurity attacks start with a malicious email, clicking a link, or entering your info into websites.

CSCF TOP RISKS ANALYSIS



TOP 5 RISKS

JAN 2026 - JUNE 2026

238**PHISH PRONE****2024: 238 2023: 225 2022: 200 2021: 200****169****COMPROMISED USER ACCOUNT****2024: 169 2023: 123 2022: 123 2021: 140****120****DATA BREACH (MTR)****2024: 120 2023: 120 2022: 120 2021: 120****110****LOSS OF PUBLIC FUNDING****2024: 100 2023: 20 2022: 20 2021: 20****96****LEGISLATIVE CHANGES****2024: 96 2023: 120 2022: 40 2021: 80**

ENTERPRISE
RISK
MANAGEMENT
1st Half 2026

AI has significantly **increased** the sophistication and effectiveness of phishing attacks.

Talent Acquisition (Retention) **decreased** 5.58% and we are currently filling roles.

Majority **static** with very similar occurrence numbers

MANAGING CYBERSECURITY RISKS

Proactive Action

Sophos Email Security Gateway. All email, incoming and outgoing, is scanned by Sophos and Microsoft for enhanced security.

Increased cybersecurity awareness, AI, and training for staff with AI Policy and LMS Copilot training

Next Steps

Microsoft Purview AI monitoring uses Data Security Posture Management (DSPM) for AI to discover, track, and secure generative AI usage across corporate apps like Microsoft Copilot and third-party tools. It captures AI prompts and responses, inspects data sensitivity, and enforces real-time compliance controls.

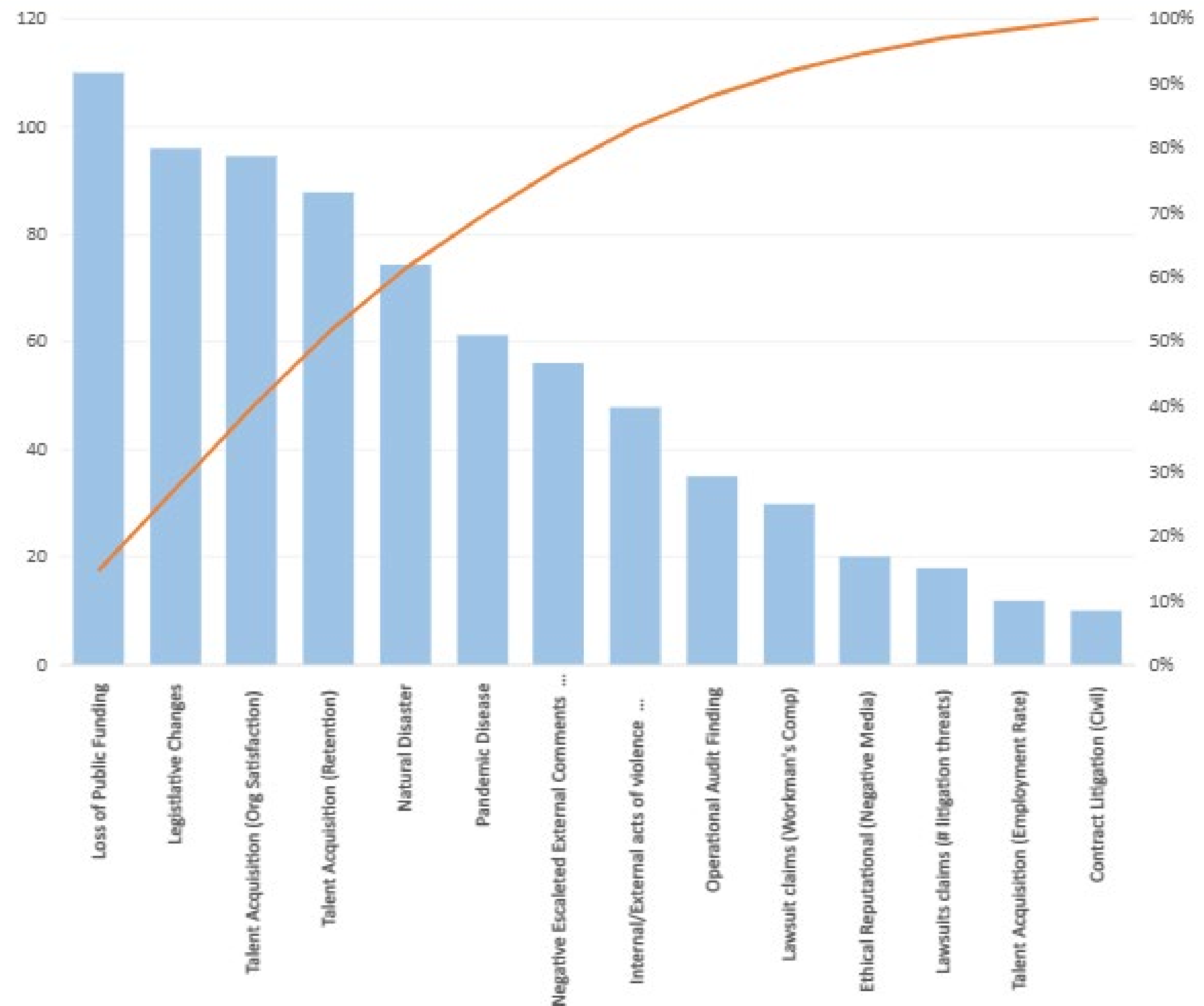
ENTERPRISE RISK MANAGEMENT

(No IT)

Removing IT, "Loss of Public Funding" is the highest risk.

Turnover is down 5.58% from the previous 6 months.

CSCF TOP RISKS ANALYSIS (No IT)



TOP 5 RISKS

(No IT)

JAN 2026 - JUNE 2026

110

LOSS OF PUBLIC FUNDING

2024: 100 2023: 20 2022: 20 2021: 20

96

LEGISLATIVE CHANGES

2024: 96 2023: 120 2022: 40 2021: 80

95

ORGANIZATION SATISFACTION

2024: 95 2023: 84 2022: 84 2021: 72

88

TALENT ACQUISITION (RETENTION)

2024: 98 2023: 117 2022: 96 2021: N/A

74

NATURAL DISASTER

2024: 99 2023: 108 2022: 81 2021: 81

Risk Management Drives Action

Talent Retention

Our FTE count has fallen below our budgeted number due to increased turnover so we're back to recruiting for current open positions, future planned positions and grant required staffing. We've had success with hiring multiple positions at a time thanks to hosting CSCF job fairs with on-the-spot interviewing. For example, the last job fair resulted in hiring 6 Spirit employees as career consultants.

Modernizing Risk Measures

WHY NOW

CSCF HAS FIVE YEARS OF ERM BENCHMARK DATA, PROVIDING A STRONG BASELINE AND AN OPPORTUNITY TO REFRESH THE RISK REGISTER TO REFLECT EMERGING AND EVOLVING RISK.

WHAT IS CHANGING

WE ARE PROPOSING 7 RISK NAME REFINEMENTS AND 5 NEW RISK MEASURES, BRING THE ERM REGISTER TO 26 TOTAL RISK MEASURES.

GOVERNANCE ACTION

REVIEW AND APPROVE THE PROPOSED ERM RISK REGISTER UPDATES FOR IMPLEMENTATION IN THE NEXT REPORTING CYCLE.

Proposed Changes

Enterprise Risk Factor	Risk Subcategory	Departmental Owner	Measurement	Risk Owner
Data Breach -> Cybersecurity	Compromised Accounts (public)	Information Technology	Office 365 Security & Compliance	Paul Worrell
Data Breach -> Cybersecurity	Compromised Accounts (private)	Information Technology	Solar Winds LEM	Paul Worrell
Data Breach -> Cybersecurity	Malicious Email	Information Technology	Phishprone Rate	Paul Worrell
Data Breach -> Cybersecurity	MTR cases investigated/incidents	Information Technology	Sophos	Paul Worrell
Economic Conditions > Financial Stability	Loss of State Funding -> Loss of Public Funding	Finance	Year End Reports	Leo Alvarez
Ethical & Reputational	Media & Community Coverage	Communications	Negative Press (Reputation)	Carla Sosa
Ethical & Reputational	Social Media	Communications	Negative Scaleted External Comments and Posts	Crystal Lee
Fiscal Audit Findings -> Financial Stewardship	Financial Misconduct	Finance	Financial Audit findings	Leo Alvarez
Internal/External Acts of Violence	Assault (reports, threats, communication)	Human Resources	Incident Reports	Lance Willingham
Lawsuit/Claims -> Legal Regulatory	Employment legal (employee or non employee)	Human Resources	# of Litigation Threats	Rachael Donaldson
Lawsuit/Claims -> Legal Regulatory	Worker's comp	Human Resources	# of Claims	Marcella Roman
Lawsuit/Claims -> Legal Regulatory	Contract Litigation (civil)	Finance	# of Lawsuits	Leo Alvarez
Natural Disasters	Environmental	Facilities	Hurricane, Tornado, Fire	Lance Willingham
Operational Compliance	Compliance audit/ define which (thmp) -> Public Workforce Performance	Operations	Audit findings	Gina Ronokarijo
Operational Compliance	Legislation impacts	Operations	LWB Restructure	Gina Ronokarijo
Operational System Failure	EF/OSST	Information Technology	DEO	Paul Worrell
Operational System Failure	CSCF Infrastructure	Information Technology	Network Uptime	Paul Worrell
Pandemic	Environmental	Facilities	Covid, SARS, etc	Lance Willingham
Talent Acquisition & Retention -> Human Capital	Strong Job Market	Human Resources	Employment Rate	Marcella Roman
Talent Acquisition & Retention -> Human Capital	Org. Satisfaction	Human Resources	SHRM results	Rachael Donaldson
Talent Acquisition & Retention -> Human Capital	Turnover	Human Resources	Turnover Rate	Marcella Roman
Talent Acquisition & Retention -> Human Capital (New Measure)	Executive Succession (Strategic Talent)	Human Resources	# of Executive Transitions	Dyana Burke
Data Governance (New Measure)	Data Quality & Reporting Accuracy	Business Intelligence	Potential: Data validation errors, dashboard discrepancies, manual corrections	Melanie Markes
Disruptive Technologies (New Measure)	Job Displacement, Skill inequity	Information Technology	Potential: AI Adoptions rates among CSCF staff, % of target occupations with high AI exposure, Ai Agents as workers	Steven Nguyen
Economic Conditions > Financial Stability (New Measure)	Revenue Diversity	Development	% to development goal	Marcela Defaria
Ethical & Reputational (New Measure)	Customer Experience	Business Intelligence	Customer Satisfaction Score	Melanie Markes
Name Change				
New Measure				



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/
Discussion/
Action Items

► Other Business

Adjournment

OTHER BUSINESS

- **NOVEMBER STRATEGIC ALIGNMENT WORKSHOP**



NEXT GOVERNANCE COMMITTEE MEETINGS

- **PENDING: OCTOBER 2026**
- **THURSDAY, JANUARY 28, 2027**



Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information/
Discussion/
Action Items

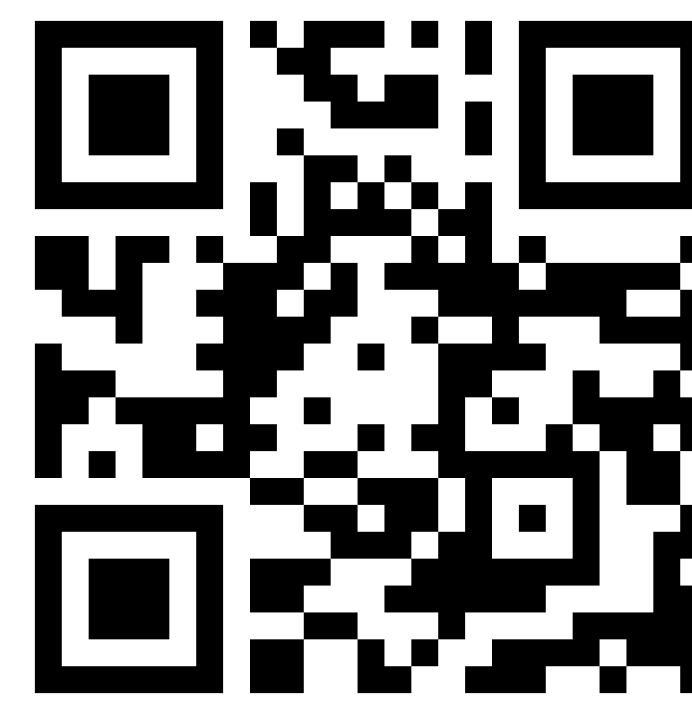
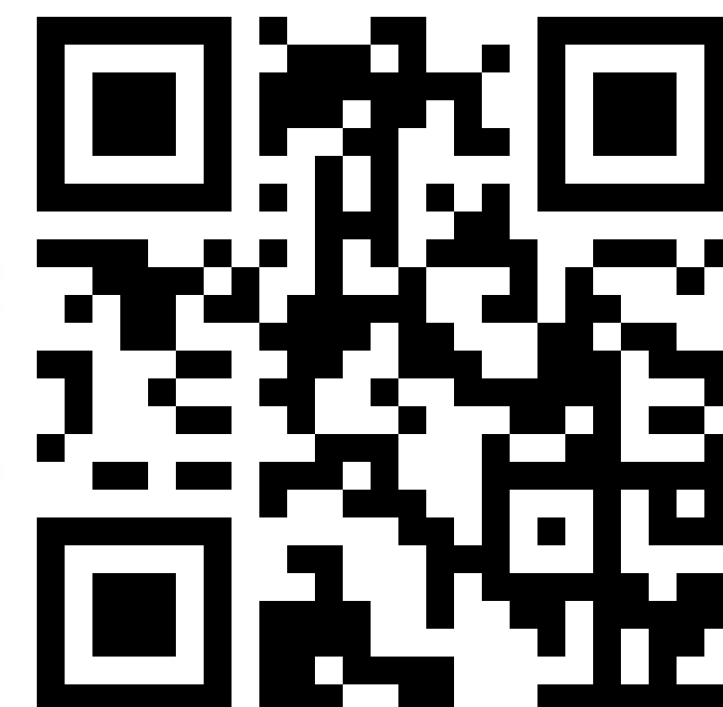
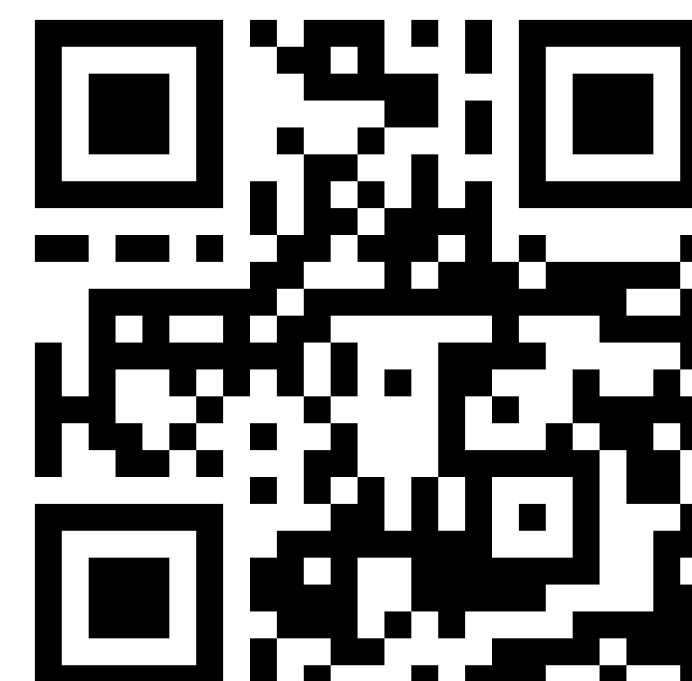
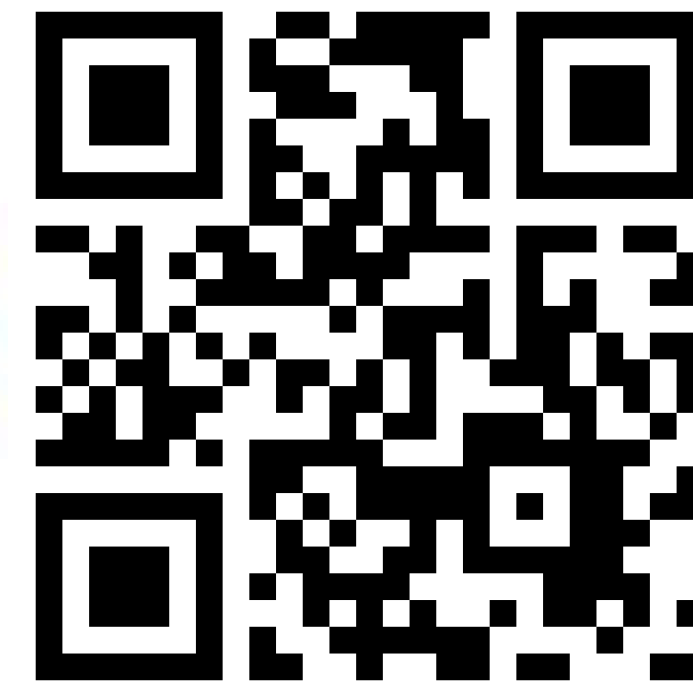
Other Business

► **Adjournment**

ADJOURNMENT



CONNECT WITH US



or in person by appointment, in your place of business or at one of our Career Centers.



Visit us
online



THANK YOU

www.CareerSourceCentralFlorida.com

800.757.4598

[RETURN TO AGENDA](#)