



What: Governance Committee Meeting
When: Wednesday, August 29, 2018
 2:00 p.m. – 3:30 p.m.
Where: CareerSource Central Florida 390 N. Orange Ave., Suite 700, Orlando, FL
Virtual: GoToMeeting (remote attendees):
 ➤ <https://global.gotomeeting.com/join/645832589>
 ➤ Dial In: 1 877 309 2073 / Access Code: 645-832-589
Board Priorities: Analyze the Business | Engage the Talent

Item	Topic	Presenter	Action Item
1.	Welcome		
2.	Roll Call / Establishment of Quorum	Kaz Kasal	
3.	Public Comment		
4.	Action Item		
	A. 5/2/18 Governance Committee Meeting Draft Minutes	Mark Wylie	X
5.	Information		
	A. Board Structure		
	1) Charter Review	Mark Wylie	
	2) Sumter Seat Recommendation	Pam Nabors	
	3) Current Board Demographics	Pam Nabors	
	B. Board Strategy	Committee	
	1) Board Priorities for 2018-2019		
	C. Board Engagement	Pam Nabors	
	1) Board Information Session – Obtain Feedback		
	2) Board Self-Evaluation Survey		
	D. Enterprise Risk	Leo Alvarez	
	1) Update		
6.	Other Business	Pam Nabors	
	A. Status of HR Handbook		
7.	Adjournment		

###

Next Meeting:

- Board Meeting/Information Session: 9/27/18, 10:00 am - 1:00 pm
Heart of Florida United Way, 1940 Traylor Blvd., Orlando, FL 32804

DRAFT
Governance Committee Meeting

CareerSource Central Florida
390 North Orange Ave., Suite 700, Orlando, FL 32801

Wednesday, May 2, 2018
2:00 p.m.

MINUTES

MEMBERS PRESENT: Mark Wylie, Steve Ball, Greg Beliveau, Jeff Hayward and John Gill

MEMBERS ABSENT: Debbie Clements, Eric Jackson and Rick Walsh

STAFF PRESENT: Pam Nabors, Leo Alvarez, Ann Beecham and Kaz Kasal

Agenda Item	Topic	Action Item / Follow Up Item
1	Welcome Mr. Wylie, Committee Chair, called meeting to order at 2:03 pm.	
2	Roll Call / Establishment of Quorum Ms. Kasal reported a quorum present.	
3	Public Comment None Offered.	
4	Approval of Minutes <ul style="list-style-type: none"> • Reviewed draft minutes from 3/7/18 Governance Committee meeting (attachment). 	Mr. Ball approved the minutes from the 3/7/18 Governance Committee Meeting. Mr. Hayward seconded; motion passed unanimously.
5	Information/Discussion/Action Items	
	<u>Board Composition for 18-19</u> <ul style="list-style-type: none"> • Reviewed board composition requirements and proposed Board member appointments and reappointments (attachment). • Reviewed Board member characteristics (attachment). <ul style="list-style-type: none"> ○ Hispanic and IT background are areas needed on Board – potential candidates to be identified for future openings on Board. <u>Board Strategic Planning – Next Steps</u> <ul style="list-style-type: none"> • Discussed 4/12/18 Retreat and concurred for staff to include following on 6/21/18 Board meeting agenda: <ul style="list-style-type: none"> ○ Debrief from 4/12/18 Retreat ○ Review of following two strategic priorities: <ol style="list-style-type: none"> 1. Analyze the business environment 2. Engage talent pool 	

Agenda Item	Topic	Action Item / Follow Up Item
	<ul style="list-style-type: none"> • Discussed continuing Board engagement activities of shadowing business reps and visiting CSCF centers. <ul style="list-style-type: none"> ○ Will include as discussion point at 6/21/18 Board meeting. <p><u>Slate of Officers:</u></p> <ul style="list-style-type: none"> • Reviewed and discussed slate of officers for PY 18-19 (attachment). <p><u>HR Employee Handbook</u></p> <ul style="list-style-type: none"> • Ms. Nabors stated she, Ms. Beecham and Mr. Ball concurred CSCF's employee handbook should be kept at high level with general guidelines to reflect CSCF's culture and values. <ul style="list-style-type: none"> ○ Mr. Ball advised to include a domestic violence leave policy as part of updates. 	<p><i>Mr. Hayward made a motion to forward for Board's review and approval the below proposed slate of officers. Mr. Gill seconded; motion passed unanimously.</i></p> <ul style="list-style-type: none"> • <i>Board Chair: Debbie Clements</i> • <i>Vice Chair: Mark Wylie</i> • <i>Treasurer: Eric Ushkowitz</i> • <i>Secretary: Leland Madsen</i> <p><i>Staff to continue employee handbook updates and provide a progress report at the next Governance Committee meeting.</i></p>
6	<p>Other Business</p> <ul style="list-style-type: none"> • Mr. Alvarez reviewed timeline of 990 Return for FY 16-17. <ul style="list-style-type: none"> ○ Draft 990 Return will be emailed to Governance and Audit Committees for review and comments prior to IRS deadline. • Committee to decide final proposed meeting dates/times in early June. 	
7	<p>Adjournment Meeting adjourned at 3:14 p.m.</p>	

Respectfully submitted,
Kaz Kasal

CareerSource Central Florida Board Governance Committee Description & Duties

Purpose:

The governance committee examines how the board is functioning, how board members communicate, and assesses whether the board is fulfilling its responsibilities. The committee keeps the board accountable to the mission and organization's goals. The governance committee articulates the board's vision for the board and finds board members who can put it into action.

Responsibilities:

- Understand the organization's mission and goals and ensure all board members do as well.
- Develop and update board members' responsibilities and job descriptions for officers and committee assignments.
- Review by-laws; recommend changes to full Board of Directors.
- Create a board profile of demographics, geographic representation, skills and expertise within the Board of Directors to ensure diversity and balance representative of the Central Florida Region.
- Identify a process to recruit potential board members linked to nominating organizations (chambers, associations, etc.) for submission to county officials and Local Elected Consortium.
- Assess and maintain individual board commitment, support, and participation in governance duties; annually evaluate the board's performance.
- Observe and develop potential leaders on the board through rotation of committee assignments.
- Create a Board Orientation process for new board members.
- Work with the board to develop an annual board succession plan.
- Oversight of enterprise risk management.

Skills/Expertise:

- Experience as a board member desired.
- Willingness to recruit and communicate with potential board members on a continuing basis.
- Understanding of governance practices desired.
- Commitment to developing board leadership.

Structure:

- Membership: board members.
- Agenda and minutes—minutes to be kept and supplied to board of directors in written form.

To: Governance Committee

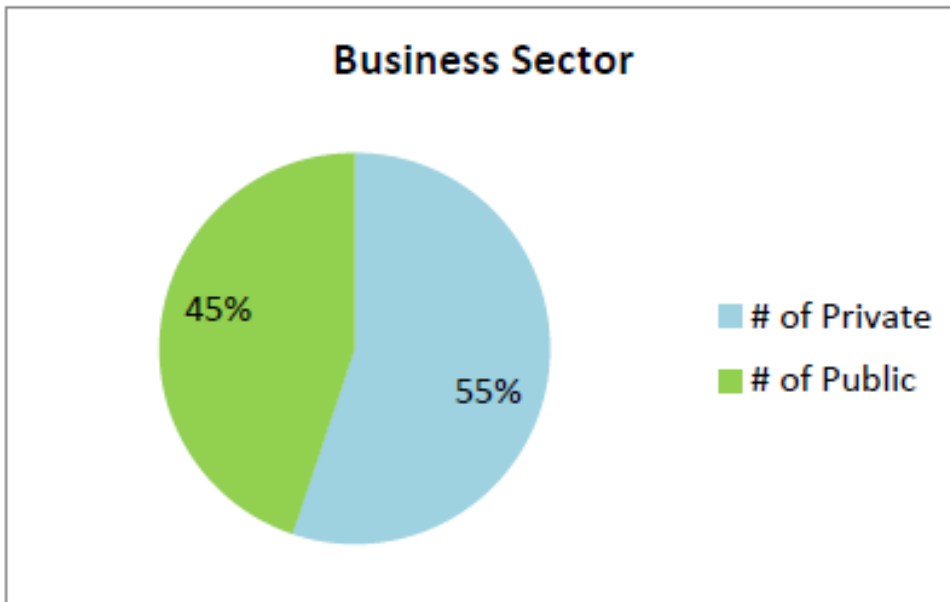
From: Pam Nabors

Subject: CSCF Board Demographics as of 7/1/18

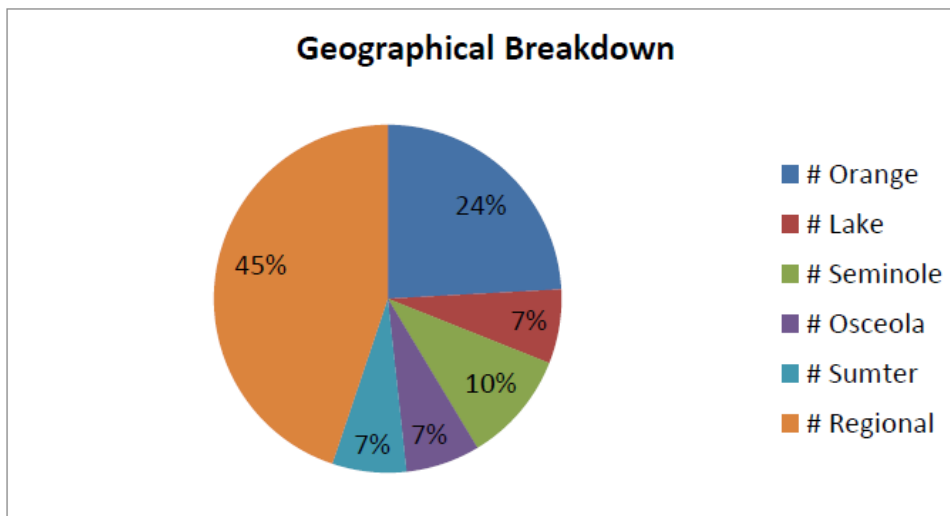
- Business Sector
- Geographical Breakdown
- Board Demographics
- Skills & Expertise

Date: August 29, 2018

Board Demographics 2018-2019



Business Sector	
# of Private	# of Public
16	13

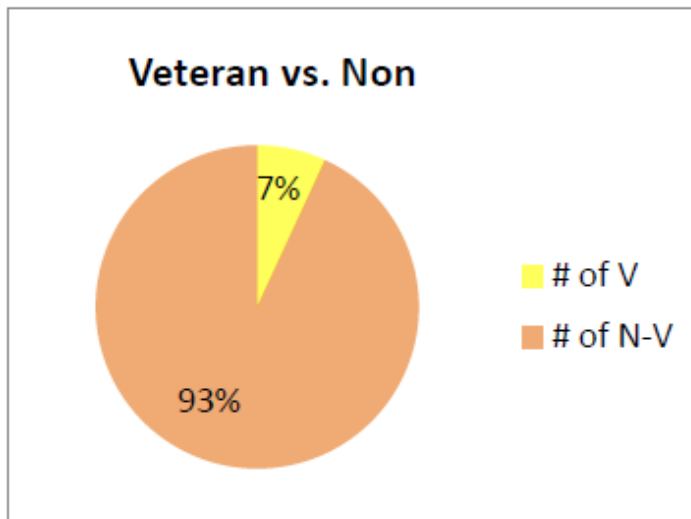
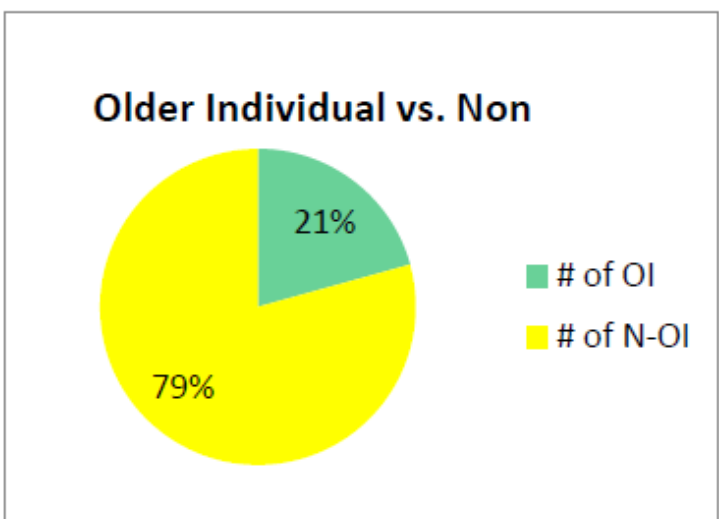
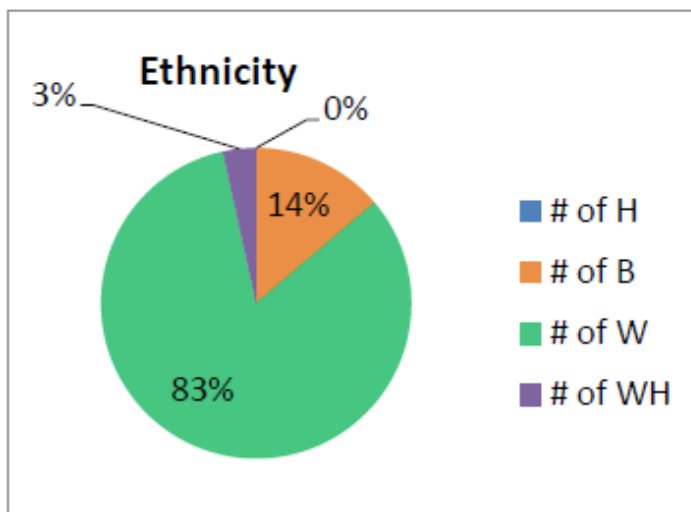
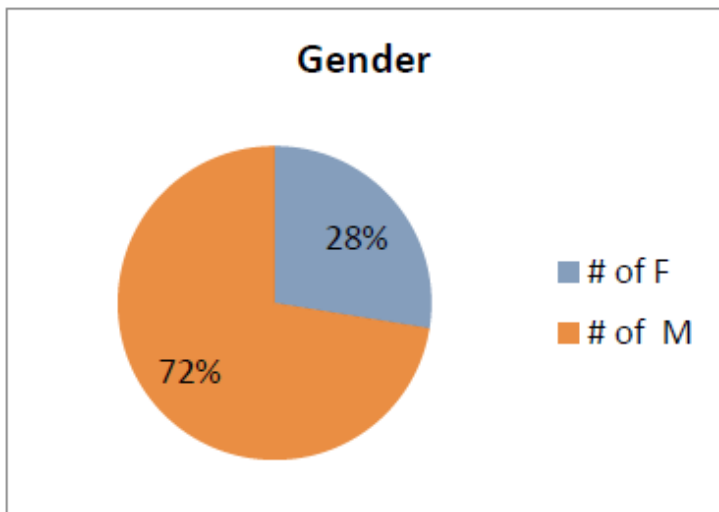


# Orange	7
# Lake	2
# Seminole	3
# Osceola	2
# Sumter	2
# Regional	13



Board Demographics

2018-2019



# of F	# of M	# of H	# of B	# of W	# of WH	# of OI	# of N-OI	# of V	# of N-V	# of Disab	# of N-Disab
8	21	0	4	24	1	6	23	2	27	0	29

Department of Economic Opportunity

Demographic Legend:

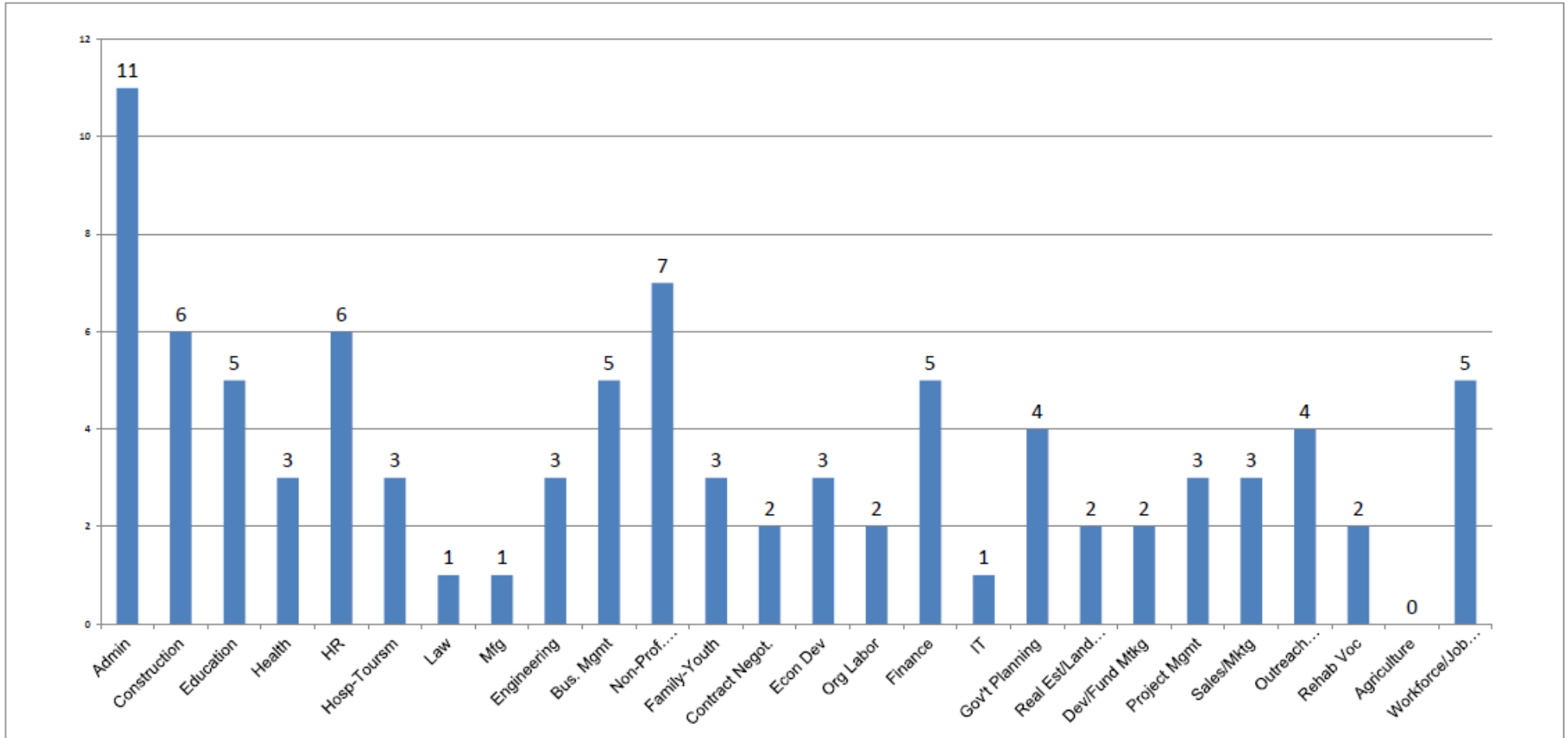
Gender Codes: M – Male / F – Female

Ethnic Codes: W – White (not Hispanic) /
 B – Black/African American (not Hispanic) /
 H – Hispanic / B-H (Black & Hispanic) /
 W-H (White & Hispanic) / O – Other

Other Codes: D – Disabled Individual /
 OI – Older Individual (55 and over) /
 N-OI – Non-Older Individual (under 55) /
 N-V – Non-Veteran / V - Veteran



Board Demographics 2018-2019 Skills & Expertise



Fiscal Year 2018 - 2019		
Board Priorities	CSCF Goal	Strategy
<i>Principles that Drive CSCF's Annual Strategy</i>	<i>What CSCF Will Achieve within the PY (Our End Result)</i>	<i>A Plan or Method to Bring About our End Result</i>
Analyze the Business Environment	Conduct and publish market research biannually in all 6 sectors to validate workforce business needs in the market.	Validation of Key Occupational Demands and Gaps with Business Partners
		Prioritize Resources to Fulfill Business Demand and Gaps to Drive CSCF Operations
		Execute a Business Outreach Plan that Aligns with Validated Needs
		Determine Business Satisfaction Annually with CSCF Annual Training Investments by Conducting Focus Groups and Surveys
Engage the Talent Pool	Engage # CSCF niche customers to use 1 or more of our services.	More Deeply Define Career Seeker Attributes to Attract and Engage Niche Customer
	Train and place 2000 workers in HGI occupations. Businesses that receive our trainees express satisfaction > 80%.	Refine CSCF Career Seeker Experience to Enhance Strategy & Engage Talent Determine Career Seeker Satisfaction Annually with CSCF Training by Conducting Focus Groups and Surveys

Fiscal Year 2018 - 2019		
CSCF Priorities	CSCF Goal	Strategy
<i>Principles that Drive CSCF's Annual Strategy</i>	<i>What CSCF Will Achieve within the PY (Our End Result)</i>	<i>A Plan or Method to Bring About our End Result</i>
Generate Unrestricted Revenue	Ensure a minimum of \$220,700 of unrestricted income will be generated after costs, by the TTW program.	Redesign the TTW staffing complement to support a program manager with unrestricted dollars
	Ensure the Youth Program achieves diversified revenue.	Youth
Drive Innovation	Create an innovation practice inside CSCF – implement practice by Q4.	Research Options
	Submit the Governor's Sterling application in 2019 and Solidify CSCF with Service Excellence Status.	Identify 3 to 5 innovative practices that enhance or create measureable efficiencies in service delivery
Uphold Ethical Practices	Assess Current Ethical Practices in Service Delivery at CSCF to Ensure Full Compliance.	Determine level of need and implement a training and development strategy to increase competency in ethics
	Ensure DEO Assessment has New Standards Established for PY.	Decrease # of program findings through self and DEO assessment from previous year's levels
Operate Fiscally Responsibly	Maintain our credibility as a good steward of State and Federal funds.	Drive unqualified Audit



CareerSource Central Florida Board of Directors Annual Board Information Session Agenda

Thursday, December 14, 2017 / 10:30 am to 12:00 pm
Lynx Office (2nd Floor) / 455 N. Garland Ave., Orlando, FL
Conference Call-in phone number: (866) 576-7975 /Participant Access Code: 299848

Strategic Goals developed by the Board:

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

1. Welcome
2. The Mission and Vision of CareerSource Central Florida
3. Organization Structure Overview
4. Sunshine Law, Public Records & Ethics (presented by Thomas Wilkes, Esq. / GrayRobinson)
5. Workforce Operations
 - Business Services
 - Career Services and Youth Services
6. An Organization of Excellence - Support Services
 - Business Intelligence
 - Human Resources
 - Administrative Support
 - Facilities
 - Finance
 - Information Technology
 - Communications
7. Successes – 16-17 Organizational Highlights
8. Coming Attractions – FY 17-18
9. Questions / Wrap Up

**CareerSource Central Florida
Board of Directors Manual**

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CareerSource Central Florida Board Member Self-Evaluation

Survey Conducted 10/18/17 thru 11/27/17

This self-assessment is a tool to: 1) evaluate each individual board member's engagement as a member of the board of CareerSource Central Florida (CSCF); and 2) seek your feedback for areas of improvement. Please take a few minutes to reflect on your experience as a CSCF board member. Candid responses will help to assess both your own level of engagement as well as inform on areas of opportunity to increase board participation.

Rate the following questions on your level of satisfaction. For each selection of dissatisfied or very dissatisfied, a text box will display for you to type in feedback on how CSCF can improve your experience.

Thinking about my experience as a CSCF board member, how satisfied am I with;

1. Understanding and supporting the organization's mission?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

2. Having a good working relationship with other board members?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

3. Having a good working relationship with the chief executive?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

4. Having knowledge about organization's major programs and services?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

5. Following trends and important developments in the organization's substantive field of interest?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

6. Reading and understanding the organization's financial statements?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

7. Acting knowledgeably and prudently when making recommendations about how the organization's funds should be budgeted or spent?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

8. Focusing my attention on long-term and significant policy issues rather than short-term administrative matters?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

9. Preparing for and participating at board and committee meetings, as well as other activities of the organization?

Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

10. Volunteering and using my special skills to further the organization's mission?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

11. Taking advantage of opportunities to enhance the organization's public image by periodically speaking to leaders in the community about CSCF's work?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

12. Suggesting agenda items for future board and committee meetings?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

13. Advising and assisting the chief executive when my help is requested?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

14. Avoiding, in fact and in perception, conflicts of interest related to the board or organization, and disclosing to the board in a timely manner any possible conflicts?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

15. Giving opinions and views that are heard and considered?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

16. My service on the board?

- Very Satisfied Satisfied Dissatisfied Very Dissatisfied Not Sure

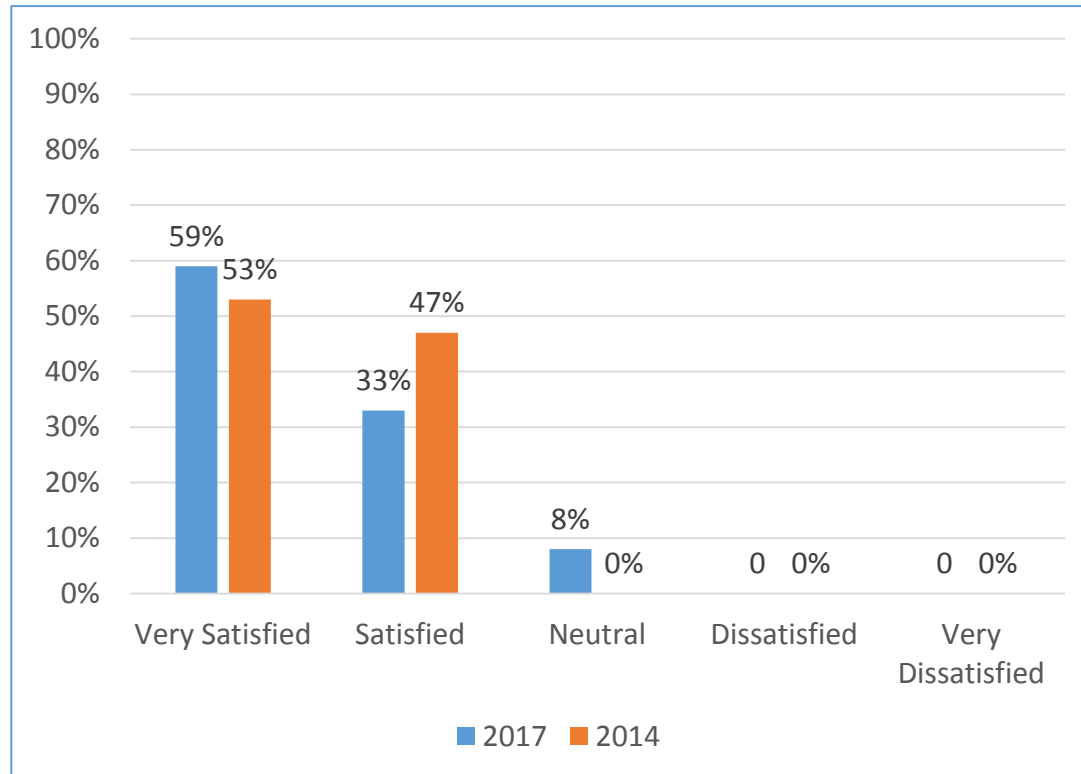
17. Please provide any further comments or suggestions related to your experience as a CSCF board member.

18. If you would like a copy of your assessment, please provide your email (leave blank to remain anonymous)

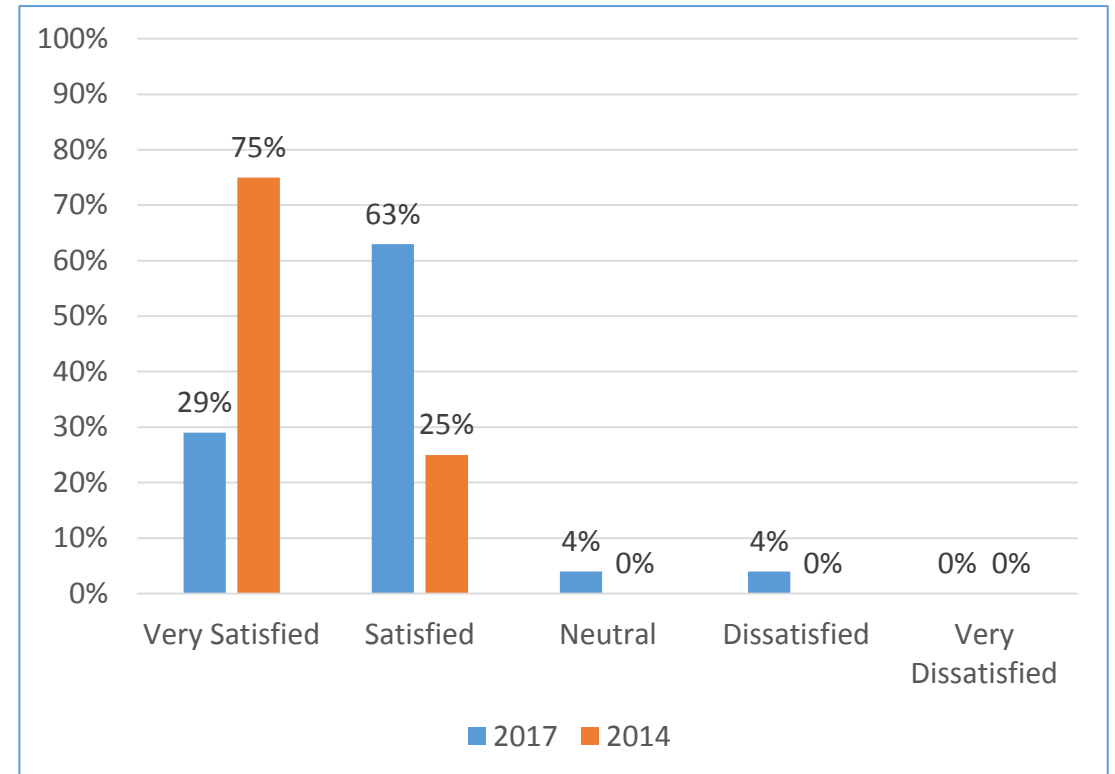
CSCF Board Self-Evaluation Results 2017 vs. 2014 Comparison

- 2017 – 85% response rate (24 completed)
- 2014 – 57% response rate (16 completed)

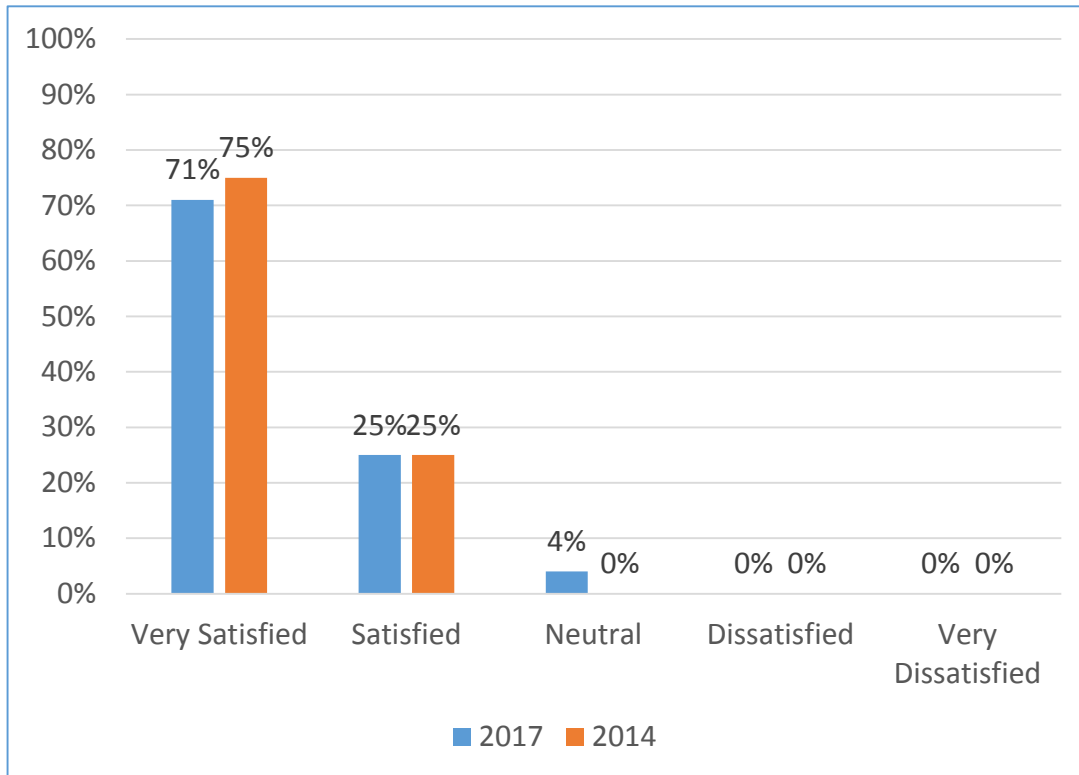
1. Understanding and supporting the organization's mission?



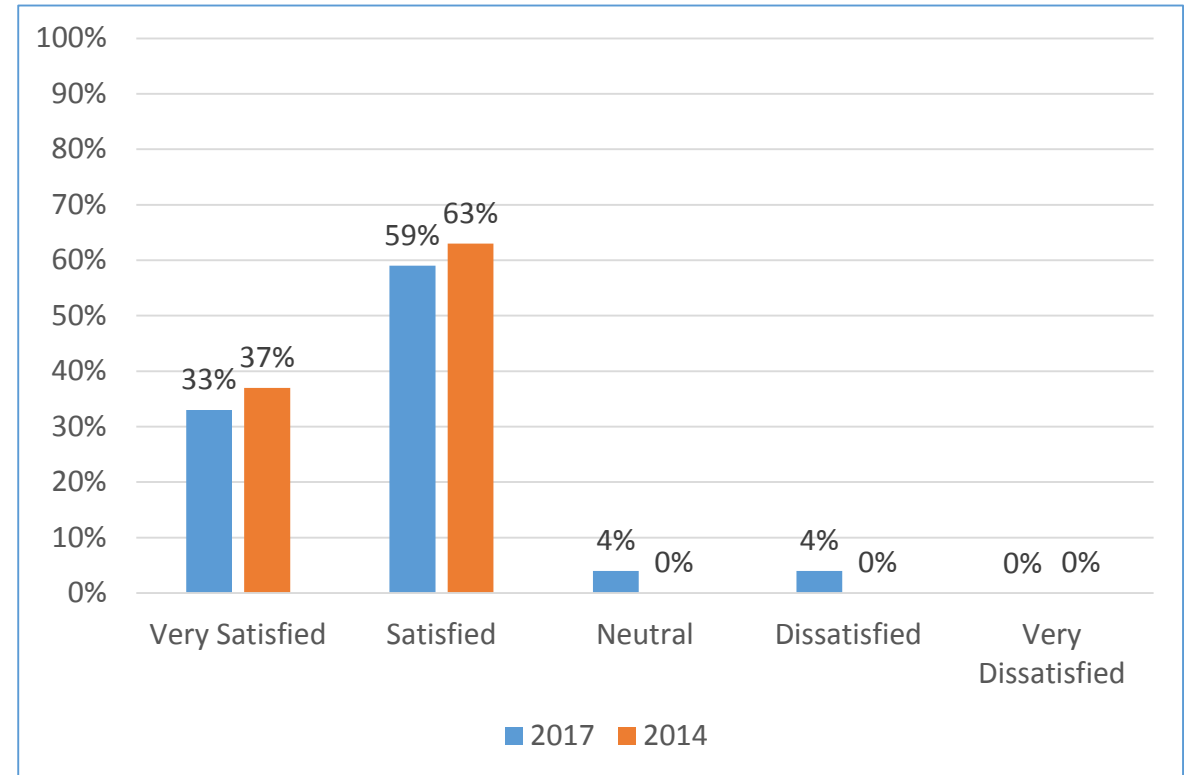
2. Having a good working relationship with other board members?



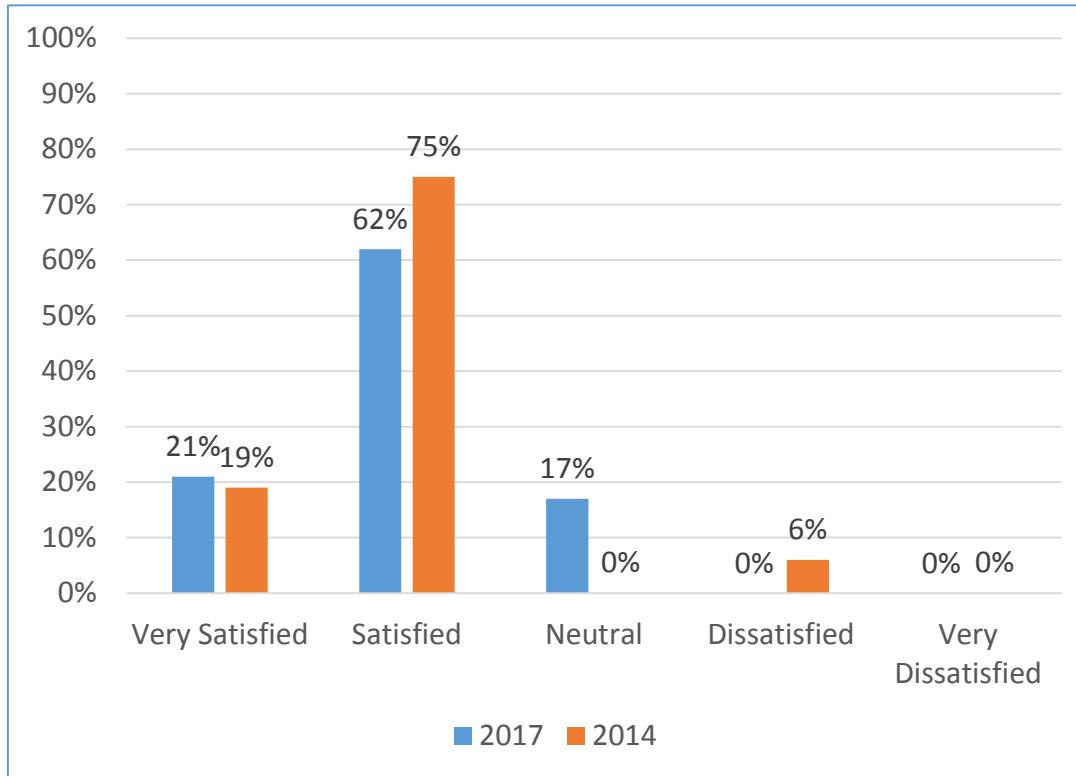
3. Having a good working relationship with the chief executive?



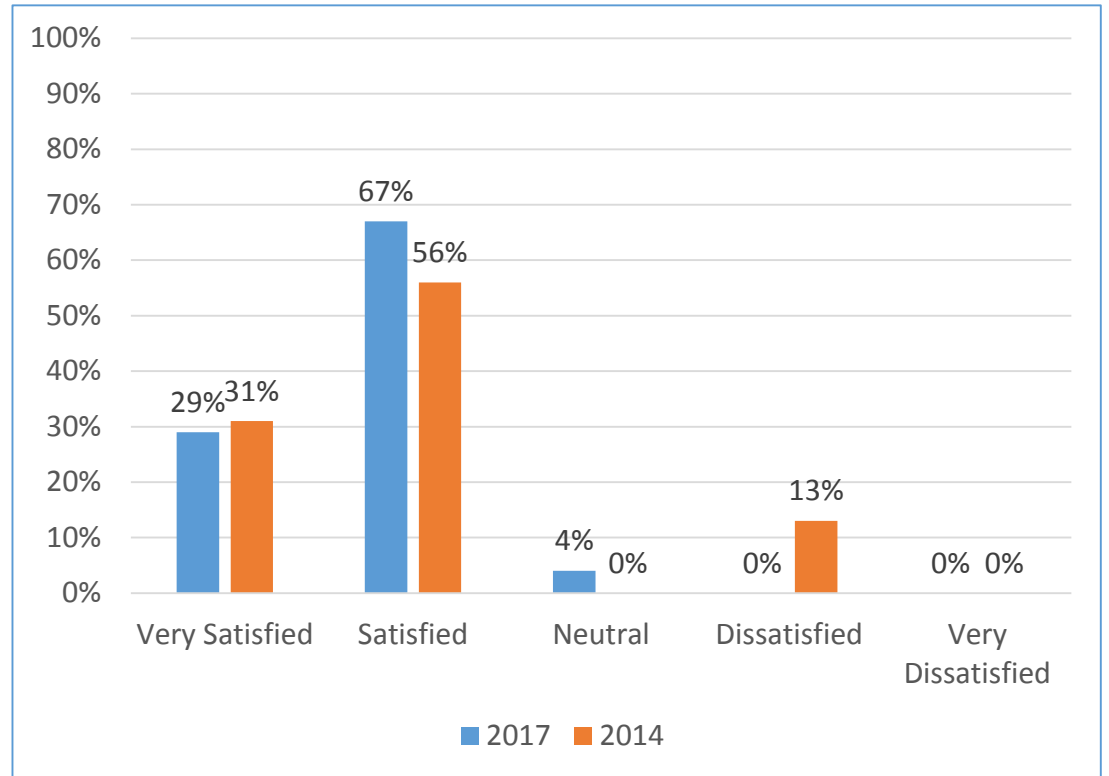
4. Having knowledge about organization's major programs and services?



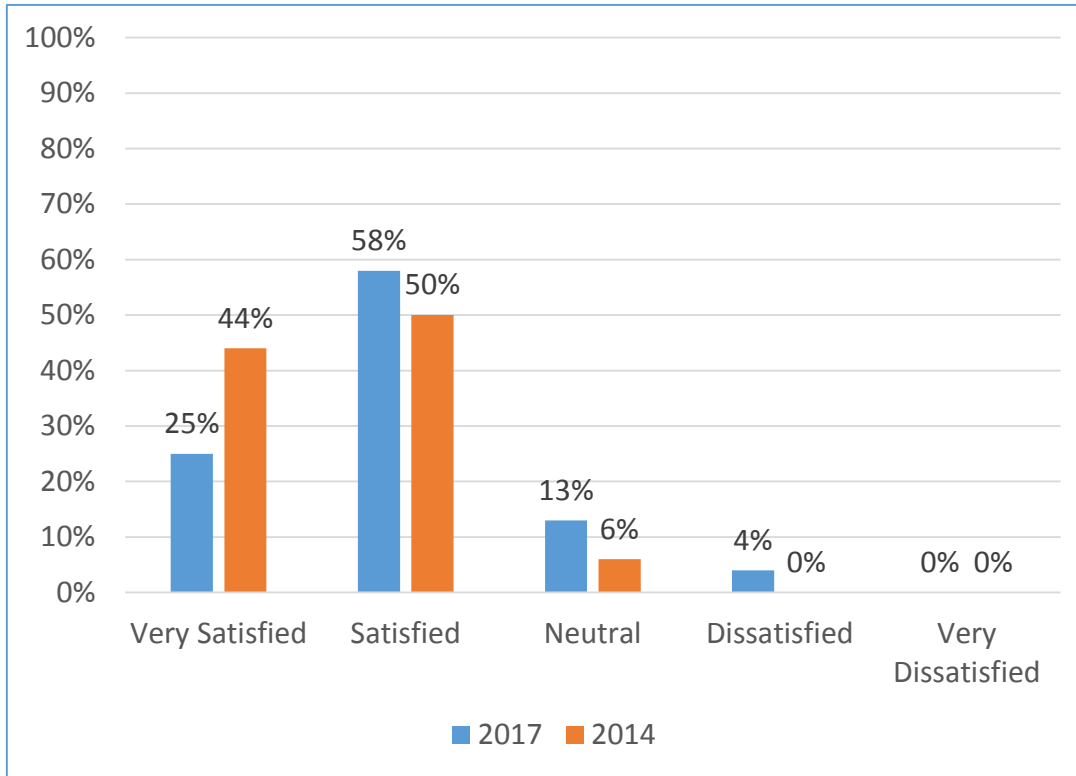
5. Following trends and important developments in the organization's substantive field of interest?



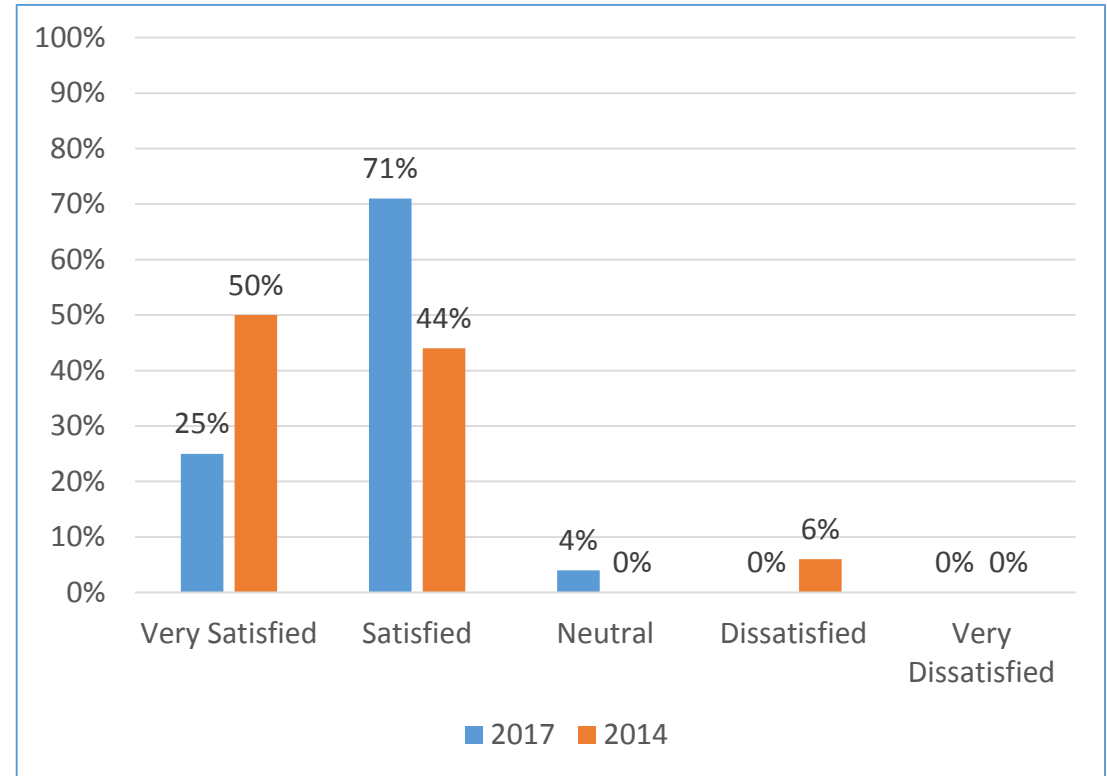
6. Reading and understanding the organization's financial statements?



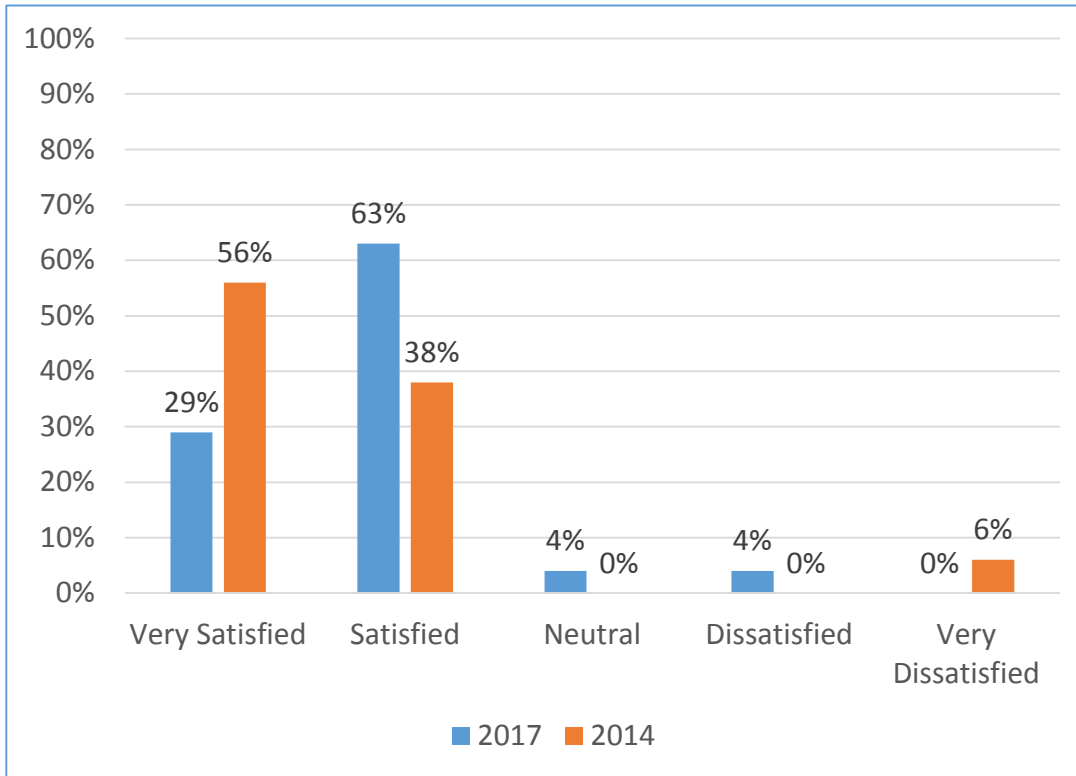
7. Acting knowledgeably and prudently when making recommendations about how the organization's funds should be budgeted or spent?



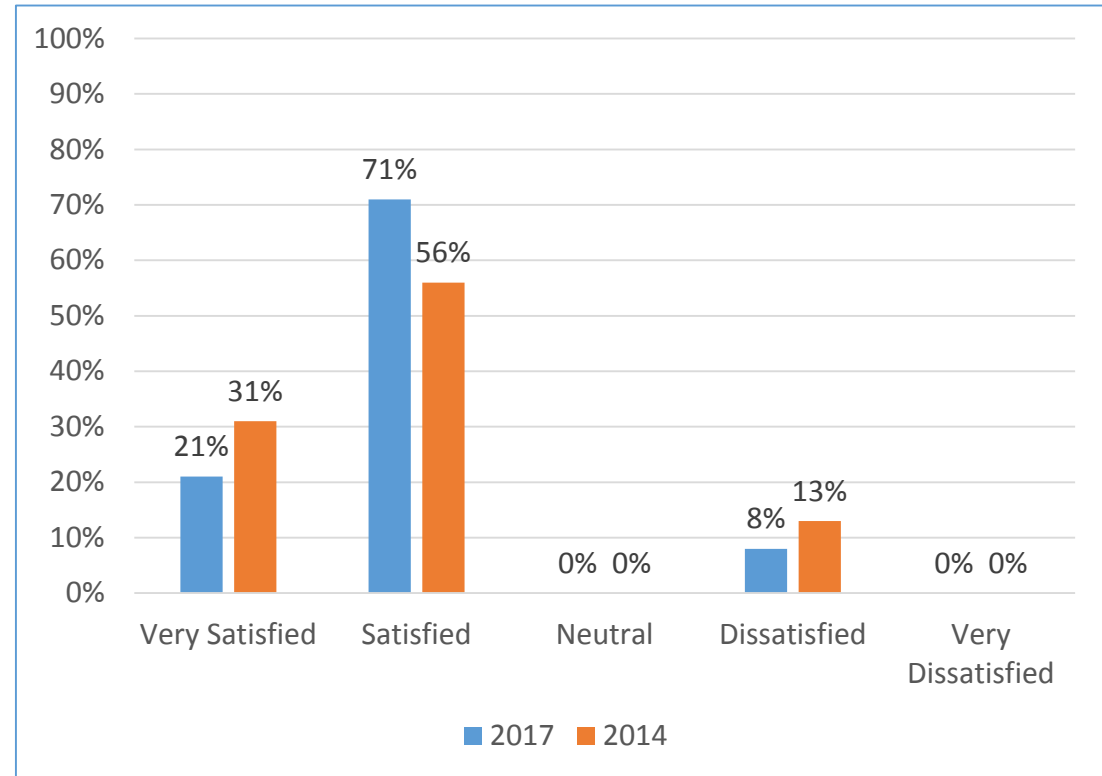
8. Focusing my attention on long-term and significant policy issues rather than short-term administrative matters?



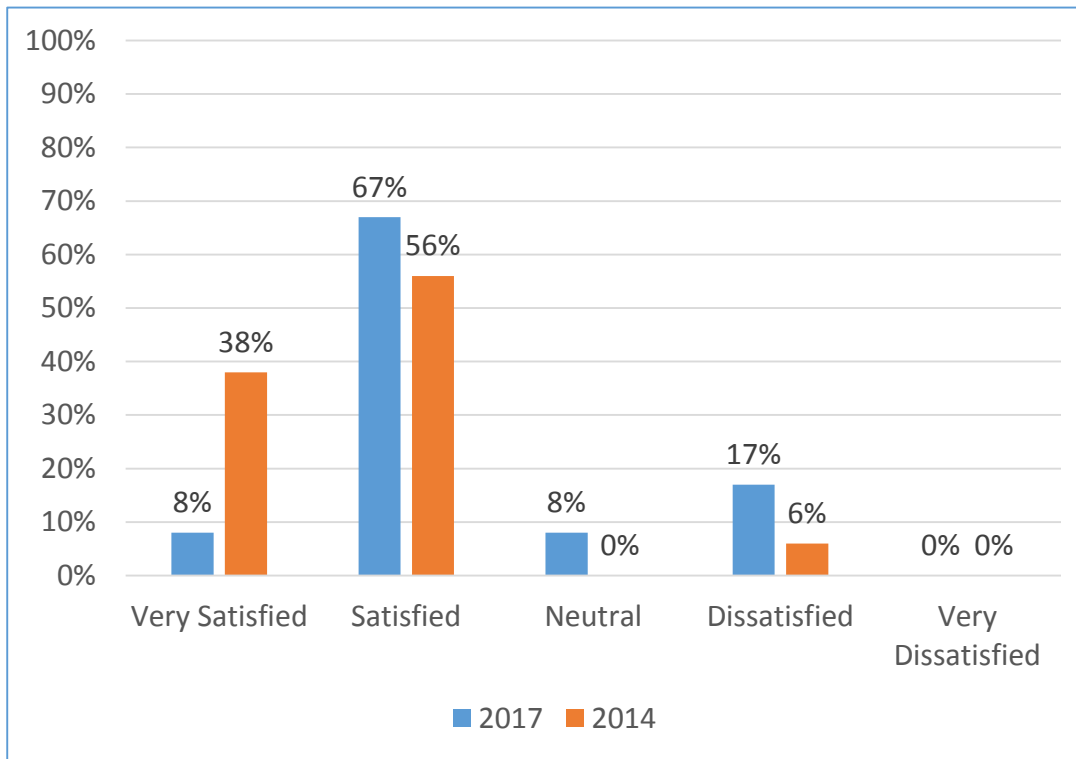
9. Preparing for and participating at board and committee meetings, as well as other activities of the organization?



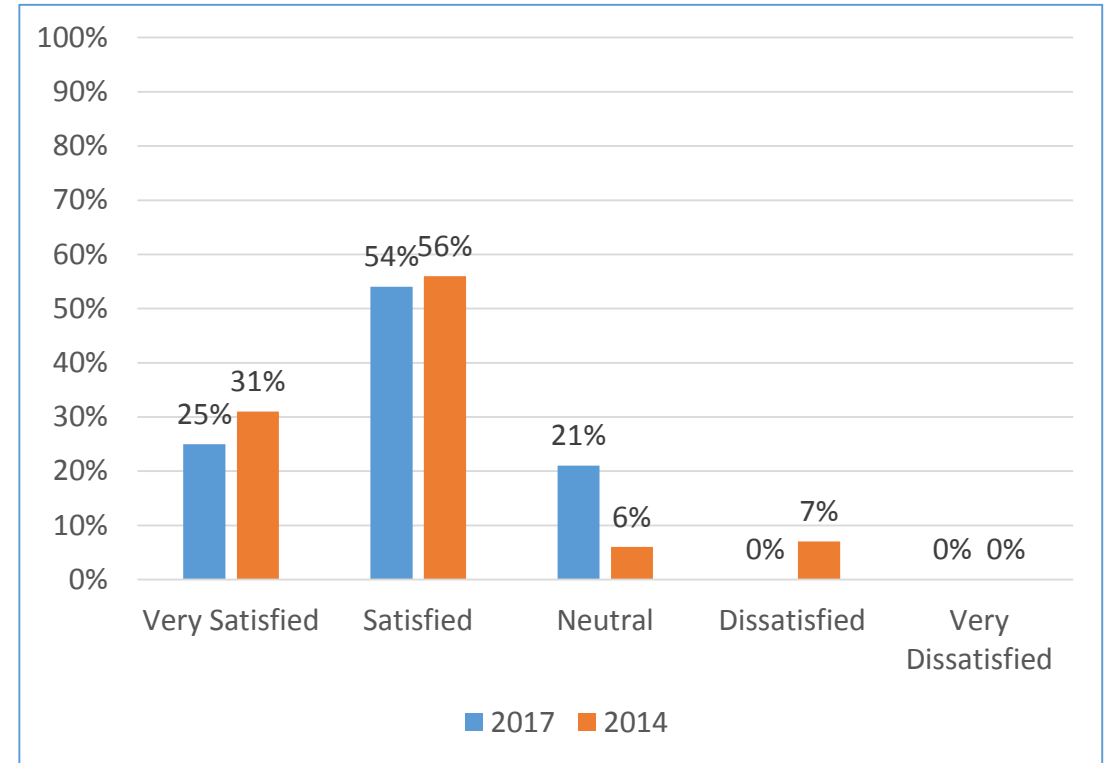
10. Volunteering and using my special skills to further the organization's mission?



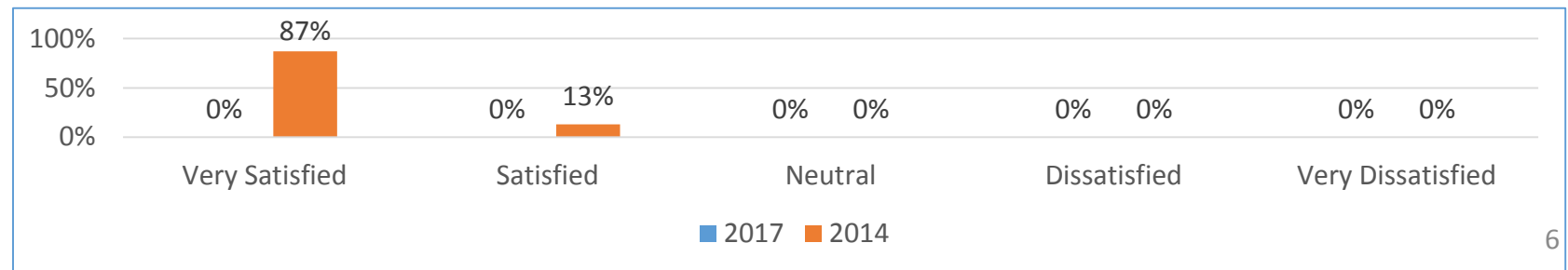
11. Taking advantage of opportunities to enhance the organization's public image by periodically speaking to leaders in the community about CSCF's work?



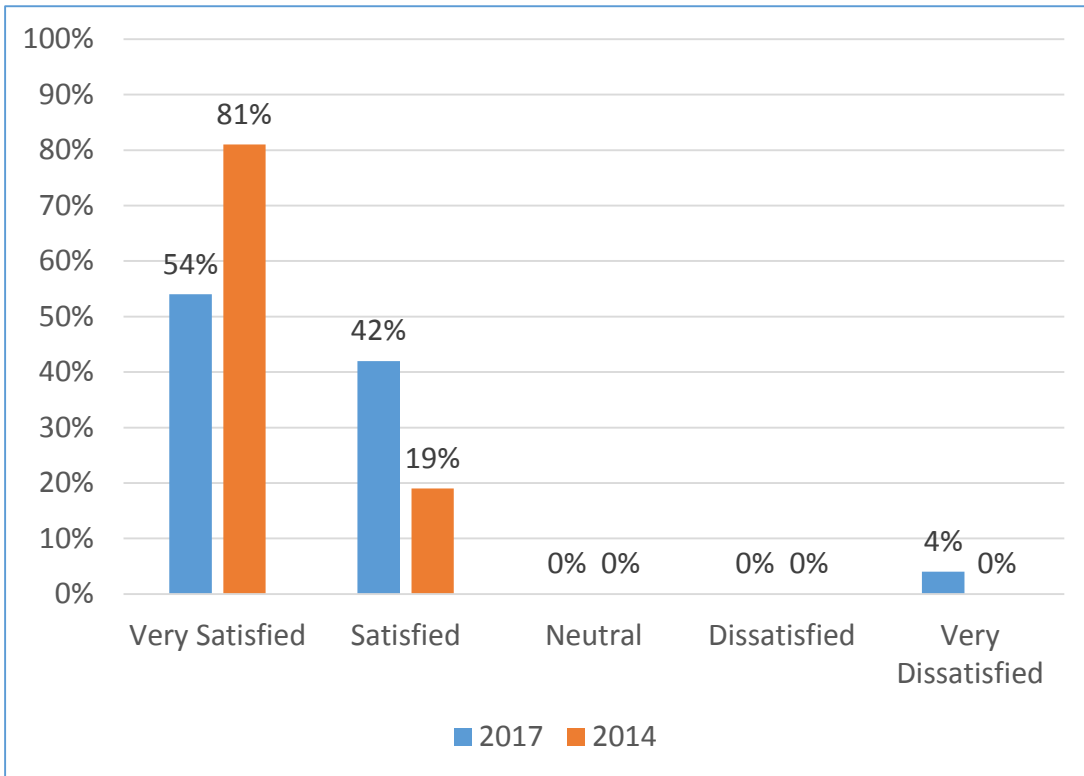
13. Suggesting agenda items for future board and committee meetings?



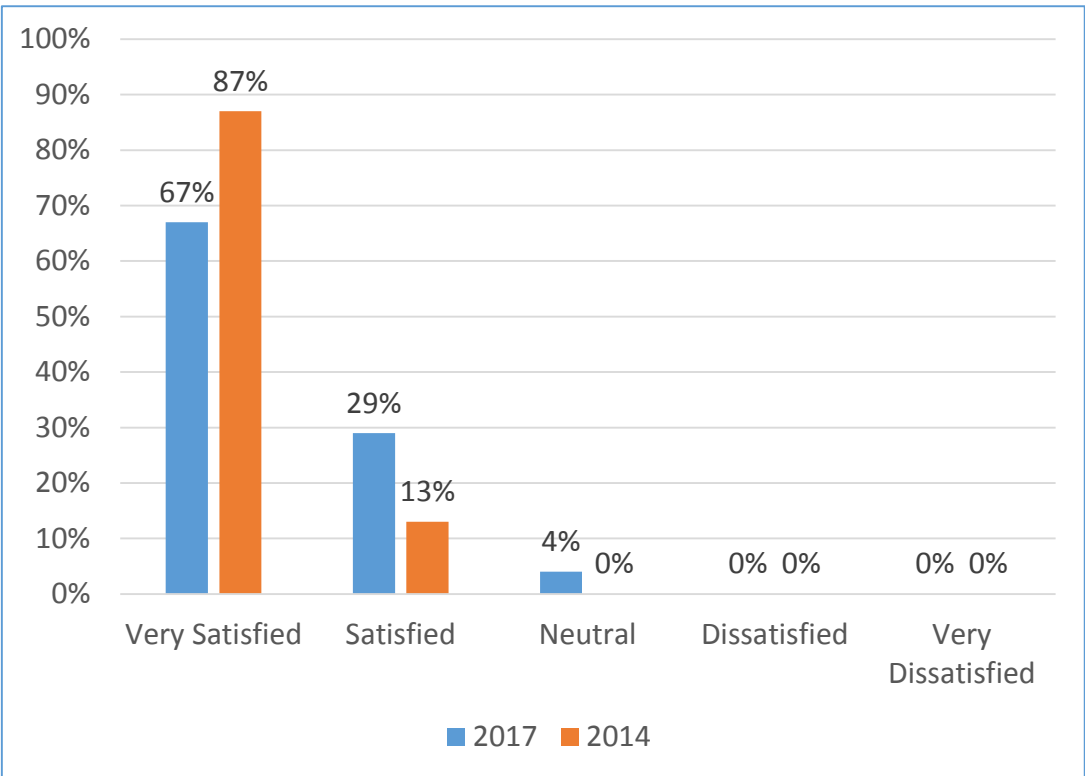
**12. ** Respecting the confidentiality of the board's executive decisions?
Not asked in 2017**



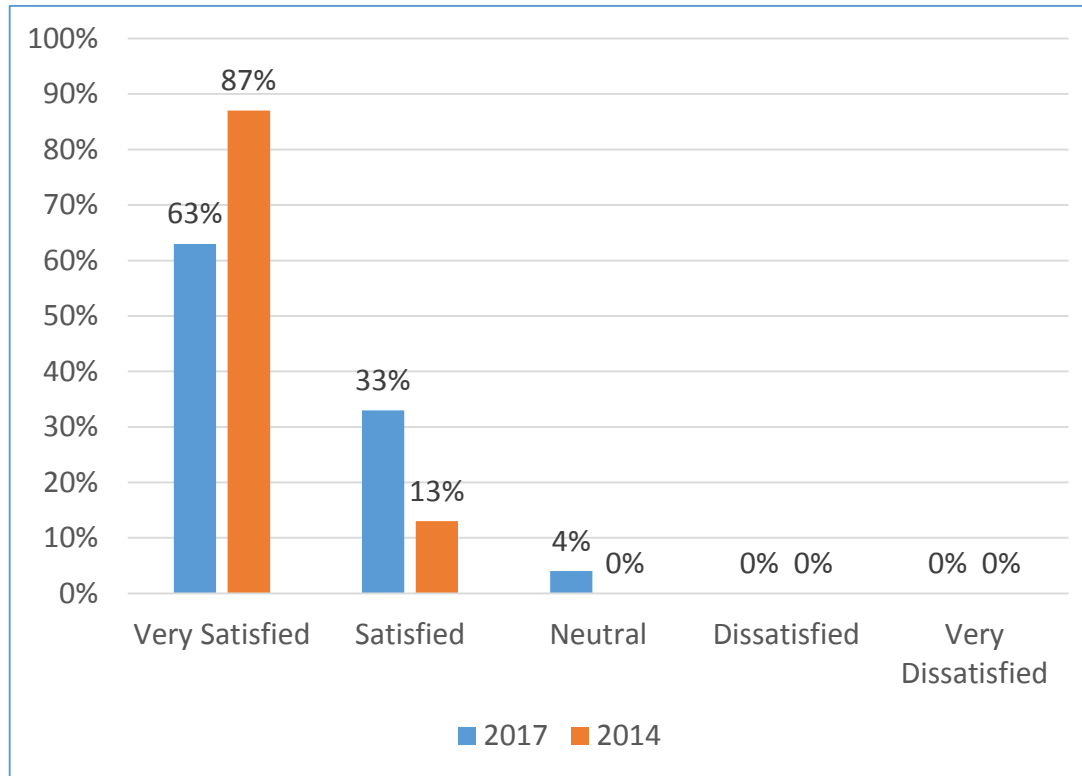
14. Advising and assisting the chief executive when my help is requested?



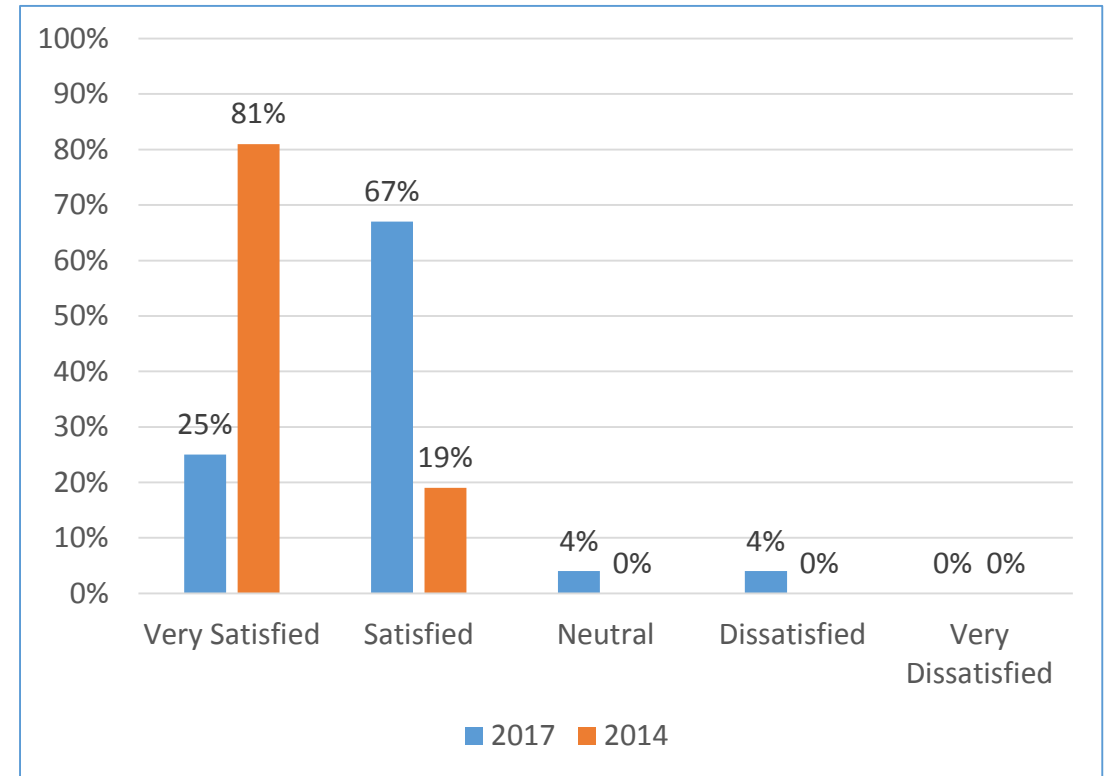
15. Avoiding, in fact and in perception, conflicts of interest related to the board or organization, and disclosing to the board in a timely manner any possible conflicts?



16. Giving opinions and views that are heard and considered?



17. My service on the board?





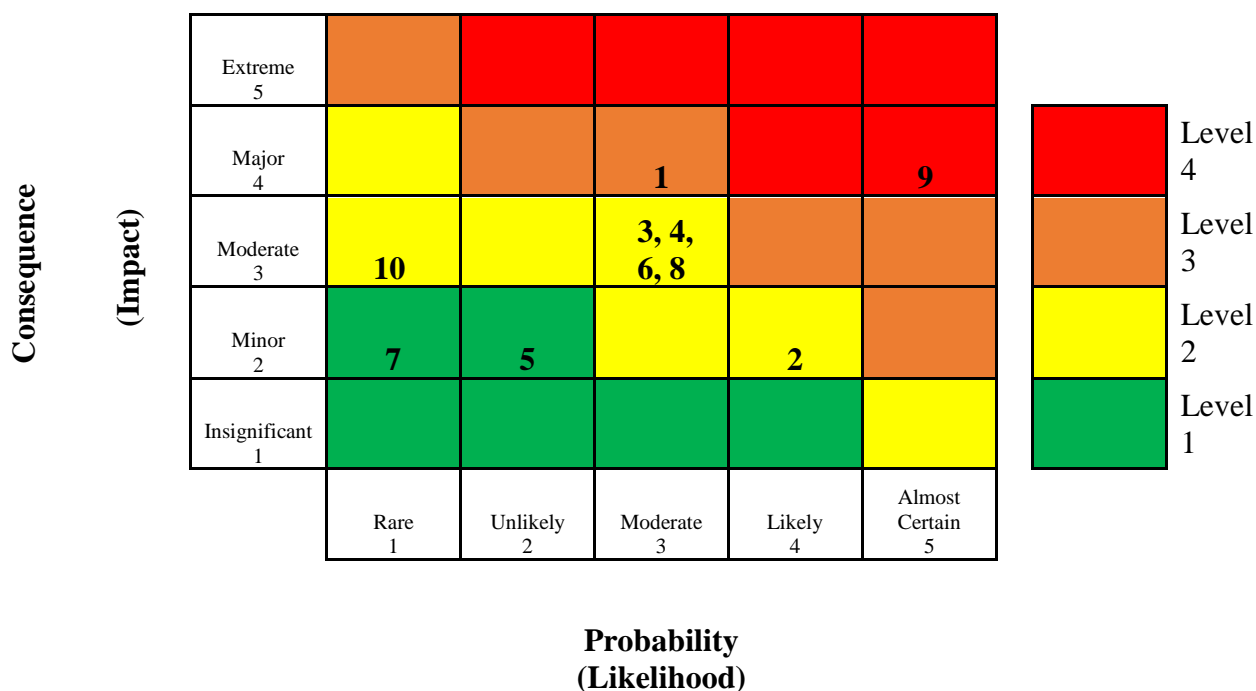
MEMORANDUM

To: Governance Committee
From: Leo Alvarez
Subject: Enterprise Risk Management
Date: August 29, 2018

Purpose/Background:

The purpose of this memo is to provide an update to the Governance Committee on Enterprise Risk Management (ERM). The ERM Policy requires that an evaluation of the top 10 risks facing the organization be reviewed semi-annually, with an update and discussion with Governance Committee. The Enterprise Risk Committee met on August 9th, to review the risks and assess them based on probability and consequence. Below is a listing of the top ten risks and where they fall within the risk matrix.

Risk Matrix:



Top 10 Risks Facing CSCF Today:	
1. A breach of sensitive & confidential data/info	6. Operational system failure
2. Lawsuit/Claims	7. Fiscal mismanagement/audit findings
3. Natural/Environmental disasters	8. Operational compliance
4. Internal/external acts of violence	9. Economic conditions
5. Infrastructure system failure	10. Ethical/reputational issues

Overall Breakdown of Risks:

Based on the discussions had by the Enterprise Risk Committee, the overall risk matrix levels have decreased in comparison to six months ago. Below is a summary breakdown of each risk level in comparison to the previous assessment provided 6 months ago:

1. A breach of sensitive & confidential data/info
 - Stayed the same
2. Lawsuit/Claims
 - **Decreased the probability from likely to moderate.** Consequence remains at moderate. The decrease in probability is based on experience over the last five years.
3. Natural/Environmental disasters
 - Stayed the same
4. Internal/External acts of violence
 - Stayed the same
5. Infrastructure system failure
 - Stayed the same.
6. Operational system failure
 - **Decreased the consequence from major to moderate.** The likelihood remains at moderate probability. Our operational focus has shifted to be less reliant on our systems and more focused customer relationships. This allows us to operate more effectively when system issues occur. The State has rolled out system updates that have improved overall system functionality.
7. Fiscal mismanagement/audit findings
 - **Decreased the probability from moderate to rare.** Decrease the consequence from moderate to minor. The decrease is based on zero audit findings in the last 4 years.
8. Operational compliance
 - **Decreased the probability from likely to moderate impact.** Consequence remains at moderate. This is based on the decrease in findings on the annual state monitoring and the severity of the findings.
9. Economic conditions
 - **Increased the probability from likely to almost certain.** In the current fiscal year, we experienced a 10% decrease in funding. It is almost certain that we will experience additional reductions in resources in subsequent years unless we can find additional revenue resources. Remains a major impact.
10. Ethical/reputational issues
 - Stayed the same.

Treatment of Risks:

Level 4 (Red): CareerSource Central Florida has created an ad-hoc Committee from the Executive Committee of the Board of Directors to work with staff and develop a model and strategy for revenue diversification. The goal is to begin generating new revenue during this new fiscal year.