



# **Board of Directors Manual PY 2019 – 2020**

## Table of Contents

1. Introduction .....	2
2. Meet the Consortium & Board (See Attachment 1 & 2, <i>Board Roster &amp; Consortium Contact info</i> )....	3
3. Governance Structure & Responsibilities .....	12
4 Board Priorities & Strategic Goals .....	16
5. Committees & Charters.....	17
6. Board & Committee Meeting Schedule & General Information.....	27
7. Organizational Profile & Functional Org Chart.....	28
8. CSCF Organizational Goals.....	37
9. Funding Sources & Budget .....	40
10. Conclusion .....	42
11. Appendix .....	43
Attachment 1 – CSCF Board Roster .....	43
Attachment 2 – Consortium.....	45
Attachment 3 – Bylaws.....	46
Attachment 4 – Interlocal Agreement.....	58
Attachment 5 - Florida’s Workforce Development Board Regions (Map) .....	70
Attachment 6 - Florida Congressional Map .....	71
Attachment 7 - State Congressional Legislators – Central Florida Region .....	72
Attachment 8 - Florida Sterling Council.....	74
Attachment 9 - WIOA Information .....	76
Attachment 10 - Directors and Officers Protection Insurance .....	78
Attachment 11 - Government in the Sunshine – Public Records / Ethics .....	82
Attachment 12 - Conflict of Interest Policy Form.....	123
Attachment 13 - Financial Disclosure Filing – Form 1 and Form 1F .....	124
Attachment 14 - CareerSource Central Florida Acronyms/Definitions List .....	137

## 1. Introduction

---

Welcome to the CareerSource Central Florida (CSCF) Board of Directors. As a Board Member, you will be leading a team of dedicated, like-minded individuals that are committed to providing the highest level of service and creating opportunities for the business and career-seeking customers of Central Florida. For that, and for your commitment to serve, we thank you, and believe that you will find serving on the Board a fulfilling and rewarding experience.

Now, more than ever, is an exciting time for CSCF. We are in the process of moving the organization in a more intentional and strategic direction as we pursue the Florida Sterling Council designation - the hallmark in business accreditation. In addition, you and your fellow Board Members play a critical role, as you are responsible for overseeing the organization's performance, while maintaining our commitment to the mission and vision. This involves establishing and guiding our strategic direction, ensuring our compliance with all applicable legal requirements, and keeping CSCF financially healthy.

We created this manual to help you understand your role and responsibilities as a Board Member, so that you can effectively carry out these duties. We encourage you to reach out to Pamela J. Nabors, CSCF's president and CEO, if you have any questions or thoughts about your Board service.

As you get to know your fellow Board Members better, you will see that they are a diverse group of professionals representing private businesses, education and training providers, labor unions, community organizations, and local governments. As experts in your respective fields, we are confident that you will make meaningful contributions in guiding CSCF toward success in achieving its vision and mission:

**Vision: Make Central Florida Talent the Best for Businesses**

~

**Mission: Connect Central Floridians to Careers and Develop Skilled  
Talent for Businesses**

## **2. Meet the Consortium and Board** (See Attachment 1 & 2, *Board Roster & Consortium Contact info*)

---



**Consortium**  
as of July 1, 2019



**Leslie Campione, Chair**

Lake County Commissioner, District 4



**Lee Constantine, Vice Chair**

Seminole County Commissioner, District 3



**Brandon Arrington**

Osceola County Commissioner, District 3



**Al Butler**

Sumter County Commissioner, District 1



**Jerry Demings**

Orange County Mayor



**Consortium of Chief Elected Officials Responsibilities** *(See Attachment 4, Interlocal Agreement):*

- ❖ Elects from among its five members, one member to act as Chair of the Consortium and one member to act as the Vice Chair.
- ❖ Chair of the Consortium shall act as the chief elected official for the local workforce development area.
- ❖ Designates CareerSource Central Florida (CSCF) as the local workforce development board.
- ❖ Appoints the membership of CareerSource Central Florida Board of Directors. Unless otherwise precluded by law, the Consortium may remove any member from the CareerSource Central Florida Board of Directors at any time by majority vote of the Consortium with or without cause.
- ❖ Designates CareerSource Central Florida Board of Directors as the administrative entity and fiscal agent for all programs promulgated under the Workforce Innovation and Opportunity Act of 2014 (WIOA) and Florida's Workforce Innovation Act of 2000. WIOA replaces the Workforce Investment Act of 1998.
- ❖ Meets during each fiscal year, no less than semi-annually, to conduct such business as necessary. At least one of the two meetings shall be a joint meeting between the Consortium and the CareerSource Central Florida Board of Directors. The Consortium shall comply with the Florida Sunshine Law requirements.
- ❖ Approves the CareerSource Central Florida annual fiscal year budget.
- ❖ Promotes CareerSource Central Florida services and assists the organization in conducting its business.

**CareerSource Central Florida Staff-Consortium Support:**

- ❖ Provides staff and support to the Consortium, as Consortium deems necessary.
- ❖ Submits to the Consortium for review and approval: the local plan, the one-stop operator designation, and an annual draft budget two weeks prior to the June Consortium Meeting.
- ❖ Provides an annual report to the Consortium.
- ❖ Coordinates the activities of the workforce development system with economic development strategies and other business and employer activities.

**CareerSource Central Florida Operations:**

- ❖ Develops and submits the local plan to the Governor.
- ❖ Defines one-stop operator functions and performance measures; competitively procures third-party assessments of one-stop model to make objective recommendations for service delivery providers and/or framework.
- ❖ Ensures appropriate use, management and investment of associated funds received to maximize performance outcomes.
- ❖ Defines eligibility and performance outcome measures for providers of training and program services; makes recommendations to the Board.
- ❖ Establishes framework for WIOA Youth Services and makes recommendations to the Board.
- ❖ Develops an annual budget for the purpose of carrying out the duties of CSCF.
- ❖ Ensures an audit of all funds managed by CareerSource Central Florida is conducted annually (each fiscal year) and presents a draft copy of annual audit to the Consortium's Audit Committee for final review and/or approval. Provides copies of single audit financial statements.
- ❖ Provides oversight for the one-stop delivery system, local employment and training activities, and youth activities.



## Board of Directors

as of July 1, 2019



### **Mark Wylie, Chair**

President/CEO  
Central Florida Chapter Associated Builders and Contractors, Inc.

Committees: Executive (Chair), Finance and Governance



### **Jody Wood, Vice Chair**

Vice President of Recruitment and Talent Management  
Disney Parks, Experiences & Products

Committees: Community Engagement (Chair) and Executive



### **Eric Ushkowitz, Treasurer**

Economic Development Administrator  
Orange County Government

Committees: Finance (Chair) and Executive



### **Jeff Hayward, Secretary**

President/CEO  
Heart of Florida United Way

Committees: Governance and Executive



### **Orlando Alancaastro**

Director of Contracts, Finance and Project Management  
Orlando Utilities Commission (OUC)

Committee: Governance



### **Andrew Albu**

President  
Albu & Associates

Committee: Career Services



### **Steve T. Ball**

Partner, Labor & Employment  
Holland & Knight LLP

Committee: Governance



### **Paul Bough**

Senior Managing Consultant  
Berkeley Research Group, LLC

Committee: Career Services (Co-Chair)



### **Wendy H. Brandon, FACHE, Past Chair**

Chief Executive Officer  
UCF Lake Nona Medical Center

Committee: Finance



### **Glen Casel**

President/CEO  
Community Based Care of Central Florida

Committees: Finance and Revenue Diversity Ad Hoc



### **Dr. Diane Culpepper**

Executive Director  
Lake Technical College

Committee: Community Engagement



### **Keira des Anges**

Vocational Rehabilitation Area Supervisor  
Division of Vocational Rehabilitation/Florida Department of Education

Committee: Career Services and Finance



### **Wendy Ford**

CEO  
Osceola Council on Aging

Committee: Audit



### **John R. Gill**

President/CEO  
Quest, Inc.

Committees: Governance and Revenue Diversity Ad Hoc



**Nicole Guillet**

County Manager  
Seminole County Government

Committee: Finance



**Dr. John Gyllin**

Vice President, Resource Development & Executive Director  
Foundation for Seminole State College of Florida, Inc.

Committee: Community Engagement



**Mark Havard**

Area Director of Human Resources  
Hyatt Regency of Orlando

Committee: Career Services



**Eric Jackson, Past Chair**

President/CEO  
Total Roof Services Corp

Committees: Revenue Diversity Ad Hoc (Chair), Executive and  
Governance



**Sheri Olson**

Director, Foundation & Government Relations  
South Lake Hospital

Committee: Community Engagement and Executive



### **Bryan Orr**

Co-Founder  
Kalos Services, Inc.

Committee: Career Services



### **Dr. Kathleen Plinske**

Executive Vice President and Provost  
Campus President: Osceola, Lake Nona, and Poinciana Campuses  
Valencia College

Committees: Career Services (Co-Chair) and Executive



### **David Sprinkle**

Managing Partner  
Veritas Recruiting Group, LLC

Committee: Career Services



### **Jim Sullivan**

Training Director  
Central Florida Electrical Joint Apprenticeship & Training Committee  
(J.A.T.C.) / Central Florida AFL-CIO

Committee: Career Services



### **Richard Sweat**

President/CEO  
.decimal

Committees: Governance (Chair), Executive and Revenue Diversity Ad  
Hoc



### **Jane Trnka**

Executive Director, Career Resource Center  
Rollins College | Crummer Graduate School of Business

Committee: Community Engagement



### **Al Trombetta**

Director of Training  
International Union of Painters & Allied Trades (IUPAT), Florida Finishing Trades

Committee: Career Services



### **Daniel Turlington**

Plant Engineer  
Primus, Pipe and Tube

Committee: Finance



### **Larry Walter**

President/CEO  
Hanson, Walter & Associates, Inc.

Committees: Audit (Chair) and Executive



### **Matt Walton**

Principal, VP & Chief Financial Officer  
MiGre Engineers, LLC

Committee: Finance



## **Sharron Washington**

Central Regional Managing Director  
Florida Department of Children and Families

Committee: Community Engagement



## **Christopher Wilson**

Sand Mine Manager  
Cemex

Committee: Community Engagement



### 3. Governance Structure & Responsibilities

---

#### CareerSource Central Florida Board of Directors Structure

The CareerSource Central Florida (CSCF) governance structure is comprised of Board Officers and the Chairs of each standing committee. For PY 19-20, the officers of the Board of Directors and committee chairs are listed below:

#### **2019 – 2020 Board Officers**

Mark Wylie, Chair  
Jody Wood, Vice Chair  
Eric Ushkowitz, Treasurer  
Jeff Hayward, Secretary

#### **Standing Committee Leadership**

Executive Committee  
Chair: Mark Wylie

Governance Committee  
Chair: Richard Sweat

Finance Committee  
Chair: Eric Ushkowitz

Career Services Committee  
Co-Chair: Kathleen Plinske  
Co-Chair: Paul Bough

Audit Committee  
Chair: Larry Walter

Community Engagement Committee  
Chair: Jody Wood

CSCF Board members are appointed by the chief elected official consortium (henceforward referred to as the “Consortium”) in accordance with all applicable laws and agreements (See *Bylaws*, Attachment 3). Currently, Lake County Commissioner Leslie Campione serves as the Consortium's chair. The Consortium appoints the local workforce board directors, who are accountable to the elected officials for planning and oversight of the public workforce services in the region. These services are directed by the President & CEO on behalf of the Board, and are delivered through One-Stop Centers and CSCF partners. The local plan is developed by the regional workforce development board in collaboration with the Consortium, who must approve the plan. This plan is aligned with local priorities and based on local labor market and workforce needs. The regional workforce development board also develops a strategy, documented in the plan, for connecting businesses with services available through the public workforce system.

The Consortium is authorized to appoint the members of the board based on the following criteria:

1. The chair must represent local the business.
2. Must be individuals with optimum policymaking authority within the organizations, agencies, or entities they represent.
3. Shall represent diverse geographic areas within the region.

Board Membership Infrastructure:

1. Businesses
    - a. A majority of the local board must represent businesses as owners, chief executives, operating officers, other business executives or employers with optimum policymaking or hiring authority;
    - b. Representatives from large, medium, and small businesses that provide high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
    - c. Individuals nominated by local business organizations and business trade associations.
  2. 20% of Board Members
    - a. Must include one or more representatives of labor organizations;
    - b. Must include one representative from a joint labor-management apprenticeship program, or an apprenticeship program in the area (if it exists);
    - c. May include representatives of community-based organizations with experience in addressing the employment needs of individuals with barriers to employment;
    - d. May include representatives of organizations with demonstrated experience addressing employment, training/education needs of eligible youth.
  3. Education and Training Providers
    - a. Must include one representative administering adult education and literacy activities under Title II;
    - b. Must include one representative of higher education institutions (including community colleges);
    - c. May include representatives of local educational agencies and community-based organizations with experience addressing education or training needs of individuals with barriers to employment.
- NOTE: Representatives for adult education, literacy and higher education must be appointed from among individuals nominated by local education and training providers or institutions, if there are multiple eligible providers in the local area.*
4. Governmental and economic/ community development entities
    - a. Must include one representative of economic and community development entities;
    - b. Must include one representative of Wagner-Peyser programs;
    - c. Must include one representative of Vocational Rehabilitation programs;
    - d. May include representatives of agencies or entities administering transportation, housing, and public assistance programs;
    - e. May include representatives of philanthropic organizations.
  5. Local boards may include other individuals or representatives of entities that the chief elected official in the local area may determine to be appropriate.

## **Board of Directors Roles:**

The Board of Directors of CSCF has a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. Board members are expected to champion the mission, vision, and values of the organization and to act responsibly and prudently as stewards of CSCF.

CSCF Board of Directors oversee the establishment and continued implementation of:

- ❖ A transparent and competitive procurement process to award contracts as prescribed by procurement policy;
- ❖ Fiscal and programmatic excellence that meets and exceeds performance requirements and objectives;
- ❖ Effective One-Stop Career Centers to serve the region's career seekers and businesses.
- ❖ CSCF's strategic plan that includes:
  - Building public/private partnerships;
  - Brokering public workforce services to meet employer needs and expectations;
  - Measuring the added value of the public workforce system to the regional economy and community;
  - Aligning the workforce system with other systems such as secondary/post-secondary education and economic development; and
  - Leveraging public/private resources.

## **CSCF Board Responsibilities:**

- ❖ Board members will act as CSCF advocates who interpret the organization's work and values to the community.
- ❖ In order to stay up-to-date on relevant decision-making matters and to ensure a quorum, Board members are encouraged to attend at least 70% of the regularly scheduled Board and committee meetings.
- ❖ Board members will act in the best interest of the organization, sign and adhere to the Board Conflict of Interest policy and recuse themselves from discussions and votes where a conflict of interest is present.
- ❖ Individual Board members are encouraged to remain current on organization activities and take the initiative to ask questions and request information in order to make educated contributions to decision-making.
- ❖ Board members will abide by all requirements of Florida's "Government in the Sunshine" Act (FS 119) and only conduct Board business within a publically-noticed meeting.
- ❖ Each Board member is expected to contribute relevant expertise and experience to develop programs, projects, and activities to achieve CSCF's mission.
- ❖ Board members are encouraged to choose a committee on which to serve.
- ❖ Board members will work in good faith with staff and other Board members as partners toward achievement of CSCF's goals.

**CareerSource Central Florida Staff Support:**

In order to support the governance work of the Board, the leadership team at CSCF has a responsibility to provide the Board with the tools necessary to implement their work. These tools will be provided on a timely basis and in a manner that is conducive to effective decision-making. CSCF staff is responsible to the Board of Directors in the following ways:

- ❖ Provide Board members with all Board materials one week prior to the scheduled meeting. Materials will include (but not be limited to): Board and committee minutes, financial statements, and other relevant materials to assist them in performing their duties.
- ❖ Annually provide Board members with financial statements, a single audit and 990 forms to enable them to carry out their fiduciary responsibilities.
- ❖ Be available to discuss the organization's programs, goals and outcomes.
- ❖ Assist Board members by keeping them informed about the workforce system and by offering opportunities for professional development in support of Board governance function.
- ❖ Respond promptly to inquiries and requests for information.
- ❖ Work together in good faith toward achievement of CSCF goals.

#### 4. Board Priorities & PY 19-20 Strategic Goals

---

DIVERSIFY REVENUE STREAMS TO ADJUST FOR  
VARIABLES IN FEDERAL FUNDING

DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

DELIVER TALENT ACQUISITION STRATEGIES FOR  
BUSINESSES IN SIX HIGH GROWTH INDUSTRIES

## 5. Committees & Charters

---

### **Executive Committee**

The Executive Committee will have a minimum of five members, which include the Board officers and the Chairs of standing committees. Membership is expanded to ensure each of the five counties in the Region is represented. The Board of Directors extends full authority to this committee to act on its behalf regarding the organization's business matters in accordance with CareerSource Central Florida's bylaws and policies.

### **Finance Committee**

Chaired by the Treasurer, the Finance Committee reviews periodic reports on the financial activities of the organization; controls and supervises its financial affairs; oversees its retirement plan; and approves budgets and budget amendments.

### **Audit Committee**

Provides oversight through review of monitoring reports and audits of CareerSource Central Florida. Reviews and approves CareerSource Central Florida's responses to any audit findings or observations. Reviews and evaluates the adequacy of internal accounting controls and practices, ethics and conflicts-of-interest policies, and makes recommendations for revisions and additions as necessary and appropriate. Includes accounting professionals representing each of the region's counties.

### **Community Engagement Committee**

Recommends strategies and policies to ensure the organization is, through appropriate outreach, aligned and engaged with other community, civic and economic-development activities.

### **Career Services Committee**

The purpose of the Career Services Committee is to provide policy guidance and strategic oversight as it relates to the operation of programs and service delivery throughout CareerSource Central Florida's five county area. The committee will also establish budget priorities with the goal of maximizing resources and approving local policy to allow achievement of desired business services, adult and youth performance outcomes.

### **Governance Committee**

Reviews the CSCF Articles of Incorporation and by-laws and recommends changes to the Board of Directors. Identifies a process to recruit Board members and officers and evaluates the Board's effectiveness. Responsible for establishing risk management policies and continuing operation plans.

### **Advisory Committees**

Advisory Committees will be formed on an as-needed basis.

### **Revenue Diversity Ad Hoc Committee**

Ad Hoc committee provides guidance and strategies for pursuing alternate funding opportunities that align with the mission, vision, and priorities of CSCF and the region it serves.

## **Audit Committee Charter**

### **Purpose:**

The Audit Committee reports to the Board of Directors and, also, provides a level of oversight on behalf of the local chief elected officials on the Central Florida Workforce Investment Consortium. The Committee is charged with the following tasks:

1. Approve the annual audit as presented by the external auditors.
2. Evaluate audit findings, make recommendations, and planned management improvements in light of the risk assessment reported by the external auditors.
3. Review annual fiscal compliance as presented by the Department of Economic Opportunity.

### **Responsibilities:**

- Oversees the annual audit(s) of CSCF as required under applicable laws, regulations or directives (2 CFR 200). This includes approval of the annual audit plans, receiving and reviewing the audit from the independent auditor.
- Makes recommendations to the Board of Directors on the selection of an independent auditor to include the auditor's contract terms of engagement.
  - *Metric: Annual independent audit conducted and received by Audit Committee. Goal is to help management attain an unqualified audit each year.*
- Reviewing CSCF's responses to any adverse findings regarding the financial audit, including, but not limited to, adverse monitoring reports, financial audits, management decision letters, Office of Inspector General's (OIG) investigative reports and final determination letters.
  - *Metric: If applicable, approve any Management responses to independent audit and/or OIG investigative reports and have 100% acceptance of responses.*
- Providing oversight of CSCF through review of monitoring reports and audits of the organization.
- Reviewing and evaluating CSCF's ethics and conflict-of-interest policies and procedures and, whenever the Chair of the Board or the committee deems appropriate, investigating any alleged violations of such policies and procedures.

### **Skills/Expertise/Requirements:**

- The Committee will consist of at least five members.
- Members will serve on the Committee until their resignation or replacement by the local elected official.
- Have unrestricted access to management and employees of the Central Florida Regional Workforce Development Board, Inc. (Corporation), as well as to all financial records.

**Structure:**

- Membership on the Committee consists of Board members appointed by the Chair, and county staff designated by each Chief Elected Official from the Local Elected Consortium.
- The Committee Chair is appointed by the Board Chair and is responsible to report on the Committee activities at the full Board meeting.
- Meetings shall be held not less than two (2) times per year.
- Agenda and minutes are kept and published on the CSCF website, and supplied to Committee members via email one week prior to the meetings.



## Career Services Committee Charter

### Purpose:

The Career Services Committee reports to the Board of Directors and is charged with overseeing the organizations Operations plan through:

1. Establishment of annual budget targets for investment of training resources.
2. Set and assess Board performance targets for talent solutions and talent acquisition strategies in targeted sectors and assess career seeker satisfaction with CSCF service delivery.
3. Review and approve scholarship training providers and programs in alignment with targeted sectors.
4. Set and assess performance targets for young adult career pathways including both summer and year-round service delivery.

### Responsibilities:

- Review and recommend the operational budget that supports the Board's annual priorities in delivering programs and services.
  - *Metric – Measured annually by 75% of committee members attending and approving the budget during the combined CSC and Finance committee workshop held every May.*
- Review local performance metrics and provide insight to ensure attainment of annual investment and training objectives.
  - *Metric: Conduct annual review on training performance/investments and provide recommendations if not on track with Board priorities and given budget.*
- Evaluate and recommend providers who offer training scholarships aligned with targeted sectors.
  - *Metric – Ensure the training matrix reflects programs that are needed and accessible across the region by conducting analysis semi-annually.*
- Review progress towards young adult career pathway goals.
  - *Metric: Conduct review of defined targets for youth and young adult program each meeting and provide recommendations, if not on track with annual priorities and investment objectives.*

### Skills/Expertise

- Willingness to attend or participate in the majority of Committee meetings.
- Have proven background or working knowledge of targeted high growth industries.
- Prior experience as a board member desired.
- Prior experience in service delivery or oversight of program performance 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 meeting.
- Career Services Committee meets 5 times a year (4 meetings alone and 1 combined meeting with the Finance committee for an annual program and budget workshop.)
- Agenda and minutes are kept and published on the CareerSource Central Florida website and supplied to committee members via email one week prior to meetings.

## Community Engagement Committee Charter

### Purpose:

The Committee reports to the Board of Directors and is charged with developing and recommending strategies to ensure:

1. CSCF talent solutions are aligned with strategic stakeholders: community, civic and economic development organizations.
2. Outreach and engagement efforts are conducted to inform the public and businesses on services and initiatives.
3. Media is used effectively for outreach and information to engage the community in CSCF talent solutions.
4. The business community is engaged and satisfied with CSCF targeted strategies and services.

### Responsibilities:

- Provide guidance and counsel on communication and outreach initiatives, consistent with the Board's strategic plan, aimed towards community, civic and economic development organizations.
  - *Metric: Measure level of stakeholder involvement and knowledge of the organization's programs and services annually through a community organization survey. Goal: To be determined.*
- Update and recommend the CSCF outreach and engagement plan to the Board of Directors annually. Vet initiatives for regional outreach and engagement activities aimed at targeted stakeholders that utilizes all methods, including social media and non-traditional formats, to showcase the brand and demonstrate its unique value proposition.
  - *Metric: Updated plan approved by CSCF Board of Directors once annually.*
- Track and assess media engagement and outreach targeted towards customer leads - both business and career seeker.
  - *Metric: Through consistent tracking measure media impressions, social media reach and engagement and number of consumer leads. Conversion target for business/career seeker customers to be determined.*
- Provide insight regarding the Central Florida business community and climate to ensure that targeted sector business needs are addressed throughout CSCF outreach strategies.
  - *Metric: Measure the level of business satisfaction with CSCF workforce solutions quarterly to achieve an 80% satisfaction rating.*

### Skills/Expertise/Requirements:

- Experience as a board member OR regional subject matter expert in marketing, public relations, media, government relations, and/or communications.
- Commitment to attending and participating in committee meetings scheduled 4 to 6 times per year and being a part of the agency's communication efforts to the greater community.

**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 meeting.
- Agenda and minutes are kept and published on the CareerSource Central Florida website and supplied to committee members via email one week prior to meetings.

## **Executive Committee Charter**

### **Purpose:**

The Executive Committee reports to the Board of Directors, and is authorized to exercise full authority of the Board of Directors:

1. In the management of the Board's business between meetings of the Board of Directors, except where full board has authority as required by state or federal statute.

### **Responsibilities:**

- Provide support and oversight to the President in overall governance of CareerSource Central Florida.
- Evaluate executive performance and recommend compensation.
- Review and present to the full Board for approval procurements for contracts equal to or in excess of \$150,000.
- Review and approve the full Board meeting agendas.

### **Skills/Expertise:**

- Member of the Board
- Interest in Board leadership
- Previous service leading a CareerSource Central Florida committee desired.
- Willingness to engage monthly with CareerSource Central Florida activities.

### **Structure:**

- The Executive Committee will have a minimum of five members, consisting of the officers and the chairs of the standing committees, and additional members to ensure that there is representation across the five counties.
- 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.
- The Chair of the Board appoints other members of the Committee who are not committee chairs or officers.
- The Chair of the Board of Directors serves as the Chair of the Executive Committee and may choose to appoint another member of the Executive Committee to serve in such capacity.

## Finance Committee Charter

### Purpose:

The Finance Committee reports to the Board of Directors and is charged with providing review, policy guidance and strategic oversight of the Boards financial matters to include:

- Develop the Board's annual budget and review regularly; approve amendments as necessary.
- Oversee the accounts of the Board and review of the Board's periodic financial statements,
- Financial oversight of the Board's retirement plan and employee benefits plan.
- Oversight of all Board real estate activities.

### Responsibilities:

- Provide ongoing evaluation of the Board's budget and recommend appropriate action to the Board as necessary.
  - *Metric: Evaluate the Boards budget against expenditures to ensure alignment between expenditures and approved budget. Make adjustment recommendations when necessary.*
- Develop a new budget each year for submission to the Board for approval.
  - *Metric: Present a budget that is approved by the Board and Consortium each year in June.*
- Review periodic financial statements of the Board, making recommendations for action to the Board as needed.
  - *Metric: Review periodic financial statements to ensure full compliance. The goal is an unqualified audit opinion each year from an independent auditor.*
- Regularly review the retirement plan and benefits for CareerSource Central Florida employees.
  - *Metric: Review plan assets and make plan adjustments when necessary with the goal of increasing the overall quality of the plan.*
- Recommend appropriate action to the Board regarding the addition, deletion or major structural changes to leased offices.

### Skills/Expertise:

- Willingness to serve through Board participation and engagement with the organization.
- Interest in board leadership.
- Prior experience as a board member desired.
- Prior experience with financial oversight or operations desired.

**Structure:**

- The Board Treasurer is the Chair of the Finance Committee. The Committee Chair and is responsible to report on the Committee activities at the full Board meetings.
- The Chair of the Board will appoint other members of the Committee who are recommended by the Treasurer.
- The Committee will consist of at least three members.
- Meetings shall be held not less than four times per year.
- 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.

## **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 annually: 70% Board meeting participation rate and 70% overall Board activities.*
- 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 – To be defined in PY 19-20.*

### **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.

## 6. Board & Committee Meeting Schedule & General Information

### CareerSource Central Florida Board, Consortium and Committee Meeting Dates 2019 - 2020

Meeting	July	August	September	October	November	December	January	February	March	April	May	June
Board of Directors		Board Member Orientation Session 8/29/2019 (Thu) 9:00-12:00pm		10/3/2019 (Thu) 9:00-10:30am		12/12/2019 (Thu) 9:00-11:00am		2/20/2020 (Thu) 11:00am-12:30pm		4/30/2020 (Thu) 9:00-1:00pm (Includes Retreat)		6/25/19 (Thu) 9:00-11:00am
Consortium						12/2/2019 (Mon) 11:30-12:00pm						6/25/2020 (Thu) 9:00-11:00am
Audit Committee			9/17/2019 (Tue) 2:30-4:00pm					2/11/2020 (Tue) 11:30-1:00pm				
Career Services Committee		8/22/2019 (Thu) 3:00-4:30pm		10/31/2019 (Thu) 3:00-4:30pm			1/23/2020 (Thu) 3:00-4:30pm Pending New Date		3/19/2020 (Thu) 3:00-4:30pm		5/21/2020 (Thu) 2:00-4:00pm Finance & Career Svs. Budget Workshop (Non-Voting Mtg.)	
Community Engagement Committee		8/26/2019 (Mon) 3:00-4:30pm			11/18/2019 (Mon) 3:00-4:30pm			2/3/2020 (Mon) 3:00-4:30pm			5/11/2020 (Mon) 3:00-4:30pm	
Executive Committee	7/16/2019 (Tue) 2:00-3:30pm		9/18/2019 (Wed) 2:00-3:30pm			12/5/2019 (Thu) 9:00-10:30am		2/13/2020 (Thu) 9:00-10:30am		4/16/2020 (Thu) 9:00-10:30am		6/18/2020 (Thu) 9:00-10:30am
Finance Committee				10/8/2019 (Tue) 2:30-4:00pm				2/11/2020 (Tue) 11:30-1:00pm		4/14/2020 (Tue) 2:30-4:00pm	5/21/2020 (Thu) 2:00-4:00pm Finance & Career Svs. Budget Workshop (Non-Voting Mtg.)	6/9/2020 (Tue) 2:30-4:00pm
Governance Committee		8/14/2019 (Wed) 2:00-3:30pm			11/20/2019 (Wed) 3:00-4:30pm		1/15/2020 (Wed) 2:00-3:30pm				5/6/2020 (Wed) 2:00-3:30pm	
Revenue Diversity Ad Hoc Committee (subcommittee of Executive)		8/13/2019 (Tue) 3:00-4:30pm			11/20/2019 (Wed) 2:00-3:00pm				3/31/2020 (Tue) 3:00-4:30pm			6/10/2020 (Wed) 3:00-4:30pm

Updated: 11/21/19

Location and times are as specified on public notices which are displayed on CareerSource Central Florida website: [www.careersourcecentralflorida.com](http://www.careersourcecentralflorida.com)

Schedule may be subject to change



## 7. Organizational Profile & Functional Org Chart

---

### **Organizational Description:**

Central Florida creates jobs at one of the highest rates in the country in a culturally diverse region that supports regional, national and global markets. But hidden by the region's impressive job growth is a twin challenge. On the one hand, large numbers of people work hard but struggle for more. They have some education – a high school diploma or an associate degree at most. They have passions and aspirations, families to care for and monthly bills to pay. But they earn lower wages, because they lack the skills needed by local employers to compete and prosper.

At the same time, high-growth industries like healthcare, finance, technology, construction, manufacturing, hospitality management, and others starve for highly skilled people. These businesses miss growth opportunities. They can't produce, serve or distribute enough because they lack the right talent. What these two groups need is a trusted partner to connect them – an organization that understands what causes the gap between workers and businesses, and the ability to innovate and change the system to close the gap.

Career Source Central Florida (CSCF) solves that dual challenge of businesses clamoring for highly developed talent to stay competitive and people searching for enduring livelihoods with better wages. For individuals, CSCF opens career paths through services like certifications and specialized training. For high-growth industries, CSCF consults on workforce development strategies and optimizes its resources.

CSCF is one of 24 Florida workforce development boards representing Lake, Orange, Osceola, Seminole, and Sumter counties. CSCF is the second largest workforce board in the state providing talent development and talent solution services in a region that is home to about 75,500 businesses (QCEW, 2018Q1) and 2.6 million residents (U.S. Census, 2019). CSCF is the designated entity to receive and administer U.S. Department of Labor funds on behalf of the five counties it serves.

### **P.1a Key Services:**

CSCF is focused on igniting the potential of area residents and businesses through innovative talent solutions that support in-demand career opportunities. Growing CSCF's identified industries with talent development strategies that targets the retention and expansion of the region's businesses. The organization's key services are:

**Talent Development Solutions for Career Seekers:** CSCF's talent development solutions are focused on advancing skills needed to fill in-demand employment opportunities within the region's businesses. Career seekers can access and/or receive multiple resources and services to connect to employment opportunities, understand labor market information, assess skills and opportunities, and enter training to advance their credentials. These comprehensive services are delivered through the organization's physical and virtual locations by a culturally diverse and professional group of Career Consultants who guide individuals to better employment to not only sustain a career but have a better livelihood. CSCF team members – "CareerSourcers" - serve in a consultative capacity delivering a personalized approach for an individual's employment and training needs; assessing skills, goals, and challenges; developing a plan that eliminates barriers to achieving their goals.

CSCF identifies local high-growth industry trends and prioritizes its strategic plan and targets needed skills for training in careers that have a starting wage of \$15 per hour or higher. The organization strategically identifies opportunities using up-to-date labor market information, employer feedback,

and insights provided by its business-led Board of Directors. CSCF is focused on assisting career seekers to connect their passions and aspirations to learning opportunities that ignite their potential, land them in a great career, and inspire lifelong learning.

### **Talent Solutions for Business:**

CSCF delivers screening, hiring and employee training resources at every stage of the business cycle, including startups, merging or expanding businesses, downturns, and new businesses relocating within the five-county region. CSCF Business Consultant – also considered “CareerSourcers” - develop valuable relationships with the region’s high-growth businesses – with a focus on small to mid-sized businesses - to understand current and emerging talent needs. Business Consultants deliver customized, quality workforce solutions including talent recruitment, skills training for new and existing workers, specialized internships, apprenticeships or work experiences, and connections to other economic development resources.

Business Service Consultants specialize in developing solutions that meet a broad range of hiring and employee training needs, including:

- Hiring strategies for specialized talent at various career levels;
- Facilities and trained staff to support high-volume interviews for new and expanding businesses;
- Candidate recruitment, screening, and hiring of diverse talent;
- Support for hiring events at a business, a CSCF Career Centers, a community partner, or a local job fair;
- Funding for new and current employee training programs;
- Career transition support and re-employment services for downsizing or closing businesses releasing or laying-off employee; and
- Customized labor market information and analysis.

As part of its services, the organization supports the region’s economic development organizations in business recruitment and expansion efforts. CSCF, in a partnership with the Orlando Economic Partnership (OEP), The City of Orlando, Lake, Osceola, Orange, Seminole counties, the University of Central Florida (UCF) and local energy companies, is part of the Regional Economic Development Response Team (RED Team), working to meet the existing and emerging labor market needs of businesses in Central Florida, or businesses relocating to the region. CSCF Leadership and Board members are active members of multiple chamber, industry, or economic development groups throughout our five-county region, bringing real-time business and labor market data, information and trends to these groups.

**Workforce Intelligence and Strategic Partnerships:** CSCF researches, analyzes, and provides labor market information to its customers and stakeholders by utilizing public and proprietary database resources to obtain qualitative and quantitative data to gain intelligence from the economic environment. CSCF compiles and reports national, statewide and regional industry data and trends, giving both career seekers and businesses insight into in-demand occupations. The analysis of the regional business environment, and the subsequent delivery of that information to its business partners, sets CSCF apart as a thought leader for Central Florida’s workforce needs. CSCF partners with the UCF, OEP, Florida Department of Economic Opportunity (DEO) – Bureau of Workforce Statistics and Economic Research, National Association of Workforce Boards (NAWB), National Association of Workforce Development Professionals (NAWDP), and the Society of Human Resources Management (SHRM) to access and provide additional data resources and information as necessary. CSCF identifies and builds strategic partnerships with economic development, education, labor and industry groups, non-profit organizations that support employment efforts, and community leaders, to discuss and develop comprehensive solutions to address current and future workforce issues. Through these relationships, increased collaboration, coordination, and resource sharing to drive talent solutions and economic prosperity is achieved.

**P.1a (2) Mission, Vision, Values:**

CSCF is dedicated to connecting Central Floridians to sustainable careers and developing skilled talent for business. The organization lives this mission by investing its resources in opportunities for Central Florida residents to enter and advance in the workforce by preparing them for present and future workforce needs. These opportunities are identified by the region's businesses who need to find, hire, train, and retain the most qualified talent to remain competitive. By staying true to its mission, the organization's vision "to make Central Florida talent the best for business" is realized.

CSCF has adopted and articulated the core values of Integrity, Innovation, Purpose-driven, and Fun. The organization's values are lived through senior leadership's Creed for Creating a Culture of Outrageous Trust that outlines how the organization will exceed expectations and trust - having the confidence and faith to trust - and earning each other's trust, one person, one action, and one step at a time. Senior leaders value relationships; honest and open communication; consistent, clear communication with staff, colleagues and stakeholders; integrity; dependability and accountability; a focus on the goals and vision of the organization; courage; and work / life balance. The organization's culture is shared with its work teams, and each team creates unique creeds that support the organization's values.

In alignment with the Board's strategic plan, CSCF leadership directs its operational teams to deliver stellar customer service and execute its operational vision – "Talent solutions to ignite your potential. Your journey lives here." The organization is focused on creating and immersing itself in relationship experiences with its career seekers and businesses, propelled by its "CareerSourcer" teams. By creating these relationships, the organization crafts and delivers talent solutions that exceed expectation and drive customer loyalty.

CSCF's core competencies are strategically important to the organization's success and were developed as part of the strategic planning process and are identified as the organization's differentiators. Not only do they support the mission by intentionally positioning services to deliver the talent needs of the region, but they enable CSCF to approach its work with passion and earn the trust of its stakeholders. CSCF's core competencies are:

- Delivering a high-quality customer experience supported by a diverse workforce - CareerSourcers;
- Building and managing relationships with community stakeholders;
- Financial stewardship and management of funds dedicated to talent solutions for individuals and businesses; and
- Embracing innovation and technology as considerations in strategic and operational approaches.

**P.1.a (3) Workforce Profile:**

CSCF's workforce – "CareerSourcers" - is comprised of approximately 250 full-time staff, including 38 Florida Department of Economic Opportunity (DEO) state workers who belong to the American Federation of State, County, and Municipal Employees (AFSCME) union. Of the staff, sixty percent (60%) have completed a 2-year degree program or higher and ninety percent (90%) have achieved the Tier I workforce certification as required by the Florida Department of Economic Opportunity. CSCF's diverse workforce mirrors the demographic populations served in the five-county region. CSCF develops and maintains workplace safety training, drug-free workplace standards, wellness initiatives, and ensures appropriate clearances of staff through Level 2 background screenings.

At the heart of CSCF's work teams are our "CareerSourcers," who are essential to the customer's experience in reaching their potential. "CareerSourcers" exemplify qualities as consultative, agile, innovative, customer-centric, and engaging. Leaders have an open-door policy to create a culture where suggestions and ideas for continuous improvement are a significant part of CSCF's performance. Weekly Friday morning huddles, FAQ emails, town hall meetings, weekly leadership meetings, weekly News From The Source newsletters, monthly operational leadership meetings, Your Voice Matters electronic feedback loop, regular leadership visits to career centers, and an annual company-wide meeting allow the organization to foster a robust exchange of information, suggestions, and understanding of critical topics. A cross-functional committee called The Link, provides

a formal platform for staff to share ideas and provide feedback on identified topics, and gain relevant information to share with their peers or elevate to senior leadership.

**P.1.a (4) Assets - Facilities, Technology, Equipment:**

CSCF is the second largest workforce board in the state of Florida and has an operating budget of approximately \$30 million in federal and state funding. The organization delivers its business and career seeker services primarily through five career centers, with some satellite centers co-located with public, post-secondary partners. All locations are ADA compliant and are located near public transportation, partner community nonprofits, and/or other support services centers.

The organization uses its current technology to maximize employee productivity and client services. CSCF's dedicated IT team supports a fully virtualized Citrix platform with fiber connectivity to all sites. Complete mobile cloud computing solution allows for scalability and agile service delivery. Organizational technology is deployed with an emphasis on collaboration including video conferencing from every site, mobile cast presentation to support bring your own device (BYOD) initiatives, digital signage, and organizational instant messaging. Cybersecurity awareness training, testing, and certification solutions for staff and subcontractors is provided continuously as part of professional development. Firewalls protect the organization from malware and other technological threats. Duplication and archiving processes comply with all technical audit standards. The Technology and Innovation Division is also responsible for the organizational Continuity of Operations Plan (COOP) which ensures no service interruption during emergency situations.

**P.1.a (5) Regulatory Environment:**

CSCF operates in a regulatory environment that begins with the U.S. Department of Labor who oversees the law and rules that govern the Country's workforce development system. Each state is governed by a state-level workforce board appointed by the Governor. In the state of Florida, CareerSource Florida sets policy and direction for the state's system, while the implementation of workforce programs is managed by Florida's Department of Economic Opportunity.

CSCF is governed by the 2014 Workforce Innovation & Opportunity Act (WIOA) passed by Congress and that sets the framework for the Country's workforce system and establishes federal performance accountability measures. CSCF must also comply with Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards. Other federal regulations governing CSCF's work include the Personal Responsibility and Accountability Act – Temporary Assistance for Needy Families (TANF); Supplemental Nutrition Assistance Program (SNAP; also known as Food Stamps); and the Wagner Peyser Act of 1933 that facilitates the connection of career seekers with open employment opportunities.

Federal guidance is provided through regular releases of Training and Employment Guidance Letters (TEGL), Training and Employment Notices (TEN). State guidance is provided through CareerSource Florida and DEO. CSCF is also governed by the Florida Statutes 441 – Workforce Accountability Act – which outlines rules by which local workforce boards will conduct business. The Act includes a fiscal requirement that local workforce areas must expend 50 percent of their funds on training activities and 10 percent or less on administrative costs, which CSCF meets each year.

The CSCF Board of Directors is subject to Florida Sunshine Laws and conducts its business through open, public committee meetings, quarterly Board meetings, bi-annual meetings with Chief Elected Officials of the five counties served by CSCF, and Annual Retreats. The Board's oversight includes approval of the organization's budget, development of organizational strategies, and convening stakeholders to understand and address the region's workforce needs.

## **Organizational Relationships**

### **P.1.b (1) Organizational Structure and Governance System:**

CSCF is a 501(c)3 private nonprofit with a Board of Directors whose membership is comprised of private sector leadership (51%) representing five counties – Lake, Orange, Osceola, Seminole, and Sumter; the remaining 49 percent is comprised of representatives from local agencies and institutions as defined in state and federal requirements. The organization's Consortium of Local Elected Officials designates the Board as the fiscal administrator and CSCF as operator of workforce services. The Board of Directors reports to the Consortium. The Board hires the organization's President & CEO who is responsible for hiring Board staff. The Board operates through a committee structure that includes a Governance Committee responsible for evaluating the Board's bylaws, representation, and development.

The President & CEO is responsible for oversight and accountability of the Executive Leadership Team comprised of the Chief Operating Officer, Chief Finance Office, VP of Human Resource, VP of Strategic Communication, and VP of Technology and Innovation. The organization has two key operational units: operations and administrative support. Operational Units deliver business and career services through career service centers in a demand-driven, intentional, customer-focused, and coordinated approach. Administrative Support Units provide finance, human resource, strategic communication and marketing, information technology, business intelligence, and administrative services to assist the operational units in achieving defined goals.

### **P.1.b (2) CSCF's Core Customers and Stakeholders:**

CSCF serves dual customers – career seekers and businesses. Career seekers want to engage in training for in-demand occupations, gain relevant skills, and increase their competitiveness for employment and wage opportunities in career paths. CSCF invests significant funding resources to support career seeker development to support the region's businesses by impacting the quality and talent level of the available workforce.

The region's businesses who need skilled workers benefit from having trained talent and resources for upskilling their existing workforce. By understanding the region's workforce needs and economic conditions of the region, CSCF positions itself as a key partner who implements strategies to identify, recruit, and develop the right talent for current and emerging business needs. CSCF is focused on demand occupations in the following high growth industries: Healthcare, IT & Finance, Hospitality & Tourism, Advanced Manufacturing, Logistics, Warehousing, & Transportation, and Utilities & Construction. These industries are evaluated and selected as part of the strategic planning process.

Stakeholders include:

- Elected officials who expect CSCF will be good stewards of public funds, provide effective, efficient services and contribute to quality of life;
- Cognizant state and federal agencies who expect CSCF will comply with fiscal and program policies and guidance requirements;
- Training partners who collaborate with CSCF to deliver relevant training to skill and upskill the region's talent pipeline; and
- Community and non-profit organizations who collaborate with CSCF to address workforce related issues, and coordinate support services for career seekers, youth, and businesses.

### **P.1.b (3) Suppliers & Partners:**

CSCF has a variety of suppliers from whom goods and services are purchased, including facility and facility-related services; information technology infrastructure support; training; and consulting services. Suppliers are expected to adhere to state and federal regulations related to business practices, and to provide the best products/services to contribute to the organization's performance, at a fair price.

Partners and collaborators play an important role in the work system through the leveraging of resources, capacity, and competencies. Economic development partners play a key role in increasing the business community's understanding of CSCF's mission, as well as its talent recruitment and retention services. Through local chambers of commerce, the organization can increase its networking capacity and validate assumptions about employer needs.

Training and educational partners are critical to CSCF meeting local, state and federal performance expectations for its career seeker programs. CSCF works strategically with its public state college and technical college partners to understand the relevant skills needed by today's industries and support training that prepare the region's talent pipeline for in-demand occupations. In addition to these relationships, CSCF partners with community organizations, non-profit agencies, and advocacy groups who are committed to ensuring the region's businesses are competitive and its residents have employment opportunities that increase their economic potential.

## **P.2 Organizational Situation**

### **P.2a. Competitive Environment:**

CSCF is the designated workforce development board for the Central Florida region led by the Consortium of Local Elected officials who has directed the organization to serve as the fiduciary and administrative entity of federal employment and training resources. However, it is not alone in delivering workforce or employment services in the five-county region to both businesses and career seekers. There are three state colleges and a university in the region that provide training programs - hard and soft skills - to career seekers and employers. There are also numerous private, profit and not-for-profit training organizations that deliver fee-based soft and hard skills training. Staffing agencies that provide recruitment of candidates to businesses based on a fee structure are also prevalent.

### **P.2a. (1) Competitive/Comparable Position:**

CSCF can offer comprehensive talent recruitment and consulting services to businesses, and talent development services to career seekers, at no cost due to the organization's dedicated federal, state, and local funding. The organization is uniquely positioned to use its funds to quickly meet emerging workforce needs.

The organization's competitors include:

- Nonprofit organizations who offer some workforce services, including connection to employment opportunities;
- Post-secondary institutions who offer career and placement services for their students and graduates; and
- Recruitment companies, placement agencies, and recruiters who mine and seek regional talent to fill job orders for businesses for a fee.

### **P.2a. (2) Competitiveness changes:**

CSCF has evolved from a compliance-driven organization to an organization focused on performance excellence as a much-needed response to the legislative mandates passed under the Workforce Innovation and Opportunity Act (WIOA) in 2014. Additionally, the law required new indicators of performance, service rules, and a greater mandate from the communities served.

CSCF's fiscal resources are primarily federal and state funds that have specific allowable uses. To expand the organization's options to deliver on its vision, CSCF seeks to diversify its funding structure to provide services that are appealing to customers who may not meet established eligibility criteria. All these changes provide opportunities and new challenges to work collaboratively with staff, partners, and stakeholders to develop innovative talent solutions. The organization maintains a weekly, monthly, quarterly scorecard that uses data to guide management decisions.

**P.2a. (3) Comparative and competitive data:**

CSCF accesses comparative data for the industry from state data management sources – Employ Florida, Florida Integrated Workforce Performance Reporting System, One-Stop System Tracking, and Salesforce. State and federal data resources are accessed to provide economic, regional and demographic information about the Central Florida region. Workforce data availability and analysis can be challenging due to the lag time of federal performance measures, differing definitions of data sets, and lack of consistency in analytic methods and perspectives. CSCF is focused on developing standardized data analysis and reporting processes to drive improvement and inspire innovative thinking.

**P.2b. Strategic Context:**

The organization has repositioned itself from an ancillary public service provider to a recognized, respected community partner. Community partners and stakeholders support and understand the organization's new vision and mission have become its champion. The organization's ability to deliver services in a timely, efficient, and impactful manner will be the ultimate test of how it can retain its advocates and its advantage as the workforce resource in the region.

The organization's leadership is positioning the organization to provide stellar customer service to its customers that meets or exceeds expectations and provides timely, individualized solutions. This is a paradigm shift from the organization's previous social service position to its business-focused, customer centric approach.

Flexibility of available funding is a challenge for the organization and creating a revenue diversity strategy is an opportunity for CSCF to diversify its current budget primarily comprised of state and federal sources. CSCF's Board of Directors has created a Revenue Diversity committee to support strategies to diversify funding options by increasing program services to generate 35% more revenue in five years. Both grant and unrestricted resources would allow the organization to invest in innovative programming to address unique workforce issues. Additional challenges facing CSCF in addressing the talent development needs in the region include technology's impact on the workforce, generational differences among today's workers, and the skills gap of current workers in relation to the needs of business.

Strategic Advantages	<ul style="list-style-type: none"><li>• Fiscal - Dedicated fiscal resources to provide talent development</li><li>• Workforce – Caring, customer-centric staff</li><li>• Industry position – seen as an industry leader; sought out by like organizations for expertise</li><li>• Innovation focused – Organization has an intentional focus on innovation that identifies value creation and value maximization opportunities.</li><li>• Depth of partner relationships</li></ul>
----------------------	--

Strategic Challenges	<ul style="list-style-type: none"> <li>• Workforce – Increased business acumen and agility to adjust to changing workforce needs</li> <li>• Fiscal – Dependency on federal and state resources</li> <li>• Community perception – the organization is often seen as only supporting the access of unemployment benefits</li> <li>• Organizational agility – adjusting to external, environmental factors such as a recession or high unemployment.</li> </ul>
----------------------	--

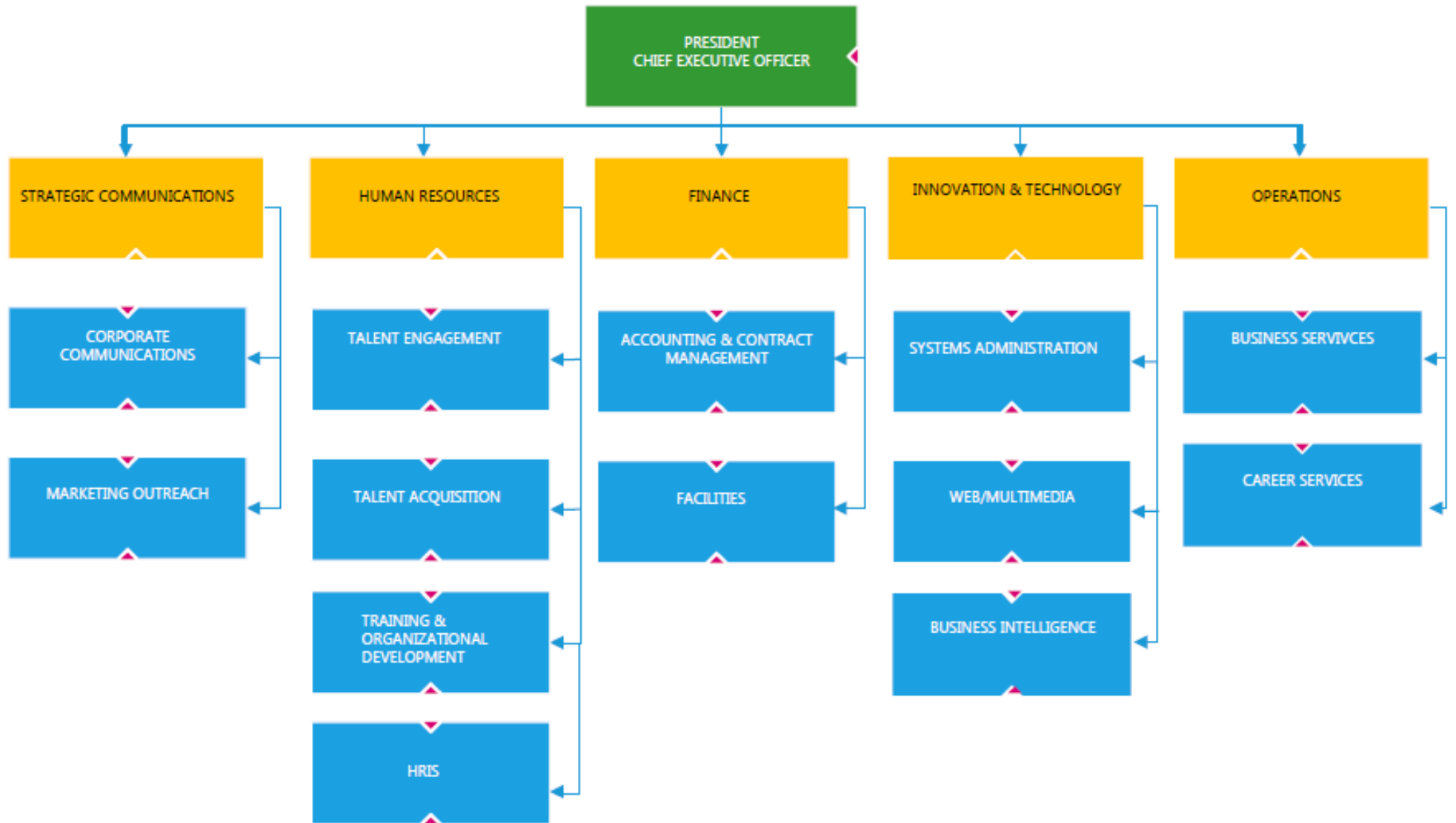
**P.2.c Performance Improvement System:**

The organization has both internal and contracted quality assurance efforts that provide ongoing review of program quality, program/fiscal compliance, program processes and procedures, and performance metrics to gauge the impact of all priorities and programs. Recommendations for process changes to increase efficiency, effectiveness, and customer excellence are utilized to improve the customer experience. Staff are provided technical assistance to address deficiencies, introduce process changes, and supports increasing the workforce capacity and capabilities.

As part of the organization's Strategic Planning process, clear goals, strategies and objectives are developed and shared with the workforce. These are then incorporated into annual goals that are incorporated into employee performance review system. Leaders work with employees to develop 90-day goals – or “rocks” – to work toward the achievement of overall organizational goals and/or adjust if circumstances change. Teams contribute to the continuous improvement and innovation by utilizing a modified Plan-Do-Check-Adjust approach, documented action plans, and process documentation efforts to support the organization's use of the Sterling Management Model.



## Functional Organizational Chart



## 8. CSCF PY 19-20 Organizational Goals

---

### REVENUE DIVERSIFICATION

DIVERSIFY REVENUE STREAMS TO ADJUST FOR  
VARIABLES IN FEDERAL FUNDING

#### GOAL

- Develop a Plan to Increase Revenue by 3% Every Year Over the Next 3 Years
- Generate Additional Diversified Revenue of which 1/3 is Unrestricted

#### KEY PERFORMANCE METRICS

- ✓ Generate 10% of Annual Allocation Revenue (\$2.5M Dollars) by End of 2022 Fiscal Year
- ✓ Generate \$800K in Diversified Revenue

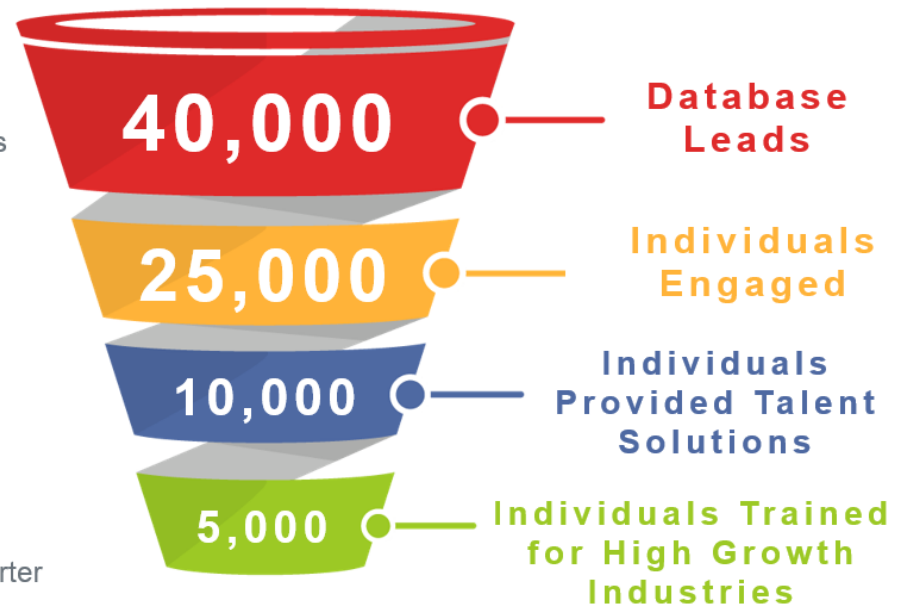
## DELIVER TALENT SOLUTIONS TO IGNITE POTENTIAL

### GOAL

- Create Value through Deeper Relationships
- Provide Exceptional Talent Solution Consultation Services
- Drive Deep Loyalty & Customer Satisfaction

### KEY PERFORMANCE METRICS

- ✓ 10,000 Career Seekers
  - ✓ Receive training / credentials
  - ✓ Earn wage of >\$15
  - ✓ Obtain a New Career
- ✓ Receive More than an 80% Satisfaction Level Every Quarter



## IMPLEMENT TALENT STRATEGIES

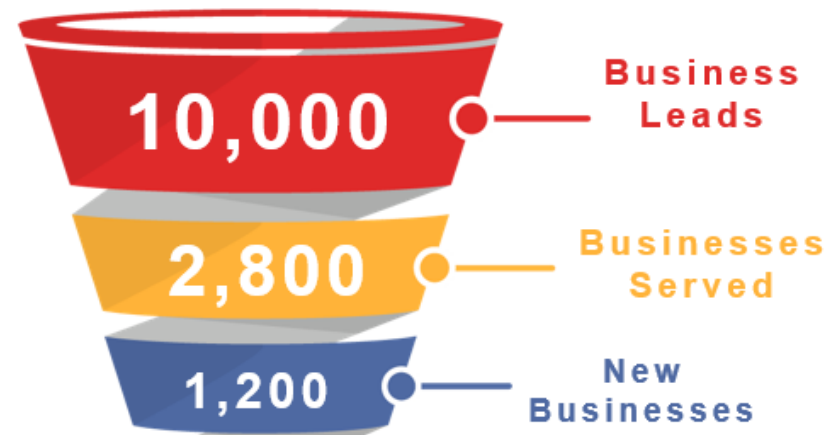
### DELIVER TALENT ACQUISITION STRATEGIES FOR BUSINESSES IN HIGH GROWTH INDUSTRIES

#### GOAL

- Analyze Central Florida High Growth Industries Potential Pipeline & Align to Business Service Delivery Strategy
- Establish Business Services Recruitment Strategy for Each High Growth Industry

#### KEY PERFORMANCE METRICS

- ✓ 30% increase in High Growth Industry Businesses Served
- ✓ Matching 10,000 individuals to Careers among 4,000 High Growth Industry Businesses



## 9. Funding Sources & PY 19-20 Budget

---

The majority of CareerSource Central Florida's (CSCF) funding comes from federal and state grants allocated to the region for specific program service delivery. The U.S. Department of Labor, Employment and Training Administration provides federal funding to the states for workforce programs (see chart on next page). Federal dollars pass through the Department of Economic Opportunity (DEO) to regional boards in Florida for the purpose of providing innovative workforce solutions under current legislation. CareerSource Florida is a non-profit agency set up at the state level to collaborate with DEO in setting policy and providing oversight of the workforce system.

CareerSource Central Florida endeavors to take advantage of grant opportunities that align with the organization's strategies and objectives, driven by the needs of local businesses and career seekers.

CSCF has successfully partnered with other entities for the following grants:

- Youthbuild Grant – Partnership with Valencia College for youth construction skills training.
- Partnership with Valencia College for adult skills training in advanced manufacturing.
- Americas Promise Grant – Partnership with CareerSource Brevard for targeted outreach and training for women and minorities in STEM.

CSCF leverages a portion of its federal welfare-to-work resources with the following entities who contribute to youth workforce preparation and internship programs:

- Orange County
- City of Apopka
- City of Mount Dora
- City of Ocoee

Under the guidance of the Executive Committee's ad hoc Revenue Diversity Committee, CareerSource Central Florida is exploring funding opportunities and partnerships in order to serve local businesses and career-seekers with workforce opportunities not defined by grant or legislative parameters.

## 2019-2020 Budget – Revenue Highlights

	<b><u>FY 2019/2020</u></b>	<b><u>FY 2018/2019</u></b>	<b><u>DIFFERENCE</u></b>	<b><u>%</u></b>
Reserves from Prior Year	\$6,500,000	\$8,600,000	(\$2,100,000)	
Current Allocation	\$24,500,000	\$25,981,443	(\$1,481,443)	
<b>Diversified Revenue</b>	<b>\$800,000</b>	\$470,000	\$330,000	
Available Revenue	\$31,800,000	\$35,051,443	(\$3,251,443)	
Planned Reserves For FY 20 - 21	(\$2,300,000)	(\$3,851,443)	\$1,551,443	
Total Budget	\$29,500,000	\$31,200,000	(\$1,700,000)	-5.4%

## 10. Conclusion

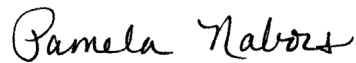
---

Closing Message from Pamela Nabors:

*Thank you. You have chosen to make a difference in Central Florida's business and workforce climate, and in so doing, will make great impacts on the health, vitality, and economic future of our region. I would like to personally thank you again for choosing to serve as a CSCF Board member, and for reviewing this manual to learn more about CSCF.*

*As you have seen in the preceding pages, CSCF has done much great work over the past seven years of my leadership, and we are looking forward to strategically delivering top-quality workforce solutions to the entire Central Florida region. Through your collaboration, innovation, leadership, insights and expertise, CSCF will continue to positively impact lives and develop the best talent for local business.*

*Should you have any questions about this manual or your service as a board member, please do not hesitate to call me. I look forward to working with you in this coming year.*



*Pamela Nabors, President/CEO*

## 11. Appendix

### Attachment 1 – CSCF Board Roster

TOTAL NUMBER OF BOARD MEMBERS: 31  
 NUMBER OF VACANCIES: 0  
 EFFECTIVE DATE: 7/1/19

#### REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

REGION NAME: Central Florida Regional Workforce Development Board, d/b/a/ CareerSource Central Florida REGION NUMBER: 12

NAME OF RWB MEMBER	AREAS (S) OF REPRESENTATION	COUNTY LOCATION	ORGANIZATION	PERIOD OF APPOINTMENT
<u>Alancastro, Alan</u>	BU	Orange	Orlando Utilities Commission	7/1/18 – 6/30/21
<u>Albu, Andrew</u>	BU	Orange	<u>Albu &amp; Associates</u>	7/1/18 – 6/30/21
<u>Ball, Steve</u>	BU	Orange	Holland & Knight	7/1/17 – 6/30/20
<u>Bough, Paul</u>	BU	Orange	Berkeley Research Group	7/1/19 – 6/30/22
<u>Brandon, Wendy</u>	BU	Orange	UCF Lake Nona Medical Center	7/1/17 – 6/30/20
<u>Havard, Mark</u>	BU	Orange	Hyatt Regency Orlando	7/1/19 – 6/30/22
<u>Jackson, Eric</u>	BU <i>Small Business</i>	Orange	Total Roof Services Corp.	7/1/17 – 6/30/20
<u>Wood, Jody</u>	BU	Orange	Walt Disney Parks & Resorts	7/1/19 – 6/30/22
<u>Olson, Sheri</u>	BU	Lake	South Lake Hospital	7/1/18 – 6/30/21
<u>Orr, Brian</u>	BU	Lake	<u>Kalos Service, Inc.</u>	7/1/19 – 6/30/22
<u>Sprinkle, David</u>	BU	Seminole	Veritas Recruiting Group, LLC	7/1/18 – 6/30/21
<u>Sweat, Richard</u>	BU <i>Small Business</i>	Seminole	.decimal	7/1/19 – 6/30/22
<u>Walton, Matt</u>	BU	Seminole	<u>MiGre Engineers, LLC</u>	7/1/18 – 6/30/21
<u>Walter, Larry</u>	BU	Osceola	Hanson, Walter & Associates, Inc.	7/1/18 – 6/30/21
<u>Wyllie, Mark</u>	BU	Osceola	Central Florida Chapter Associated Builders and Contractors, Inc.	7/1/17 – 6/30/20
<u>Turlington, Daniel</u>	BU	Sumter	Primus, Pipe & Tube	7/1/18 – 6/30/21
<u>Wilson, Christopher</u>	BU	Sumter	<u>Cemex</u>	12/2/19 – 6/30/22



NAME OF RWB MEMBER	AREAS (S) OF REPRESENTATION	COUNTY LOCATION	ORGANIZATION	PERIOD OF APPOINTMENT
Casel, Glen	WOY (CBO representing Youth)	Multi-county	Embrace Families (formerly Community Based Care of Central Florida)	7/1/19 - 6/30/22
Culpepper, Diane	ETPA	Multi-county	Lake Technical College	7/1/17 - 6/30/20
Des Anges, Kiera	GRVRD	Multi-county	Division of Vocational Rehabilitation, Florida Department of Education	7/1/18 - 6/30/21
Ford, Wendy	CBO	Osceola	Osceola County on Aging	7/1/19 - 6/30/22
Gill, John	WOD (CBO representing Individuals & Disabilities)	Multi-county	Quest, Inc.	7/1/19 - 6/30/22
Guillet, Nicole	GREd	Seminole	Seminole County Government	7/1/17 - 6/30/20
Gyllin, John	ETPA	Seminole	Seminole State College	7/1/18 - 6/30/21
Hayward, Jeff	WOD/WOV (CBO representing Disabilities/Veterans)	Multi-county	Heart of Florida United Way	7/1/17 - 6/30/20
Plinske, Kathleen	ETPC	Multi-county	Valencia College	7/1/18 - 6/30/21
Sullivan, Jim	WOLO/WOJ	Multi-county	Central Florida Electrical Joint Apprenticeship & Training Committee (J.A.T.C.) / Central Florida AFL-CIO	7/1/17 - 6/30/20
Trnka, Jane	ETPC	Multi-county	Rollins Crummer Graduate School of Business	7/1/19 - 6/30/22
Trombetta, Al	WOLO/WOJ	Multi-county	International Union of Painters & Allied Trades, Florida Finishing Trades (IUPAT DC 78)	7/1/17 - 6/30/20
Ushkowitz, Eric	GREd	Orange	Orange County Government	7/1/18 - 6/30/21
Washington, Sharron	GRO	Multi-county	Florida Department of Children & Families	7/1/19 - 6/30/22

#### Key Codes – Areas of Representation

- BU – Business (17 Seats)
- WOLO – Workforce-Labor Organization
- WOJ – Workforce-Joint labor-management Apprenticeship Program
- WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)
- WOV – Workforce-Community-based Organizations representing Veterans (optional)
- WOY – Workforce-Community-based Organizations representing Youth (optional)
- ETPA – Education and Training Provider-Adult Education and Literacy
- ETPC – Education and Training Provider-Institution of Higher Education
- ETPO – Education and Training Provider-Other Providers (optional)
- GREd – Government Representative-Economic Development
- GRES – Government Representative-Employment Service
- GRVRD – Government Representative-Vocational Rehabilitation
- GRO – Government Representative-Other (optional) \*\*CareerSource Central Florida operates the Wagner Peyser (GRO) function
- OTHER – Other (please specify group/program being represented) (optional)

## Attachment 2 – Consortium

County	Consortium Member
Lake	<p><b>CareerSource Central Florida Consortium Chair Commissioner Leslie Campione</b>  P.O. Box 7800 (Mailing Address)  315 W. Main St.  Tavares, FL 32778  352-343-9850  <a href="mailto:lcampione@lakecountyfl.gov">lcampione@lakecountyfl.gov</a></p>
Orange	<p><b>Mayor Jerry Demings</b>  201 S. Rosalind Ave.  County Administration Building  Orlando, FL 32801-3527  (407) 836-7370  <a href="mailto:Mayor@OCFL.net">Mayor@OCFL.net</a></p>
Osceola	<p><b>Commissioner Brandon Arrington</b>  1 Courthouse Square Suite 4700  Kissimmee, FL 34741-5440  (407) 742-2000  <a href="mailto:brandon.arrington@osceola.org">brandon.arrington@osceola.org</a></p>
Seminole	<p><b>CareerSource Central Florida Consortium Vice Chair Commissioner Lee Constantine</b>  1101 E. First St.  Sanford, FL 32771-1468  (407) 665-7207  <a href="mailto:lconstantine@seminolecountyfl.gov">lconstantine@seminolecountyfl.gov</a></p>
Sumter	<p><b>Commissioner Al Butler</b>  7375 Powell Rd.  Wildwood, FL 34785  (352) 689-4400  <a href="mailto:al.butler@sumtercountyfl.gov">al.butler@sumtercountyfl.gov</a></p>

**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 corporation shall be known as the Central Florida Regional Workforce Development Board, Inc. d/b/a CareerSource Central Florida (hereinafter the "Corporation").

ARTICLE II

DEFINITIONS

- A. **Articles:** means the Articles of Incorporation of the Corporation including any amendments or restatements.
- B. **Board of Directors** or **Board:** means the Board of Directors of the Corporation.
- C. **Region:** means the five Florida counties served by the Corporation: Lake, Orange, Osceola, Seminole and Sumter.
- D. **Director:** means an individual member of the Board of Directors.

ARTICLE III

PURPOSE

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

ARTICLE IV  
POWERS OF THE CORPORATION

1. General Powers. Except as limited by the Articles or these Bylaws, the Corporation 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. The Corporation 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 the Corporation 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 the Corporation;
- 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; and
- 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 the Corporation.

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 the Corporation;
- c. ensure accountable management of real and personal property and the general business of the Corporation, including authorization and approval of material contracts and agreements on behalf of the

Corporation, all in accordance with applicable law, the Articles and these Bylaws;

- d. establish policies, including monetary or other limits, within which the administration and staff of the Corporation may function independently, including any sale, lease, purchase or other transfer or disposition of any real or personal property of the Corporation, and how exceptions or over-limit transactions are handled;
- e. approve general rules and regulations for the administration of the Corporation and its personnel, and approve any substantial change in employee benefits of the Corporation;
- f. designate the person or persons authorized to make and sign bills, notes, checks, contracts, or other documents that are binding on the Corporation;
- g. establish and develop additional committees necessary or appropriate to fulfill the responsibilities of the Corporation's mission and purposes;
- h. approve the establishment, scope of activity, and bylaws of any auxiliary organizations, advisory boards, development councils and other such related organizations;
- i. delegate authority to the President/CEO of the Corporation;
- j. develop and approve business plans;
- k. approve any affiliation by the Corporation with one or more entities in any partnership, joint venture or joint enterprise;
- l. authorize any change in the character or business purpose of the operations of the Corporation; and
- o. approve any merger or consolidation of the Corporation with any other organization or entity.

## 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 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. Directors will be eligible for re-appointment without re-nomination for an additional term having a maximum of three (3) years by the Consortium of Elected Officials.

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. 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 will serve the remaining term of the prior Director and may be re-appointed as provided in Section 2 of this Article.

## 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
- 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 the Corporation.

2. Removal of Directors and Officers. Any Director or officer may be removed by a two thirds (2/3) vote of a quorum of the Board at a properly noticed meeting whenever, in the judgment of the Board, the best interests of the Corporation will be served. Failure to attend (in person or by teleconference) at least seventy-five percent

(75%) of the regularly scheduled Board meetings or regularly scheduled committee meetings, of which a Director is a member without prior notification to the President may result in the removal of a Director or officer by a two thirds (2/3) vote of a quorum of the Board at a properly noticed meeting. Prior notification may be accomplished by either emailing or calling the President in advance of the Board meeting or committee meeting.

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 the Corporation as Directors. Directors may be reimbursed for expenses incurred when traveling on official business of the Corporation if approved in advance by the Chairperson of the Board. Such reimbursement must conform to the Corporation's established travel policy.

5. Duties of the Chairperson. The Chairperson 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 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
- 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 the Corporation and the collection of interest thereon;

- b. oversee the accounts of the Corporation 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 the Corporation 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 the Corporation 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 bonuses will be set by the Executive Committee. The President may only be terminated 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. The President will be the chief executive officer of the Corporation and will be responsible for the general and active management of the business and affairs of the Corporation, subject to the direction of the Executive Committee and the Board of Directors.

10. Chief Operating Officer. The Chief Operating Officer (“**COO**”) will be hired by the President with the advice of the Executive Committee. The COO will not be a member of the Board of Directors, but will be an officer and full-time employee of the Corporation. The COO will direct, administer and coordinate the day-to-day activities of the Corporation 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 with the advice of the Chairperson. The CFO will not be a member of the Board of Directors, but will be an officer and full-time employee of the Corporation. The CFO will direct the Corporation’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 approved by the Executive Committee.

## 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. 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 the Corporation’s business. The Chairperson of the Board will make appointments to all committees and will appoint the chairperson of each committee. 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. 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 (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 (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 the Corporation’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 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 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 serve on Executive Committee for 1 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 the Corporation; controlling and supervising the financial affairs of the Corporation; overseeing the Corporation'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 the Corporation's programs required under applicable laws, regulations or directives (including OMB Circular A-133), including selection of the auditor and approval of annual audit plans;
- b. providing oversight of the Corporation through review of monitoring reports and audits of the Corporation;
- 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 the Corporation's responses to any adverse findings regarding the financial affairs of the Corporation, 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, the Corporation'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 the Corporation's ethics and conflict-of-interest policies and procedures and, whenever the Chairperson of the Board or the 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 the Corporation's operations plan as part of the Workforce Innovation and Opportunity Act ("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 the Corporation's Articles and By-laws and recommending changes to the Board of Directors; identifying a process to recruit board members and officers; and evaluating the Board's effectiveness.

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 the Corporation is, through appropriate outreach, aligned and engaged with other community, civic and economic-development activities.

## ARTICLE IX

### CONDUCT OF BUSINESS

1. Annual Meeting. The Annual Meeting of the Board of Directors of this Corporation will be held during the month of June.

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. The Corporation's meetings will be publicly announced 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.

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 the Corporation'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 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's total membership:

- a. amendments to these Bylaws (as provided under Section 13 below); and
- b. any contract or agreement between the Corporation and a Director, a relative (as defined in s. 112.3143[1][b], Florida Statutes) of a Director, or any contract or agreement that would be a conflict for any such Director as defined by federal or state law or under the Corporation's policies then in effect.
- c. removal of the President (as provided in Article VII, Section 9 above).

9. Meetings by Telephone or Teleconference. Members of the Board of Directors or any committee may 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 will constitute presence in person at the meeting.

10. 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. The Corporation's accounts and records will be audited annually by a firm of certified public accountants at the expense of the Corporation; and a copy will be available on request for each Director to review.

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

12. Fiscal Year. The fiscal year of the Corporation will be July 1 to June 30.

13. Amendments to Bylaws. Amendments to these Bylaws of the Corporation may be proposed by any member of the Board of Directors. The Board of Directors, by a two thirds (2/3) vote of the total membership, 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.

14. Conflicts with Laws. The Corporation 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. The Corporation 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 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 the Corporation 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 the Corporation 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 the Corporation, 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, the Corporation will nevertheless indemnify each

director and officer of the Corporation to the fullest extent permitted by portions of this section not invalidated, and to the fullest extent permitted by law.

17. D&O Insurance. The Corporation 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, the Corporation may purchase and maintain insurance on any person who is or was a Director, officer, employee, or agent of the corporation 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 the Corporation would have the power to indemnify the person against such liability under the provisions of Section 16 of this Article IX.

## Attachment 4 – Interlocal Agreement

APPROVED  
BY ORANGE COUNTY BOARD  
OF COUNTY COMMISSIONERS

JAN 05 2016 *SLK/LC*

### CENTRAL FLORIDA AREA WORKFORCE DEVELOPMENT CONSORTIUM INTERLOCAL AGREEMENT

This INTERLOCAL AGREEMENT is made and entered into by and between LAKE COUNTY, a political subdivision of the State of Florida, ORANGE COUNTY, a charter county and political subdivision of the State of Florida, OSCEOLA COUNTY, a political subdivision of the State of Florida, SEMINOLE COUNTY, a political subdivision of the State of Florida, SUMTER COUNTY, a political subdivision of the State of Florida, and the Central Florida Regional Workforce Development Board, Inc., d/b/a CareerSource Central Florida, a not-for-profit corporation established in the State of Florida, hereinafter referred to as “CSCF” for the purposes of establishing the CENTRAL FLORIDA AREA WORKFORCE DEVELOPMENT CONSORTIUM, hereinafter referred to as the “CONSORTIUM”, and establishing the roles and responsibilities of the CONSORTIUM and CSCF.

**WHEREAS**, the Congress of the United States of America has enacted and the President has executed the WORKFORCE INNOVATION AND OPPORTUNITY ACT (Public Law 113-128) (hereinafter referred to as the “ACT”) which authorizes the establishment of local areas to, coordinate and align key employment, education, training, adult literacy, and vocational rehabilitation programs in the United States; and

**WHEREAS**, the ACT supersedes the Workforce Investment Act of 1998 and amends other related laws; and

**WHEREAS**, the State of FLORIDA enacted the Workforce Innovation Act of 2000 and reaffirmed its intent in 2011 by establishing Chapter 445 of the Florida Statutes to re-designate regional workforce boards and require the development of procedures to increase accountability among workforce system partners; and

**WHEREAS**, CSCF has operated successfully as the administrative entity and fiscal agent for all programs and services promulgated under the Act and Florida’s Workforce Innovation Act of 2000; and

STATE OF FLORIDA, COUNTY OF ORANGE  
I HEREBY CERTIFY this is a copy of a document  
approved by the BCC on **JAN 05 2016**  
MARTHA O. HAYNIE, COUNTY COMPTROLLER  
By *Tabitha Haynie* **JAN 07 2016**  
for Deputy Clerk Date Seal

**WHEREAS**, the State of FLORIDA, pursuant to the ACT, has mandated the re-certification of local workforce development areas and local workforce development boards; and

**WHEREAS**, the Governor has re-designated the five county area, described herein, to be designated a local workforce development area under the ACT and Florida's Workforce Innovation Act of 2000.

**NOW THEREFORE**, we, the participating counties, do hereby agree to and accept the designation of the area comprised of the five counties as a local workforce development area under the ACT and do hereby establish the CONSORTIUM in accordance with the provisions set forth herein.

**I. CONSORTIUM MEMBERS.**

- A. The CONSORTIUM shall be comprised of either the Mayor/Chairman or a currently serving County Commissioner designated by the Mayor/Chairman.
- B. The CONSORTIUM shall elect from among its five (5) members, one member to act as Chairman of the CONSORTIUM and one member to act as the Vice Chairman.
- C. The Chairman of the CONSORTIUM shall act as the chief elected official for the local workforce development area.
- D. The CONSORTIUM designates CSCF as the local workforce development board ("CSCF Board").
- E. The CONSORTIUM shall appoint the membership of the CSCF Board in accordance with the ACT, Florida's Workforce Innovation Act of 2000, Section 445.007, Florida Statutes, other applicable regulations, and the corporate bylaws of CSCF, which are attached hereto and incorporated by reference as a material part of this INTERLOCAL AGREEMENT as **Attachment "A."** Unless otherwise precluded by law, the CONSORTIUM may remove any member of CSCF Board at any time by majority vote of the CONSORTIUM. Such removal by the CONSORTIUM may be with or without cause.
- F. The CONSORTIUM, having been designated the local grant recipient pursuant to section 106(b)(1) of the ACT, hereby designates CSCF as the administrative entity



and fiscal agent for all programs promulgated under the ACT and Florida's Workforce Innovation Act of 2000.

- G. The CONSORTIUM shall meet from time to time as it may deem necessary, but no less than semi-annually, to conduct such business as may be necessary. One of the two (2) required meetings shall include the CSCF Board. All meetings of the Consortium shall be open to the public and notice shall be provided in accordance with the State Sunshine Law requirements, as set forth in Section 286.011, Florida Statutes.
- H. The CONSORTIUM shall approve the budget of CSCF Board each year during one of the required meetings which shall be processed by the CSCF Board in accordance with requirements set forth in Section 445.007, Florida Statutes.

## **II. LOCAL WORKFORCE DEVELOPMENT BOARD**

- A. CSCF shall ensure that the composition of the local workforce development board shall at all times comply with requirements of the federal ACT (sec. 107(b)(2)(A)), the Florida Workforce Innovation Act, and Section 445.007, Florida Statutes and shall include:
  - 1. Representatives of the private sector, who shall constitute, at a minimum, a majority of the total active membership and who shall be appointed proportionately to the relative population of the five (5) counties, except that all counties shall have at least two (2) members. Members of the private sector shall be appointed by CONSORTIUM members of their respective Counties. Said appointments shall be announced by the appointing member at a duly called CONSORTIUM meeting. The appointment of private sector members shall not be subject to approval or removal by the remainder of the members of the CONSORTIUM.
  - 2. Representatives of other organizations as required by applicable State and federal law.
- B. All appointments to the CSCF Board shall be for a period of three (3) years, with one-third of the appointments being made annually, pursuant to the bylaws of CSCF. Re-appointment for an additional three-year term shall be automatic so long as the

duly appointed board member is in good standing, the seat on the Board continues to exist, and the Board member wishes to serve another term.

- C. All vacancies will be appointed in the same manner as the original appointments.
- D. A member of the CONSORTIUM may be present at each meeting as a liaison to the CSCF Board but shall have no voting powers and shall not be considered a member of the CSCF Board.

### **III. ADMINISTRATION REQUIREMENTS AND OBLIGATIONS OF CSCF**

A. Pursuant to section 107(d) of the ACT and Section 445.0007, Florida Statutes, CSCF shall:

1. Develop and submit the local plan to the Governor of Florida (section 118.107(d)(1) of the ACT).
2. Designate one-stop operators and providers (section 121 of the ACT).
3. Ensure the appropriate use, management, and investment of associated funds received to maximize performance outcomes (section 116 of the ACT).
4. Designate eligible providers of youth services, (section 123 of the ACT).
5. Develop an annual budget for the purpose of carrying out the duties of CSCF including, but not limited to, all programs promulgated under the ACT for the region.
6. Provide for the conduct of an annual audit of all funds managed by CSCF and submit a copy of that audit and copies of financial statements prepared for the conduct of CSCF business to the CONSORTIUM.
7. Provide oversight for the one-stop delivery system, local employment and training activities, and youth activities conducted pursuant to the ACT.
8. Provide such staff and other support to the CONSORTIUM, as deemed necessary by the CONSORTIUM, for the conduct of CONSORTIUM business.
9. Submit to the CONSORTIUM, for review and approval, the local plan, the one-stop operator designation, and the annual budget. If the Budget is not approved by the CONSORTIUM, CSCF shall submit an amended budget until a budget is approved. This provision shall be included in the CSCF corporate

documents.

10. Provide an annual report to the CONSORTIUM.

11. Coordinate the activities of the workforce development system with economic development strategies and other business and employer activities as may be appropriate and allowable.

12. Promote generally the participation of the private sector in all aspects of the conduct of CSCF business and services provided.

B. CSCF shall furnish a Commercial Crime Fidelity Bond for Employee Dishonesty on blanket basis with a maximum limit of One Million Dollars (\$1,000,000). The bond shall be endorsed to cover "Third Party" liability including a third-party beneficiary clause in favor of each of the participating counties. The bond shall include a minimum twelve (12) month discovery period when written on a loss sustained basis.

C. Notwithstanding any provisions of the law to the contrary, none of the parties hereto shall be liable for any claims, damages, injuries, losses, or expenses arising out of or resulting from any act, omission, or negligence of any other party, their officers, employees, or agents. Nothing in this INTERLOCAL AGREEMENT shall be construed as waiving the sovereign immunity afforded to the participating counties under Section 768.28, Florida Statutes.

#### IV. GENERAL CONDITIONS

A. This INTERLOCAL AGREEMENT contains all the terms and conditions agreed upon by the parties hereto, and shall supersede all previous agreements, either oral or written, by or between two or more of the parties hereto with respect to the subject matter hereof. No other agreements, oral or written, regarding the subject matter of this INTERLOCAL AGREEMENT shall be deemed to exist.

B. This INTERLOCAL AGREEMENT may be amended or modified upon the written request of any party hereto. Such written request shall be distributed to all parties at least thirty days prior to requested actions effective date. Any alterations, amendments, modifications or waivers in the terms and conditions of this

INTERLOCAL AGREEMENT shall not be effective unless reduced to writing, approved by all parties, signed by duly authorized representatives and filed with each participating county's Clerk of the Court or Clerk of the Board, as may be applicable.

- C. The term of this INTERLOCAL AGREEMENT shall be from date of filing with the respective Clerks of the Court and Clerk of the Board after execution of all participating Counties, and shall remain in effect until May 3, 2022, unless otherwise modified in accordance with section C. above.
- D. In the event of any changes in State or federal law wherein this INTERLOCAL AGREEMENT shall no longer be valid, this INTERLOCAL AGREEMENT shall be automatically deemed void.

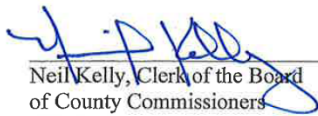
**IN WITNESS WHEREOF**, the parties hereto have executed this INTERLOCAL AGREEMENT, by and through their duly authorized representatives, on the respective dates shown below.

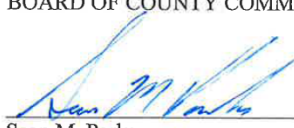
**[Signatures to follow on next page]**

COUNTY

LAKE COUNTY, through its  
BOARD OF COUNTY COMMISSIONERS


ATTEST:

  
\_\_\_\_\_  
Neil Kelly, Clerk of the Board  
of County Commissioners  
of Lake County, Florida

  
\_\_\_\_\_  
Sean M. Parks  
Chairman

This 6<sup>th</sup> day of Jan, 2016.

Approved as to form and legality:

  
\_\_\_\_\_  
Melanie Marsh  
County Attorney

COUNTY

ORANGE COUNTY, through its  
BOARD OF COUNTY COMMISSIONERS

ATTEST:

  
Martha O. Haynie, County Comptroller  
As Clerk of the Board of County  
Commissioners  
of Orange County, Florida

  
Teresa Jacobs  
Orange County Mayor

This 5<sup>th</sup> day of January, 2016.

Approved as to form and legality:

\_\_\_\_\_  
County Attorney



COUNTY

OSCEOLA COUNTY, through its  
BOARD OF COUNTY COMMISSIONERS

ATTEST:

Debra A. Dennis  
Secretary, Clerk of the  
Board of County Commissioners  
of Osceola County, Florida  
*BCC approved 12/07/15*

Urban Jones  
Chairman

This 7th day of December, 2015.



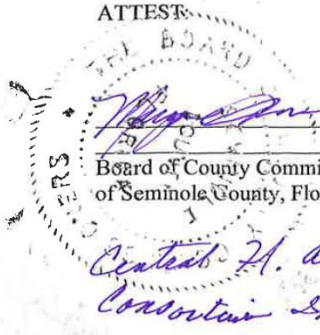
Approved as to form and legality:

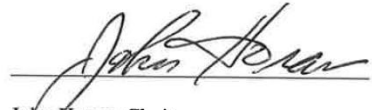
[Signature]  
County Attorney

COUNTY


SEMINOLE COUNTY, through its  
BOARD OF COUNTY COMMISSIONERS

ATTEST:

  
\_\_\_\_\_, Clerk of the  
Board of County Commissioners  
of Seminole County, Florida  
*Central Fl. Area Workforce Dev.  
Consortium Interlocal Agmt*

  
\_\_\_\_\_  
John Horan, Chairman  
This 10<sup>th</sup> day of December, 2015.


Approved as to form and legality:

  
\_\_\_\_\_  
County Attorney





ATTEST:

  
\_\_\_\_\_  
Connie Webb, Deputy Clerk of the  
Board of County Commissioners  
of Sumter County, Florida

COUNTY

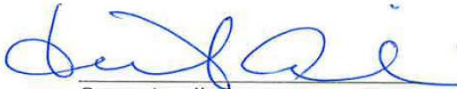
SUMTER COUNTY, through its  
BOARD OF COUNTY COMMISSIONERS



\_\_\_\_\_  
Garry Breeden  
Chairman

This 24th day of November, 2015.

Approved as to form and legality:



\_\_\_\_\_  
George Angeliadis  
County Attorney

ATTEST:

Samuel Nalob

CENTRAL FLORIDA REGIONAL  
WORKFORCE DEVELOPMENT  
BOARD, INC.

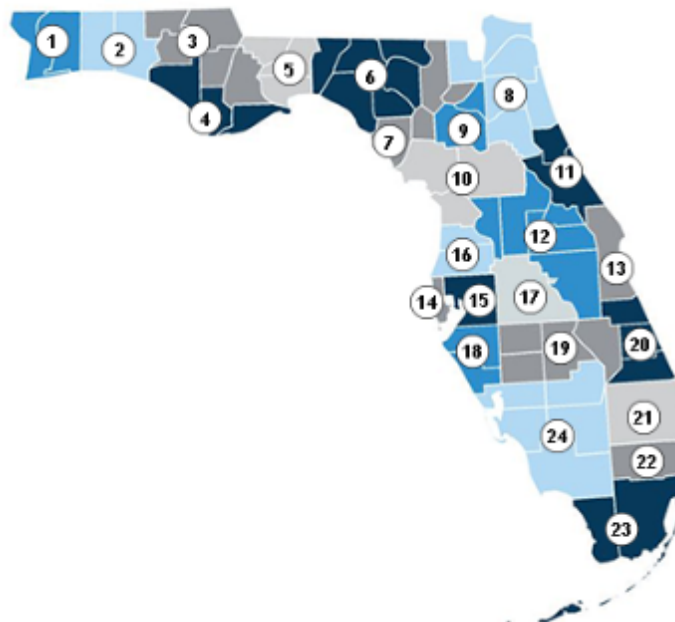
Eric Jackson  
Eric Jackson, Chairman

This 28 day of January, 2016.

## Attachment 5 - Florida's Workforce Development Board Regions (Map)

### CareerSource Florida Network Directory

76 Full Service and 31 Satellite career center(s) and 1 Business center(s)

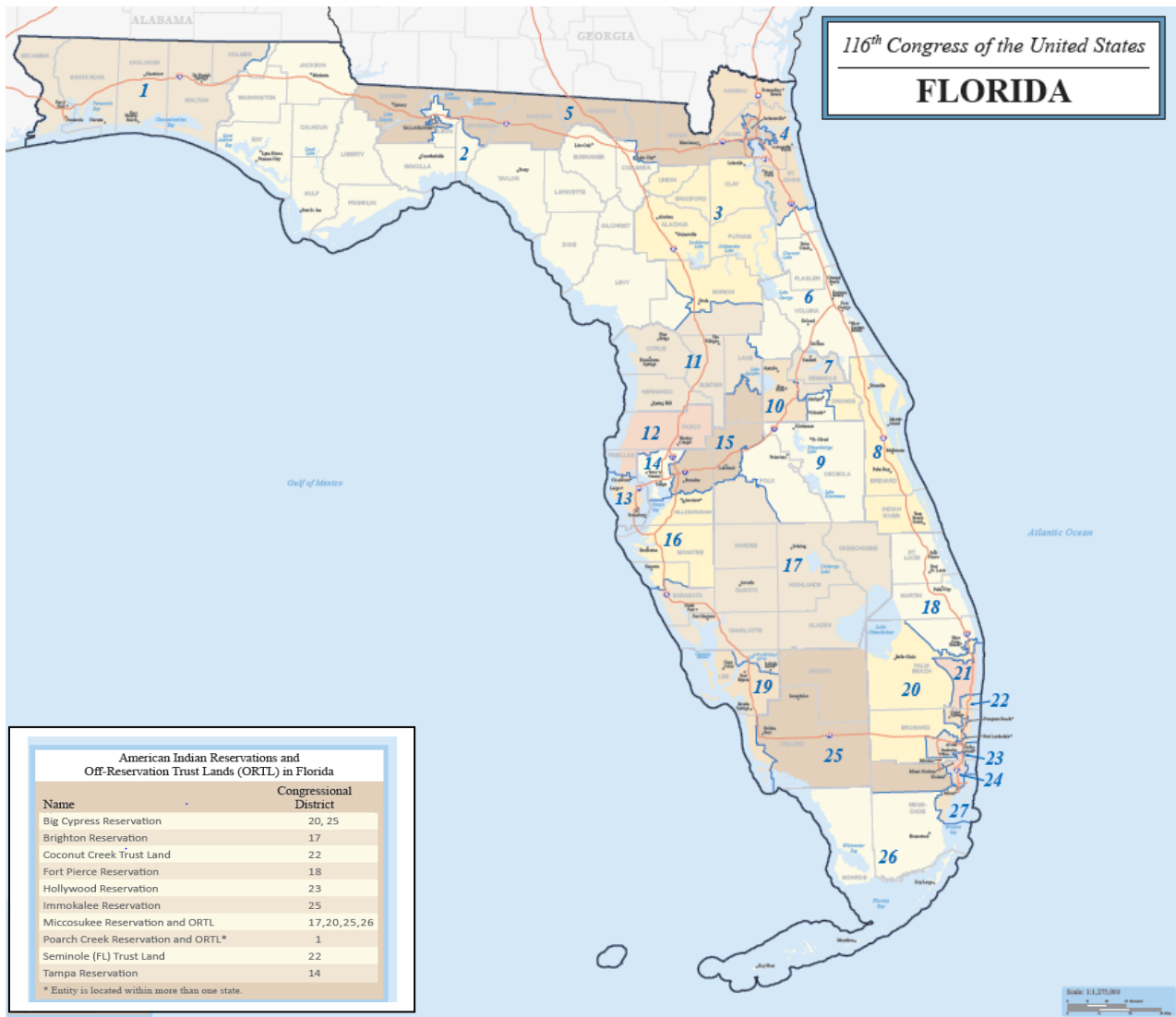


- |  |   |
|--|---|
| 1. <u><a href="#">CareerSource Escarosa</a></u><br><i>Escambia, Santa Rosa</i>   | 13. <u><a href="#">CareerSource Brevard</a></u><br><i>Brevard</i>   |
| 2. <u><a href="#">CareerSource Okaloosa Walton</a></u><br><i>Okaloosa, Walton</i>  | 14. <u><a href="#">CareerSource Pinellas</a></u><br><i>Pinellas</i>   |
| 3. <u><a href="#">CareerSource Chipola</a></u><br><i>Calhoun, Holmes, Jackson, Liberty, Washington</i>                   | 15. <u><a href="#">CareerSource Tampa Bay</a></u><br><i>Hillsborough</i>                                    |
| 4. <u><a href="#">CareerSource Gulf Coast</a></u><br><i>Bay, Franklin, Gulf</i>  | 16. <u><a href="#">CareerSource Pasco Hernando</a></u><br><i>Pasco, Hernando</i>                            |
| 5. <u><a href="#">CareerSource Capital Region</a></u><br><i>Gadsden, Leon, Wakulla</i>                                   | 17. <u><a href="#">CareerSource Polk</a></u><br><i>Polk</i>   |
| 6. <u><a href="#">CareerSource North Florida</a></u><br><i>Hamilton, Jefferson, Lafayette, Madison, Suwannee, Taylor</i> | 18. <u><a href="#">CareerSource Suncoast</a></u><br><i>Manatee, Sarasota</i>                                |
| 7. <u><a href="#">CareerSource Florida Crown</a></u><br><i>Columbia, Dixie, Gilchrist, Union</i>                         | 19. <u><a href="#">CareerSource Heartland</a></u><br><i>Desoto, Hardee, Highlands, Okeechobee</i>           |
| 8. <u><a href="#">CareerSource Northeast Florida</a></u><br><i>Baker, Clay, Duval, Nassau, Putnam, St. Johns</i>         | 20. <u><a href="#">CareerSource Research Coast</a></u><br><i>Indian River, Martin, St. Lucie</i>            |
| 9. <u><a href="#">CareerSource North Central Florida</a></u><br><i>Alachua, Bradford</i>                                 | 21. <u><a href="#">CareerSource Palm Beach County</a></u><br><i>Palm Beach</i>                              |
| 10. <u><a href="#">CareerSource Citrus Levy Marion</a></u><br><i>Citrus, Levy, Marion</i>                                | 22. <u><a href="#">CareerSource Broward</a></u><br><i>Broward</i>   |
| 11. <u><a href="#">CareerSource Flagler Volusia</a></u><br><i>Flagler, Volusia</i>                                       | 23. <u><a href="#">CareerSource South Florida</a></u><br><i>Miami-Dade, Monroe</i>                          |
| 12. <u><a href="#">CareerSource Central Florida</a></u><br><i>Lake, Orange, Osceola, Seminole, Sumter</i>                | 24. <u><a href="#">CareerSource Southwest Florida</a></u><br><i>Charlotte, Collier, Glades, Hendry, Lee</i> |

Source: <http://www.floridajobs.org/onestop/onestopdir/>

## Attachment 6 - Florida Congressional Map

The following congressional districts are located within the CareerSource Central Florida Region: 7, 8, 9, 10, and 11:



Source: US Department of Commerce Economics and Statistics Administration U.S. Census Bureau

## Attachment 7 - State Congressional Legislators – Central Florida Region

### Florida House and Senate Members Representing Lake, Sumter, Orange, Osceola Seminole Counties

County	Legislator	Address	Phone	Email
Lake	Representative Anthony Sabatini	1172 South Grand Highway Clermont, FL 34711-3203	352-989-9100	anthony.sabatini@myfloridahouse.gov
Lake	Senator Kelli Stargel	2033 East Edgewood Drive Suite 1 Lakeland, FL 33803	863-668-3028	stargel.kelli.web@flsenate.gov
Lake/Sumter	Representative Brett Thomas Hage	916 Avenida Central The Villages, FL 32159-5704	352-315-4445	brett.hage@myfloridahouse.gov
Lake/Sumter	Senator Dennis Baxley	206 So Hwy 27/441, Lady Lake, FL 32159	352-750-3133	baxley.dennis.web@flsenate.gov
Orange/Lake	Representative Jennifer Sullivan	Unit D, 2755 South Bay Street, Eustis, FL 32726-6587	352-742-6275	jennifer.sullivan@myfloridahouse.gov
Orange	Representative Bruce Antone	Suite 216, 927 South Goldwyn Avenue	Orange	Representative Bruce Antone
Orange	Senator Randolph Bracy	6965 Piazza Grande Avenue Suite 211 Orlando, FL 32835	407-297-2045	bracy.randolph.web@flsenate.gov
Orange	Representative Kamia Brown	Suite 211 6965 Piazza Grand Avenue Orlando, FL 32835-8780	407-297-2001	kamia.brown@myfloridahouse.gov
Orange	Representative Anna Eskamani	1507 East Concord Street Orlando, FL 32803-5411	407-228-1451	anna.eskamani@myfloridahouse.gov
Orange	Representative Amy Mercado	Suite 203	Orange	Representative Amy Mercado
Orange	Representative Geraldine Thompson	Suite 202, 204, 205 511 West South Street Orlando, FL 32805-2761	407-245-0288	geraldine.thompson@myfloridahouse.gov
Orange	Representative Carlos Guillermo Smith	Unit 3, 4063 North Goldenrod Road, Winter Park, FL 32792- 8914	407-681-5433	carlos.smith@myfloridahouse.gov

<b>County</b>	<b>Legislator</b>	<b>Address</b>	<b>Phone</b>	<b>Email</b>
Orange	Representative Rene "Coach P" Plasencia	Suite 1C, 400 South Street, Titusville, FL 32780	321-383-5151	rene.plasencia@myfloridahouse.gov
Orange	Senator Linda Stewart	1726 Bumby Avenue Orlando, FL 32806		
Orange/Seminole	Representative Joy Goff-Marcil	Suite 120 630 South Maitland Avenue Maitland, FL 32751-5624	407 623-1010	Joy.Goff-Marcil@myfloridahouse.gov
Orange/Osceola	Senator Victor M. Torres, Jr.	101 Church Street, Suite 305, Kissimmee, FL 34741	407-846-5187	torres.victor.web@flsenate.gov
Osceola	Representative Josie Tomkow	315 Pontotoc Street Auburndale, FL 33823-3444	863-968-5666	Josie.Tomkow@myfloridahouse.gov
Osceola	Representative Mike LaRosa	1224 10th Street, Saint Cloud, FL 34769-3343	407-891-2555	mike.larosa@myfloridahouse.gov
Osceola	Representative John Cortes	231 Ruby Avenue, Suite A, Kissimmee, FL 34741-5640	407-846-5009 407-846-5010	john.cortes@myfloridahouse.gov
Seminole	Senator David Simmons	220 Crown Oak Centre Drive, Longwood, Florida 32750	407-262-7578	simmons.david.web@flsenate.gov
Seminole	Representative Scott Plakon	1855 W. SR 434, Suite 222, Longwood, Florida 32750	407-262-7423	scott.plakon@myfloridahouse.gov
Seminole	Representative David Smith	#266, Suite 2001 1511 East State Road 434 Winter Springs, FL 32708-5646	407-971-3570	david.smith@myfloridahouse.gov

## Attachment 8 - Florida Sterling Council



The Florida Sterling Council was formed in 1992, aligning with Florida Statutes 110.235 and 381.001, as a not-for-profit, public/private partnership supported by the Office of the Governor (and public and private businesses). Our extensive corps of performance excellence professionals, which annually includes more than 150 examiners and a 40-member Board of Directors, maintains exceptionally high standards. We save organizations, and the state, millions of dollars annually.

The Sterling Criteria for Performance Excellence, modeled from the evidence-based National Baldrige Criteria for Performance Excellence, provides a systematic framework for helping organizations improve their Return on Investment (ROI), and their bottom line. This past year, Sterling

partnered with FloridaMakes to complete organizational assessments with manufacturers across Florida. This work resulted in a **\$35 million revenue increase and growth of 220 jobs over the past year** (retained or added). The Sterling ROI for Florida provides true economic impact and supports the Governor's commitment to growing both jobs and revenue.

The Florida Sterling Council has recognized 82 organizations as Governor's Sterling Award recipients and role models. We have trained more than 2,000 examiners who have implemented Sterling practices within their own organizations. Through its leadership, programs, and volunteers, Sterling offers practices that drive results and success in both bottom-line performance and individual professional development.

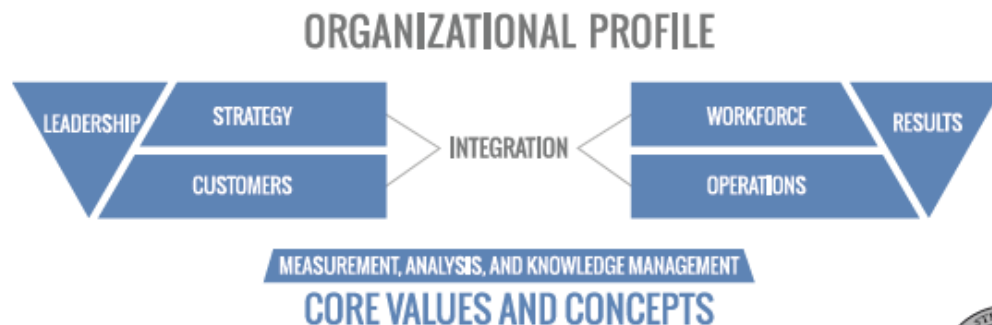
### Assessments

Sterling has five robust assessment processes that use the Criteria for Performance Excellence and are used by all organizations (regardless of size and sector):

- ▶ Sterling Explorer (*non-competitive, 2 days with a Sterling expert consultant*)
- ▶ Sterling Challenge (*non-competitive, 5 days with an examiner team site visit*)
- ▶ Sterling Collaborative (*non-competitive, 4 days with expert examiners collaborating with senior leaders*)
- ▶ Governor's Sterling Assessment \*
- ▶ Governor's Sterling Sustained Excellence Assessment \*

*\* Both assessments are reviewed by an independent panel of judges and, if selected, may be eligible for Governor's Sterling and Sustained Excellence Award recognition*

### Sterling Management Framework



[floridasterling.com](http://floridasterling.com) f t in v





Since 1992

# FLORIDA STERLING COUNCIL

*The Epicenter of Excellence*

## Training & Education

### Training

We offer a multitude of high-value, high-impact training sessions for organizations of every size and sector. Results and savings are typically substantial; for example, the average ROI on Six Sigma Green Belt projects is \$710,000 (prior to replication). We offer incredible value at a rate significantly less than other providers and have sustained satisfaction ratings of 98%.

### Jump Start Business Success

An excellent starting point for organizational self-assessment, this training provides the foundation for providing critical insight into the key internal and external factors that shape an organization's operating environment.

### Examiner Leadership Development

The Examiner Leadership training program prepares and develops qualified individuals to serve as Examiners in the Sterling/Baldrige Performance Excellence Criteria. Examiners develop and refine leadership skills and competencies, such as: business acumen, critical thinking, communication skills, Lean Six Sigma application, performance measurement, analytical skills, Key Performance Indicator (KPI) alignment to goals, and project management.

### Emerging Leaders Academy

The Emerging Leader Academy is designed to teach a systems approach to leadership and management techniques through both classroom and practical application. The training is tailored to meet the unique needs of any organization and includes the completion of projects designed to positively impact organizational strategic objectives.

### Lean Six Sigma Process Management Training

Sterling has multiple certification levels of Six Sigma application and knowledge for employees, key leaders, and executives:

- ▶ Advanced Yellow Belt (*Yellow Belt, DMAIC, and Project Management*)
- ▶ Green Belt
- ▶ Black Belt
- ▶ Executive Belt
- ▶ White Belt
- ▶ Silver Belt

### Conference

Recognized as the premier conference in the nation for practical learning in leadership and management systems, the Florida Sterling Conference is held annually in late May/early June. The conference boasts 60 workshops, five Certification tracks, direct application and take-away tools, two keynote speakers, a Team Showcase which features problem solving process improvement strategies, a Products & Services Exposition, a Storyboard Competition, and extensive networking and best practice sharing.

Industry leaders address current challenges and trending topics, with presenters from around the nation who have demonstrated expertise and have sustained top satisfaction ratings. In our 25 years, we've hosted nearly 22,000 attendees who learned from the best organizational excellence presenters in the nation. The next conference is May 29 – June 1, 2018 at the JW Marriott Orlando Grande Lakes.

850-922-5316

[floridasterling.com](http://floridasterling.com)

[registration@floridasterling.com](mailto:registration@floridasterling.com)

[floridasterling.com](http://floridasterling.com)





## Attachment 9 - WIOA Information

### The Workforce Innovation and Opportunity Act

#### Fact Sheet: Governance and Leadership

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, is the first legislative reform of the public workforce system in 15 years. The law supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA presents an extraordinary opportunity to improve job and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

WIOA retains the nationwide system of one-stop centers, which directly provide an array of employment services and connect customers to work-related training and education. WIOA furthers a high quality one-stop center system by continuing to align investments in workforce, education, and economic development. The new law places greater emphasis on one-stops achieving results for jobseekers, workers, and businesses. WIOA reinforces the partnerships and strategies necessary for one-stops to provide job seekers and workers with high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce.

#### HIGHLIGHTS OF THE WIOA REFORMS FOR GOVERNANCE

WIOA seeks to improve the effectiveness of and streamline the governing structures of the public workforce investment system, empower elected officials and workforce boards, establish structures for working regionally aligned with regional economies, and engage the key stakeholders needed to lead the system to achieve the goals of WIOA.

WIOA empowers State and Local elected officials and private sector-led workforce boards with the responsibility of developing a strategic, integrated plan that supports economic growth and labor force needs intended to grow the capacity and performance of the workforce system. WIOA authorizes the following changes:

- Streamlines membership requirements for State and Local workforce boards while maintaining a majority of business representation
- Requires certification and continuous improvement of one-stop centers by the Chief Elected Officials and the workforce boards

#### WIOA PROGRAMS

WIOA authorizes the one-stop career center (also known as American Job Center) service delivery system and six core programs. The core programs are:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL);
- Adult Education and Literacy Act programs administered by the Department of Education (DoED);
- Wagner-Peyser Act employment services administered by DOL; and
- Rehabilitation Act Title I programs administered by DoED.

WIOA also authorizes the Job Corps program, the YouthBuild program, Native American programs, and Migrant and Seasonal Farmworker programs, as well as evaluation and multistate projects.

The law supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.



EMPLOYMENT AND TRAINING ADMINISTRATION  
UNITED STATES DEPARTMENT OF LABOR

## The Workforce Innovation and Opportunity Act

- Adds Vocational Rehabilitation, Adult Education, and Registered Apprenticeship as required board members and increases the voice of labor on the board
- Identifies 13 functions for Local workforce boards. Among them are:
  - Analyses of regional conditions;
  - Leading efforts to engage employers;
  - Leading efforts to develop and implement career pathways;
  - Identifying and promoting proven and promising practices;
  - Establishing standing committees to more effectively accomplish the work of the local boards;
  - Better utilizing technology to facilitate connections among the intake and case management information systems of one-stop partners, to access services provided through the one-stop system (including remote areas), to meet the needs of individuals with barriers to employment, and to leverage resources and capacity;
  - Promoting consumer choice of participants among providers;
  - Enhancing coordination with education providers; and
  - Assessing the physical and programmatic accessibility of one-stop centers annually in accordance with applicable nondiscrimination provisions under Title I of the WIOA and the Americans with Disabilities Act.
- Identifies 12 functions for State workforce boards. Among them are:
  - Review of statewide policies and programs and development of recommendations on actions state should take to align core and other programs in a manner that supports a comprehensive system, including the review and provision of comments on state plans for activities and non-core programs of one-stop partners.
  - Development of guidance for the implementation and continuous improvement of the workforce development system (addressing alignment, career pathways, sector partnerships, coordination between states and local areas, identification of regions, technical assistance, case management information systems)
  - Identification and dissemination of best practices
  - Development and review of statewide policies affecting the coordinated provision of services through the one-stops
  - Development of strategies for technological improvements
  - Development of statewide workforce and labor market information systems

### EFFECTIVE DATES FOR IMPLEMENTATION AND TECHNICAL ASSISTANCE

In general, WIOA takes effect on July 1, 2015; however, the planning requirements and common indicators of performance take effect on July 1, 2016 and other exceptions specifically noted in the law.

DOL is working in coordination with the Department of Education and the Department of Health and Human Services to support the public workforce system to implement WIOA. The DOL WIOA Resource Page ([www.doleta.gov/WIOA](http://www.doleta.gov/WIOA)) will include updated guidance and resources, as well as communicate opportunities to provide input. The WIOA Collection Page ([wioa.workforce3one.org](http://wioa.workforce3one.org)) provides links to technical assistance tools and information to support implementation. Questions regarding WIOA can be emailed to [DOL-WIOA@dol.gov](mailto:DOL-WIOA@dol.gov).



EMPLOYMENT AND TRAINING ADMINISTRATION  
UNITED STATES DEPARTMENT OF LABOR

## Attachment 10 - Directors and Officers Protection Insurance

### PREMIUM BILL

Insured: Central Florida Regional Workforce Development Board

Date: 05/24/2019

Producer: WILLIS OF FLORIDA, INC.  
300 COLONIAL CTR PKY 130  
LAKE MARY, FL 32746-0000

Company: Federal Insurance Company

THIS BILLING IS TO BE ATTACHED TO AND FORM A PART OF THE POLICY REFERENCED BELOW.

Policy Number: 8242-8325

Policy Period: May 31, 2019 to May 31, 2020

NOTE: PLEASE RETURN THIS BILL WITH REMITTANCE AND NOTE HEREON ANY CHANGES. BILL WILL BE RECEIPTED AND RETURNED TO YOU PROMPTLY UPON REQUEST.

PLEASE REMIT TO PRODUCER INDICATED ABOVE. PLEASE REFER TO 8242-8325

Product	Effective Date	Premium
NFPFOLIO	05/31/19	\$21,271.00

\* For Kentucky policies, amount displayed includes tax and collection fees.

<b>TOTAL POLICY PREMIUM</b>	\$21,271.00
<b>TOTAL INSTALLMENT PREMIUM DUE</b>	\$21,271.00

**DECLARATIONS**

**FEDERAL INSURANCE COMPANY**

a stock insurance company, incorporated under  
the laws of Indiana, herein called the Company.

THIS COVERAGE SECTION PROVIDES CLAIMS MADE COVERAGE, WHICH APPLIES ONLY TO "CLAIMS" FIRST MADE DURING THE "POLICY PERIOD", OR AN APPLICABLE EXTENDED REPORTING PERIOD. THE LIMIT OF LIABILITY TO PAY "LOSS" WILL BE REDUCED AND MAY BE EXHAUSTED BY "DEFENSE COSTS" UNLESS OTHERWISE SPECIFIED HEREIN, AND "DEFENSE COSTS" WILL BE APPLIED AGAINST THE RETENTION. IN NO EVENT WILL THE COMPANY BE LIABLE FOR "DEFENSE COSTS" OR THE AMOUNT OF ANY JUDGMENT OR SETTLEMENT IN EXCESS OF THE APPLICABLE LIMIT OF LIABILITY. READ THE ENTIRE POLICY CAREFULLY.

Item 1. **Organization:**  
Central Florida Regional Workforce Development Board  
390 Orange Ave, Suite 700  
Orlando, FL 32801

Item 2. **Limits of Liability:**

- |   |                |
|---|----------------|
| (A) Maximum Limit of Liability for this Coverage Section for all <b>Claims</b> each <b>Policy Year:</b> | \$2,000,000.00 |
| (B) Sublimit for all <b>Excess Benefit Transaction Excise Tax:</b>                                      | \$100,000.00   |

Note: The Sublimit shown in (B) above is part of, and not in addition to, the Limit of Liability in (A) above.

Unless the Defense Outside the Limits of Liability Option is purchased pursuant to Item 5 below, the Limits of Liability will be reduced and may be exhausted by **Defense Costs**.

Item 3. **Retention:**

- |                        |             |
|------------------------|-------------|
| (A) Insuring Clause 1: | None        |
| (B) Insuring Clause 2: | \$25,000.00 |
| (C) Insuring Clause 3: | \$25,000.00 |

Item 4. **Pending or Prior Date:** May 31, 2015

Item 5. **Defense Outside the Limits of Liability Option purchased:** ☐ Yes ☒ No

**DECLARATIONS**

**FEDERAL INSURANCE COMPANY**

a stock insurance company, incorporated under the laws of Indiana, herein called the Company.

**THIS COVERAGE SECTION PROVIDES CLAIMS MADE COVERAGE, WHICH APPLIES ONLY TO "CLAIMS" FIRST MADE DURING THE "POLICY PERIOD", OR AN APPLICABLE EXTENDED REPORTING PERIOD. THE LIMIT OF LIABILITY TO PAY "LOSS" WILL BE REDUCED AND MAY BE EXHAUSTED BY "DEFENSE COSTS" UNLESS OTHERWISE SPECIFIED HEREIN, AND "DEFENSE COSTS" WILL BE APPLIED AGAINST THE RETENTION. IN NO EVENT WILL THE COMPANY BE LIABLE FOR "DEFENSE COSTS" OR THE AMOUNT OF ANY JUDGMENT OR SETTLEMENT IN EXCESS OF THE APPLICABLE LIMIT OF LIABILITY. READ THE ENTIRE POLICY CAREFULLY.**

**Item 1. Organization:**

Central Florida Regional Workforce Development Board  
390 Orange Ave, Suite 700  
Orlando, FL, 32801

**Item 2. Limits of Liability:**

- (A) Maximum Limit of Liability for this Coverage Section for all **Claims** each **Policy Year**: \$1,000,000.00
- (B) Sublimit for all **Settlement Fees** and **Defense Costs** with respect to all **Settlement Program Notices** each **Policy Year**: \$100,000.00

Note: The Sublimit shown in (B) above is part of, and not in addition to, the Limit of Liability in (A) above.

Unless the Defense Outside the Limits of Liability Option is purchased pursuant to Item 5 below, the Limits of Liability will be reduced and may be exhausted by **Defense Costs**.

**Item 3. Retention:**

- (A) Insuring Clause 1 - Fiduciary Liability Coverage: \$0
- (B) Insuring Clause 2 - Voluntary Settlement Program Coverage: \$0

**Item 4. Pending or Prior Date:**

- (A) Insuring Clause 1: May 31, 2015
- (B) Insuring Clause 2: May 31, 2015

**Item 5. Defense Outside the Limits of Liability Option purchased:**

☐ Yes ☒ No

**DECLARATIONS**

**FEDERAL INSURANCE COMPANY**

a stock insurance company, incorporated under the laws of Indiana, herein called the Company.

**READ THE ENTIRE POLICY CAREFULLY.**

**Item 1. Organization:**

Central Florida Regional Workforce Development Board  
390 Orange Ave, Suite 700  
Orlando, FL, 32801

**Item 2. Coverage is only available for the following if indicated by X:**

<b>Insuring Clauses</b>	<b>Limits of Liability</b>	<b>Retention</b>
(A) <input checked="" type="checkbox"/> Insuring Clause 1 – Employee Theft Coverage:	\$500,000.00	\$5,000.00
(B) <input checked="" type="checkbox"/> Insuring Clause 2 – Premises Coverage:	\$500,000.00	\$5,000.00
(C) <input checked="" type="checkbox"/> Insuring Clause 3 – In Transit Coverage:	\$100,000.00	\$5,000.00
(D) <input checked="" type="checkbox"/> Insuring Clause 4 – Forgery Coverage:	\$500,000.00	\$5,000.00
(E) <input checked="" type="checkbox"/> Insuring Clause 5 – Computer Fraud Coverage:	\$500,000.00	\$5,000.00
(F) <input checked="" type="checkbox"/> Insuring Clause 6 – Funds Transfer Fraud	\$500,000.00	\$5,000.00
(G) <input checked="" type="checkbox"/> Insuring Clause 7 – Money Orders And Counterfeit Currency Fraud Coverage:	\$100,000.00	\$5,000.00
(H) <input checked="" type="checkbox"/> Insuring Clause 8 – Credit Card Fraud Coverage:	\$10,000.00	\$5,000.00
(I) <input checked="" type="checkbox"/> Insuring Clause 9 – Client Coverage:	\$500,000.00	\$5,000.00
(J) <input checked="" type="checkbox"/> Insuring Clause 10 – Expense Coverage:	\$250,000.00	Not Applicable

**Government in the Sunshine  
Public Records  
Financial Disclosure  
Ethics  
Gifts**

---

**A Briefing for the  
CareerSource Central Florida  
Board of Directors**

**August 29, 2019**

**GRAY | ROBINSON**  
ATTORNEYS AT LAW

---

# **GOVERNMENT IN THE SUNSHINE LAW**



# SUNSHINE LAW

---

## RIGHT OF THE PUBLIC TO ATTEND CSCF BOARD MEETINGS

### GENERAL RULE:

***“Where two or more are gathered ...”  
there will be a meeting.***

**... if “foreseeable action” by the Board is  
discussed.**

# SUNSHINE LAW

---

## **“MEETINGS” CAN MEAN:**

- **Hallway talks between Board members**
- **Phone calls between Board members**
- **Talks between Board members at dinner parties**
- **E-mails and letters between Board members**
- **Notes to or from another Board member**
- **Messages via mutual friends**
- **Messages via CSCF staff**

# **SUNSHINE LAW**

---

## **“MEETINGS” DO NOT INCLUDE:**

- **Discussions with Consortium members**
- **Discussions with state legislators**
- **Discussions with CareerSource Florida board members**

# **SUNSHINE LAW**

---

## **“MEETINGS” DO NOT INCLUDE:**

- **Discussions with county or city mayors or commissioners**
- **Discussions with CSCF staff**
- **Discussions with another Board member on matters that will never involve a vote of the Board**

# SUNSHINE LAW

---

## **2013 AMENDMENT:**

- **Public has the right to be heard:**
  - **“on a proposition before” the Board**
  - **“reasonable opportunity” must be “given”**
  - **during the “decision making process”**
  - **“reasonable proximity” before the Board votes**
- **Thus, the “public comment” on the agenda**

---

# PUBLIC RECORDS

# PUBLIC RECORDS LAW

---

## GENERAL RULE:

*If you have it, the public – including the news media – can see it!!*

- **Public records are open for inspection**
  - **By any person**
  - **At any reasonable time**



# **PUBLIC RECORDS LAW**

---

## **“PUBLIC RECORDS” INCLUDE:**

- E-mails (incoming and outgoing)
- Letters (incoming and outgoing)
- Memos
- Notes
- Telephone logs
- Calendars
- Computer data/documents
- Data processing software
- CD's/DVD's/thumb drives/videos
- Ballots
- Drafts of documents (once circulated for review)
- Reports/studies/analyses
- Maps/plans/permits/permit applications
- All copies of anything
- All metadata on all electronic records



# PUBLIC RECORDS LAW

---

**What about ...**

- **Text messages?**
- **Instagrams?**
- **Facebook posts?**
- **Twitter posts?**

**Yes – if about CSCF  
business**



# **PUBLIC RECORDS LAW**

---

## **WHAT TO DO WHEN DEMANDED:**

- **Simple request for few documents, clearly identified?**
  - **just feel free to give out a copy of the documents**
- **Overbearing, burdensome request for voluminous documents?**
  - **call CSCF staff or attorney**

# PUBLIC RECORDS LAW

---

## DISPOSING OF PUBLIC RECORDS:

- **Originals? Keep them.**
- **Copies? Pitch them (unless you have the *only* copy).**
- **Best practice: send all records to staff, asap**
- **End of your term: you must transfer all records to your successor.**

---

# **FINANCIAL DISCLOSURE**

# FINANCIAL DISCLOSURE

---

## WHAT IS DISCLOSED?

- **Form 1: certain assets and liabilities, sources of income, and certain other information**
- **Form 1F: from January 1 to your last day in office**

# FINANCIAL DISCLOSURE

---

## WHEN AND WHERE TO FILE?

- **Form 1: July 1 (for the previous calendar year)**
- **Form 1F: no later than 60 days after leaving CSCF's Board**
- **Both filed at Supervisor of Elections ... for YOUR county**

# FINANCIAL DISCLOSURE

---

## **PENALTIES:**

- **Fail to file by July 1<sup>st</sup>: delinquency notice**
- **Then, fail to file by September 1<sup>st</sup>: \$25-per-day fine**
- **Max fine: \$1,500**
- **Investigated, maybe removed from the Board (new law)**

***Note: Supervisors of Elections must send Form 1 to Board members no later than June 1<sup>st</sup> of each year. F.S. 112.3145(6)(b)***

---

# ETHICS



# CODE OF ETHICS

---

**What are “ethics”?**



# CODE OF ETHICS

---

- **Ethics ≠ not committing crimes**
- **Principle:**
  - **Avoid every situation that TEMPTS ONE TO DISHONOR**

# **CODE OF ETHICS**

---

- **Criminal violation: an act is required**
  - **Ethical violation: getting into a situation that “tempts one to dishonor”**
- 

- **Goal of criminal law:**  
**Punish criminal & deter crime**
- **Goal of ethics code:**  
**Preserve public trust**

# CODE OF ETHICS

---

## PROHIBITED ACTS:

- Soliciting money or a gift for your vote
- Accepting money or a gift for your vote



# CODE OF ETHICS

---

## PROHIBITED ACTS (cont'd):

- **“Misuse of public position”**
  - Use one’s official position / perform one’s duties
  - Secure a special benefit / privilege / exemption
  - For yourself *or another*
  - Corruptly



# CODE OF ETHICS

---

## PROHIBITED CONFLICTS OF INTEREST:

- **Doing business with CSCF**
  - **Officer, director, or 5% owner of a business?**
  - **May not sell / purchase / lease goods / services / real estate ...**
  - **To / from CSCF**



# CODE OF ETHICS

---

## **PROHIBITED CONFLICTS (cont'd):**

- **Also, CSCF may not contract with:**
  - **an organization represented by a board member (regardless of no ownership by the member)**
  - **a board member's family**

# CODE OF ETHICS

---

## **PROHIBITED CONFLICTS (cont'd):**

- **Conflicting employment or contractual relationship:**
  - **Business or government agency doing business with CSCF?**
  - **You may not hold a job with it.**
  - **You may not have a “contract relationship” with it.**



# CODE OF ETHICS

---

## PROHIBITED CONFLICTS (cont'd):

- **CSCF exception –**
  - **Exempt types of contracts**
  - **Approval by 2/3 vote of the Board of Directors**
  - **You disclose and abstain**
  - **Disclosed to DEO and DEO approves**

# CODE OF ETHICS

---

## VOTING CONFLICTS:

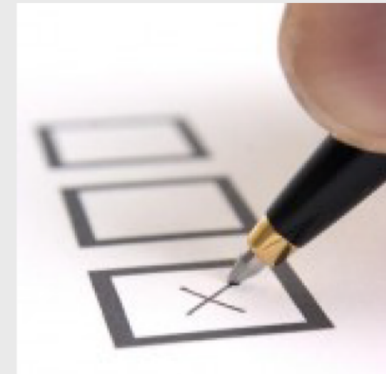
- Prohibited from voting on *any* matter which would result in private gain or loss for:
  - you
  - your relative
  - your business partner
  - your employer
  - a principal by whom you are retained
  - parent organization or subsidiary of a corporate principal

# CODE OF ETHICS

---

## VOTING CONFLICTS (cont'd):

- **Must publicly announce the nature of interest before the vote**
- **May participate in the discussion / debate**
- **Must abstain from voting**
- **File Form 8B within 15 days after the vote**



# CODE OF ETHICS

## VOTING CONFLICTS (cont'd):

- **MUST** abstain:
  - conflict of interest
- **MAY** abstain:
  - appearance of a conflict of interest
- If you abstain for either reason, file Form 8B

<b>FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS</b>	
<small>LAST NAME—FIRST NAME—MIDDLE NAME</small>	<small>NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE</small>
<small>MAILING ADDRESS</small>	<small>THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF</small>
<small>CITY</small>	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
<small>COUNTY</small>	<small>NAME OF POLITICAL SUBDIVISION</small>
<small>DATE ON WHICH VOTE OCCURRED</small>	<small>MY POSITION IS</small> <input type="checkbox"/> ELECTIVE <input 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 equally 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 the reverse side 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 inures to his or her special private gain or loss. Each elected or appointed local officer also is prohibited from knowingly voting on a measure which inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent organization or subsidiary of a corporate 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 under Sec. 163.366 or 153.357, 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 otherwise may participate 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 other side)

---

# GIFTS

# GIFTS

---

- **Do not solicit a gift from a “lobbyist” or a “vendor”**
- **Do not accept a gift worth more than \$100 from a “lobbyist” or a “vendor”**

# GIFTS

---

**Who is a “vendor”?**

**Any person or entity doing business with CSCF.**

# GIFTS

---

## Who is a “lobbyist”?

- **“Lobbyist” means one who meets all the following tests:**
  - a natural person,
  - who is being compensated,
  - who is trying or has tried to influence a decision of CSCF *or* this Board, *and*
  - the attempt to influence a decision has occurred in the past 12 months



# GIFTS

---

## PROHIBITION ON GIFTS (cont'd):

### What is a “gift”?

#### ▪ The term *gift* includes:

- money
- real estate
- use of real estate
- tangible personal property
- intangible personal property
- use of personal property
- food or beverages
- membership dues
- transportation
- plants & flowers
- admission tickets (sports, concerts, cruises, theme parks, etc.)
- forgiveness of debt
- a preferential rate or price on a debt, loan, goods or services
- any other thing having value
- any other service having value

# GIFTS

---

## DISCLOSURE OF GIFTS BY YOU:

### What must be disclosed?

- **Any gift which is accepted AND worth over \$100**
- **Exceptions:**
  - Gifts from relatives
  - Prohibited gifts (*i.e.*, from lobbyists and vendors)

# **GIFTS**

---

## **DISCLOSURE OF GIFTS ... BY YOU:**

### **How disclosed by you?**

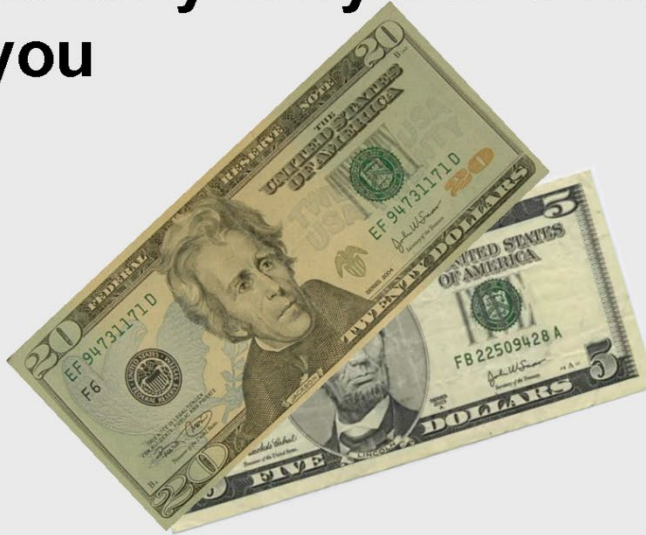
- **Form 9:**
  - gifts worth over \$100
  - quarterly

# GIFTS

---

## GIFTS DISCLOSED ... BY LOBBYISTS AND VENDORS:

- All gifts to you worth over \$25
- Disclosed quarterly ... by the lobbyist or vendor, not you



# FLORIDA COMMISSION ON ETHICS

---

- **Available for advice**
- **Phone: 850-488-7864**
- **Website: [www.ethics.state.fl.us](http://www.ethics.state.fl.us)**
- **Forms available on website**

## **GOOD NEWS!!**

---

- **You are NOT a county commissioner**
- **You are NOT a school-board member**
- **You are NOT a city-council member**
- **You do NOT have to listen to this  
... for four hours!  
... every year!**

---

# Questions?

## Attachment 12 - Conflict of Interest Policy Form



### DISCLOSURE OF BOARD MEMBER'S OR EMPLOYEE'S CONFLICT OF INTEREST IN PROCUREMENT/CONTRACTING

I, \_\_\_\_\_, am a Board member / a committee member / an employee of the Board (circle one). I hereby disclose that:

I could benefit financially from the following procurement/contract (provide name of parties to contract and description of the contract):

---

---

I could benefit financially from the procurement/contract in the following manner:

---

---

---

---

"Benefit financially from a procurement or contract" means that the special private financial gain to a member, a special private financial gain to any principal which retains the member, the special private financial gain of the parent organization or subsidiary of a corporate principal which retains the member, other than an agency as defined in s. 112.312(2), or the special private financial gain to any member's relative or business associate or to a Board employee and such benefit is not remote or speculative.

\_\_\_\_\_  
Date filed

\_\_\_\_\_  
Signature of Board Member/Committee Member/Employee

NOTICE: CONFLICTS OF INTEREST REGARDING BOARD MEMBERS, COMMITTEE MEMBERS AND BOARD EMPLOYEES MUST BE DISCLOSED PRIOR TO THE BOARD'S VOTING TO APPROVE THE PROCUREMENT/ CONTRACT; BOARD MEMBERS WHO BENEFIT FINANCIALLY OR WHO HAVE A RELATIONSHIP WITH THE CONTRACTING VENDOR MUST ABSTAIN FROM THE VOTE, AND THE PROCURMENT/CONTRACT MUST BE APPROVED BY A 2/3 VOTE OF THE ENTIRE BOARD. COMPLETION OF THIS FORM DOES NOT IN ANY WAY SUPERCEDE OR SUBSTITUTE FOR COMPLIANCE WITH CONFLICT OF INTEREST DISCLOSURE REQUIREMENTS OF SECTION 112.3143, FLA. STAT.



## **Attachment 13 - Financial Disclosure Filing – Form 1 and Form 1F**

### Form 1 / Statement of Financial Interests and Form 1F

All Board members are required to complete Form 1 / Statement of Financial Interests on an annual basis by July 1 (for the previous calendar year). New Board members must file within 30 days of appointment. Additionally, when leaving the Board, members are required to file Form 1F no later than 60 days after leaving the Board. For instance, if your final day of Board membership is 6/30/19, then you have to file a disclosure from 1/1/19 through 6/30/19.

To follow are samples of both Form 1 and Form 1F; however, be sure to go to Florida Commission on Ethics website (please see below link) for the most up-to-date forms. Please review the filing instructions, which are provided on the form(s):

- 1) Florida Commission on Ethics website:

<http://www.ethics.state.fl.us/>

- 2) Select “Forms” on located on left side of screen
- 3) Select appropriate form from displayed list

<b>FORM 1</b>	<b>STATEMENT OF FINANCIAL INTERESTS</b>	<b>2018</b>																
<p><small>Please print or type your name, mailing address, agency name, and position below:</small></p> <p>LAST NAME -- FIRST NAME -- MIDDLE NAME :</p> <p>MAILING ADDRESS :</p> <p>CITY : ZIP : COUNTY :</p> <p>NAME OF AGENCY :</p> <p>NAME OF OFFICE OR POSITION HELD OR SOUGHT :</p> <p><small>You are not limited to the space on the lines on this form. Attach additional sheets, if necessary.</small></p> <p>CHECK ONLY IF <input type="checkbox"/> CANDIDATE OR <input type="checkbox"/> NEW EMPLOYEE OR APPOINTEE</p>		<p><b>FOR OFFICE USE ONLY:</b></p>																
<p><b>**** BOTH PARTS OF THIS SECTION <u>MUST</u> BE COMPLETED ****</b></p>																		
<p><b>DISCLOSURE PERIOD:</b> THIS STATEMENT REFLECTS YOUR FINANCIAL INTERESTS FOR THE PRECEDING TAX YEAR, WHETHER BASED ON A CALENDAR YEAR OR ON A FISCAL YEAR. PLEASE STATE BELOW WHETHER THIS STATEMENT IS FOR THE PRECEDING TAX YEAR ENDING EITHER (must check one):</p> <p><input type="checkbox"/> DECEMBER 31, 2018 <u>OR</u> <input type="checkbox"/> SPECIFY TAX YEAR IF OTHER THAN THE CALENDAR YEAR: _____</p>																		
<p><b>MANNER OF CALCULATING REPORTABLE INTERESTS:</b> FILERS HAVE THE OPTION OF USING REPORTING THRESHOLDS THAT ARE ABSOLUTE DOLLAR VALUES, WHICH REQUIRES FEWER CALCULATIONS, OR USING COMPARATIVE THRESHOLDS, WHICH ARE USUALLY BASED ON PERCENTAGE VALUES (see instructions for further details). CHECK THE ONE YOU ARE USING (must check one):</p> <p><input type="checkbox"/> COMPARATIVE (PERCENTAGE) THRESHOLDS <u>OR</u> <input type="checkbox"/> DOLLAR VALUE THRESHOLDS</p>																		
<p><b>PART A -- PRIMARY SOURCES OF INCOME</b> [Major sources of income to the reporting person - See instructions] (If you have nothing to report, write "none" or "n/a")</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">NAME OF SOURCE OF INCOME</th> <th style="width: 33%;">SOURCE'S ADDRESS</th> <th style="width: 34%;">DESCRIPTION OF THE SOURCE'S PRINCIPAL BUSINESS ACTIVITY</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>			NAME OF SOURCE OF INCOME	SOURCE'S ADDRESS	DESCRIPTION OF THE SOURCE'S PRINCIPAL BUSINESS ACTIVITY													
NAME OF SOURCE OF INCOME	SOURCE'S ADDRESS	DESCRIPTION OF THE SOURCE'S PRINCIPAL BUSINESS ACTIVITY																
<p><b>PART B -- SECONDARY SOURCES OF INCOME</b> [Major customers, clients, and other sources of income to businesses owned by the reporting person - See instructions] (If you have nothing to report, write "none" or "n/a")</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">NAME OF BUSINESS ENTITY</th> <th style="width: 25%;">NAME OF MAJOR SOURCES OF BUSINESS' INCOME</th> <th style="width: 25%;">ADDRESS OF SOURCE</th> <th style="width: 25%;">PRINCIPAL BUSINESS ACTIVITY OF SOURCE</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>			NAME OF BUSINESS ENTITY	NAME OF MAJOR SOURCES OF BUSINESS' INCOME	ADDRESS OF SOURCE	PRINCIPAL BUSINESS ACTIVITY OF SOURCE												
NAME OF BUSINESS ENTITY	NAME OF MAJOR SOURCES OF BUSINESS' INCOME	ADDRESS OF SOURCE	PRINCIPAL BUSINESS ACTIVITY OF SOURCE															
<p><b>PART C -- REAL PROPERTY</b> [Land, buildings owned by the reporting person - See instructions] (If you have nothing to report, write "none" or "n/a")</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </tbody> </table>					<p><b>FILING INSTRUCTIONS</b> for when and where to file this form are located at the bottom of page 2.</p> <p><b>INSTRUCTIONS</b> on who must file this form and how to fill it out begin on page 3.</p>													

<b>PART D — INTANGIBLE PERSONAL PROPERTY</b> [Stocks, bonds, certificates of deposit, etc. - See instructions] (If you have nothing to report, write "none" or "n/a")		
TYPE OF INTANGIBLE	BUSINESS ENTITY TO WHICH THE PROPERTY RELATES	
<b>PART E — LIABILITIES</b> [Major debts - See instructions] (If you have nothing to report, write "none" or "n/a")		
NAME OF CREDITOR	ADDRESS OF CREDITOR	
<b>PART F — INTERESTS IN SPECIFIED BUSINESSES</b> [Ownership or positions in certain types of businesses - See instructions] (If you have nothing to report, write "none" or "n/a")		
	BUSINESS ENTITY # 1	BUSINESS ENTITY # 2
NAME OF BUSINESS ENTITY		
ADDRESS OF BUSINESS ENTITY		
PRINCIPAL BUSINESS ACTIVITY		
POSITION HELD WITH ENTITY		
I OWN MORE THAN A 5% INTEREST IN THE BUSINESS		
NATURE OF MY OWNERSHIP INTEREST		
<b>PART G — TRAINING</b> For elected municipal officers required to complete annual ethics training pursuant to section 112.3142, F.S. <div style="text-align: center; margin-top: 10px;"> <input type="checkbox"/> <b>I CERTIFY THAT I HAVE COMPLETED THE REQUIRED TRAINING.</b> </div>		
IF ANY OF PARTS A THROUGH G ARE CONTINUED ON A SEPARATE SHEET, PLEASE CHECK HERE <input type="checkbox"/>		
<b><u>SIGNATURE OF FILER:</u></b>  Signature: _____  Date Signed: _____		<b><u>CPA or ATTORNEY SIGNATURE ONLY</u></b> If a certified public accountant licensed under Chapter 473, or attorney in good standing with the Florida Bar prepared this form for you, he or she must complete the following statement:  I, _____, prepared the CE Form 1 in accordance with Section 112.3145, Florida Statutes, and the instructions to the form. Upon my reasonable knowledge and belief, the disclosure herein is true and correct.  CPA/Attorney Signature: _____  Date Signed: _____
<b><u>FILING INSTRUCTIONS:</u></b> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p>If you were mailed the form by the Commission on Ethics or a County Supervisor of Elections for your annual disclosure filing, return the form to that location. To determine what category your position falls under, see page 3 of instructions.</p> <p><b>Local officers/employees</b> file with the Supervisor of Elections of the county in which they permanently reside. (If you do not permanently reside in Florida, file with the Supervisor of the county where your agency has its headquarters.) Form 1 filers who file with the Supervisor of Elections may file by mail or email. Contact your Supervisor of Elections for the mailing address or email address to use. <u>Do not email your form to the Commission on Ethics, it will be returned.</u></p> <p><b>State officers or specified state employees</b> who file with the Commission on Ethics may file by mail or email. To file by mail, send the completed form to P.O. Drawer 15709, Tallahassee, FL 32317-5709; physical address: 325 John Knox Rd, Bldg E, Ste 200, Tallahassee, FL 32303. To file with the Commission by email, scan your completed form and any attachments as a pdf (do not use any other format) and send it to CEForm1@leg.state.fl.us. <u>Do not file by both mail and email. Choose only one filing method.</u> Form 6s will not be accepted via email.</p> </div> <div style="width: 48%;"> <p><b>Candidates</b> file this form together with their filing papers.</p> <p><b>MULTIPLE FILING UNNECESSARY:</b> A candidate who files a Form 1 with a qualifying officer is not required to file with the Commission or Supervisor of Elections.</p> <p><b>WHEN TO FILE: Initially,</b> each local officer/employee, state officer, and specified state employee must file <b>within 30 days</b> of the date of his or her appointment or of the beginning of employment. Appointees who must be confirmed by the Senate must file prior to confirmation, even if that is less than 30 days from the date of their appointment.</p> <p><b>Candidates</b> must file at the same time they file their qualifying papers.</p> <p><b>Thereafter,</b> file by July 1 following each calendar year in which they hold their positions.</p> <p><b>Finally,</b> file a final disclosure form (Form 1F) within 60 days of leaving office or employment. Filing a CE Form 1F (Final Statement of Financial Interests) does <u>not</u> relieve the filer of filing a CE Form 1 if the filer was in his or her position on December 31, 2018.</p> </div> </div>		

## NOTICE

**Annual Statements of Financial Interests are due July 1. If the annual form is not filed or postmarked by September 1, an automatic fine of \$25 for each day late will be imposed, up to a maximum penalty of \$1,500. Failure to file also can result in removal from public office or employment. [s. 112.3145, F.S.]**

**In addition, failure to make any required disclosure constitutes grounds for and may be punished by one or more of the following: disqualification from being on the ballot, impeachment, removal or suspension from office or employment, demotion, reduction in salary, reprimand, or a civil penalty not exceeding \$10,000. [s. 112.317, F.S.]**

## WHO MUST FILE FORM 1:

1) Elected public officials not serving in a political subdivision of the state and any person appointed to fill a vacancy in such office, unless required to file full disclosure on Form 6.

2) Appointed members of each board, commission, authority, or council having statewide jurisdiction, excluding members of solely advisory bodies, but including judicial nominating commission members; Directors of Enterprise Florida, Scripps Florida Funding Corporation, and Career Source Florida; and members of the Council on the Social Status of Black Men and Boys; the Executive Director, Governors, and senior managers of Citizens Property Insurance Corporation; Governors and senior managers of Florida Workers' Compensation Joint Underwriting Association; board members of the Northeast Fla. Regional Transportation Commission; board members of Triumph Gulf Coast, Inc.; board members of Florida Is For Veterans, Inc.; and members of the Technology Advisory Council within the Agency for State Technology.

3) The Commissioner of Education, members of the State Board of Education, the Board of Governors, the local Boards of Trustees and Presidents of state universities, and the Florida Prepaid College Board.

4) Persons elected to office in any political subdivision (such as municipalities, counties, and special districts) and any person appointed to fill a vacancy in such office, unless required to file Form 6.

5) Appointed members of the following boards, councils, commissions, authorities, or other bodies of county, municipality, school district, independent special district, or other political subdivision: the governing body of the subdivision; community college or junior college district boards of trustees; boards having the power to enforce local code provisions; boards of adjustment; community redevelopment agencies; planning or zoning boards having the power to recommend, create, or modify land planning or zoning within a political subdivision, except for citizen advisory committees, technical coordinating committees, and similar groups who only have the power to make recommendations to planning or zoning boards, and except for representatives of a military installation acting on behalf of all military installations within that jurisdiction; pension or retirement boards empowered to invest pension or retirement funds or determine entitlement to or amount of pensions or other retirement benefits, and the Pinellas County Construction Licensing Board.

6) Any appointed member of a local government board who is required to file a statement of financial interests by the appointing authority or the enabling legislation, ordinance, or resolution creating the board.

7) Persons holding any of these positions in local government: mayor; county or city manager; chief administrative employee or finance

director of a county, municipality, or other political subdivision; county or municipal attorney; chief county or municipal building inspector; county or municipal water resources coordinator; county or municipal pollution control director; county or municipal environmental control director; county or municipal administrator with power to grant or deny a land development permit; chief of police; fire chief; municipal clerk; appointed district school superintendent; community college president; district medical examiner; purchasing agent (regardless of title) having the authority to make any purchase exceeding \$20,000 for the local governmental unit.

8) Officers and employees of entities serving as chief administrative officer of a political subdivision.

9) Members of governing boards of charter schools operated by a city or other public entity.

10) Employees in the office of the Governor or of a Cabinet member who are exempt from the Career Service System, excluding secretarial, clerical, and similar positions.

11) The following positions in each state department, commission, board, or council: Secretary, Assistant or Deputy Secretary, Executive Director, Assistant or Deputy Executive Director, and anyone having the power normally conferred upon such persons, regardless of title.

12) The following positions in each state department or division: Director, Assistant or Deputy Director, Bureau Chief, Assistant Bureau Chief, and any person having the power normally conferred upon such persons, regardless of title.

13) Assistant State Attorneys, Assistant Public Defenders, criminal conflict and civil regional counsel, and assistant criminal conflict and civil regional counsel, Public Counsel, full-time state employees serving as counsel or assistant counsel to a state agency, administrative law judges, and hearing officers.

14) The Superintendent or Director of a state mental health institute established for training and research in the mental health field, or any major state institution or facility established for corrections, training, treatment, or rehabilitation.

15) State agency Business Managers, Finance and Accounting Directors, Personnel Officers, Grant Coordinators, and purchasing agents (regardless of title) with power to make a purchase exceeding \$20,000.

16) The following positions in legislative branch agencies: each employee (other than those employed in maintenance, clerical, secretarial, or similar positions and legislative assistants exempted by the presiding officer of their house); and each employee of the Commission on Ethics.

## INSTRUCTIONS FOR COMPLETING FORM 1:

**INTRODUCTORY INFORMATION** (Top of Form): If your name, mailing address, public agency, and position are already printed on the form, you do not need to provide this information unless it should be changed. To change any of this information, write the correct information on the form, and contact your agency's financial disclosure coordinator. You can find your coordinator on the Commission on Ethics website: [www.ethics.state.fl.us](http://www.ethics.state.fl.us).

**NAME OF AGENCY:** The name of the governmental unit which you serve or served, by which you are or were employed, or for which you are a candidate.

**OFFICE OR POSITION HELD OR SOUGHT:** The title of the office or position you hold, are seeking, or held during the disclosure period even if you have since left that position. If you are a candidate for office or are a new employee or appointee, check the appropriate box.

**PUBLIC RECORD:** The disclosure form and everything attached to it is a public record. Your Social Security Number is not required and you should redact it from any documents you file. If you are an active or former officer or employee listed in Section 119.071, F.S., whose home address is exempt from disclosure, the Commission will maintain that confidentiality if you submit a written request.

**DISCLOSURE PERIOD:** The tax year for most individuals is the calendar year (January 1 through December 31). If that is the case for you, then your financial interests should be reported for the calendar year 2018; check that box. If you file your IRS tax return based on a tax year that is not the calendar year, you should specify the dates of your tax year in this portion of the form and check the appropriate box. This is the "disclosure period" for your report.

## **MANNER OF CALCULATING REPORTABLE INTEREST**

Filers have the option of reporting based on either thresholds that are comparative (usually, based on percentage values) or thresholds that are based on absolute dollar values. The instructions on the following pages specifically describe the different thresholds. Check the box that reflects the choice you have made. You must use the type of threshold you have chosen for each part of the form. In other words, if you choose to report based on absolute dollar value thresholds, you cannot use a percentage threshold on any part of the form.

### **IF YOU HAVE CHOSEN DOLLAR VALUE THRESHOLDS THE FOLLOWING INSTRUCTIONS APPLY**

#### **PART A — PRIMARY SOURCES OF INCOME**

[Required by s. 112.3145(3)(b)1, F.S.]

Part A is intended to require the disclosure of your principal sources of income during the disclosure period. You do not have to disclose the amount of income received, and you need not list your public salary from serving in the position(s) which requires you to file this form. The income of your spouse need not be disclosed; however, if there is joint income to you and your spouse from property you own jointly (such as interest or dividends from a bank account or stocks), you should disclose the source of that income if it exceeded the threshold.

Please list in this part of the form the name, address, and principal business activity of each source of your income which exceeded \$2,500 of gross income received by you in your own name or by any other person for your use or benefit.

"Gross income" means the same as it does for income tax purposes, even if the income is not actually taxable, such as interest on tax-free bonds. Examples include: compensation for services, income from business, gains from property dealings, interest, rents, dividends, pensions, IRA distributions, social security, distributive share of partnership gross income, and alimony, but not child support.

Examples:

— If you were employed by a company that manufactures computers and received more than \$2,500, list the name of the company, its address, and its principal business activity (computer manufacturing).

— If you were a partner in a law firm and your distributive share of partnership gross income exceeded \$2,500, list the name of the firm, its address, and its principal business activity (practice of law).

— If you were the sole proprietor of a retail gift business and your gross income from the business exceeded \$2,500, list the name of the business, its address, and its principal business activity (retail gift sales).

— If you received income from investments in stocks and bonds, list each individual company from which you derived more than \$2,500. Do not aggregate all of your investment income.

— If more than \$2,500 of your gross income was gain from the sale of property (not just the selling price), list as a source of income the purchaser's name, address and principal business activity. If the purchaser's identity is unknown, such as where securities listed on an exchange are sold through a brokerage firm, the source of income should be listed as "sale of (name of company) stock," for example.

— If more than \$2,500 of your gross income was in the form of interest from one particular financial institution (aggregating interest from all CD's, accounts, etc., at that institution), list the name of the institution, its address, and its principal business activity.

#### **PART B — SECONDARY SOURCES OF INCOME**

[Required by s. 112.3145(3)(b)2, F.S.]

This part is intended to require the disclosure of major customers, clients, and other sources of income to businesses in which you own an interest. It is not for reporting income from second jobs. That kind of income should be reported in Part A "Primary Sources of Income," if it meets the reporting threshold. You will not have anything to report unless, during the disclosure period:

(1) You owned (either directly or indirectly in the form of an equitable or beneficial interest) more than 5% of the total assets or capital stock of

a business entity (a corporation, partnership, LLC, limited partnership, proprietorship, joint venture, trust, firm, etc., doing business in Florida); **and,**

(2) You received more than \$5,000 of your gross income during the disclosure period from that business entity.

If your interests and gross income exceeded these thresholds, then for that business entity you must list every source of income to the business entity which exceeded 10% of the business entity's gross income (computed on the basis of the business entity's most recently completed fiscal year), the source's address, and the source's principal business activity.

Examples:

— You are the sole proprietor of a dry cleaning business, from which you received more than \$5,000. If only one customer, a uniform rental company, provided more than 10% of your dry cleaning business, you must list the name of the uniform rental company, its address, and its principal business activity (uniform rentals).

— You are a 20% partner in a partnership that owns a shopping mall and your partnership income exceeded the above thresholds. List each tenant of the mall that provided more than 10% of the partnership's gross income and the tenant's address and principal business activity.

#### **PART C — REAL PROPERTY**

[Required by s. 112.3145(3)(b)3, F.S.]

In this part, list the location or description of all real property in Florida in which you owned directly or indirectly at any time during the disclosure period in excess of 5% of the property's value. You are not required to list your residences. You should list any vacation homes if you derive income from them.

Indirect ownership includes situations where you are a beneficiary of a trust that owns the property, as well as situations where you own more than 5% of a partnership or corporation that owns the property. The value of the property may be determined by the most recently assessed value for tax purposes, in the absence of a more current appraisal.

The location or description of the property should be sufficient to enable anyone who looks at the form to identify the property. A street address should be used, if one exists.

#### **PART D — INTANGIBLE PERSONAL PROPERTY**

[Required by s. 112.3145(3)(b)3, F.S.]

Describe any intangible personal property that, at any time during the disclosure period, was worth more than \$10,000 and state the business entity to which the property related. Intangible personal property includes things such as cash on hand, stocks, bonds, certificates of deposit, vehicle leases, interests in businesses, beneficial interests in trusts, money owed you, Deferred Retirement Option Program (DROP) accounts, the Florida Prepaid College Plan, and bank accounts. Intangible personal property also includes investment products held in IRAs, brokerage accounts, and the Florida College Investment Plan. Note that the product contained in a brokerage account, IRA, or the Florida College Investment Plan is your asset—not the account or plan itself. Things like automobiles and houses you own, jewelry, and paintings are not intangible property. Intangibles relating to the same business entity may be aggregated; for example, CDs and savings accounts with the same bank. Property owned as tenants by the entirety or as joint tenants with right of survivorship should be valued at 100%. The value of a leased vehicle is the vehicle's present value minus the lease residual (a number found on the lease document).



## PART E — LIABILITIES

[Required by s. 112.3145(3)(b)4, F.S.]

List the name and address of each creditor to whom you owed more than \$10,000 at any time during the disclosure period. The amount of the liability of a vehicle lease is the sum of any past-due payments and all unpaid prospective lease payments. You are not required to list the amount of any debt. You do not have to disclose credit card and retail installment accounts, taxes owed (unless reduced to a judgment), indebtedness on a life insurance policy owed to the company of issuance, or contingent liabilities. A "contingent liability" is one that will become an actual liability only when one or more future events occur or fail to occur, such as where you are liable only as a guarantor, surety, or endorser on a promissory note. If you are a "co-maker" and are jointly liable or jointly and severally liable, then it is not a contingent liability.

## PART F — INTERESTS IN SPECIFIED BUSINESSES

[Required by s. 112.3145(6), F.S.]

The types of businesses covered in this disclosure include: state and federally chartered banks; state and federal savings and loan associations; cemetery companies; insurance companies; mortgage companies; credit unions; small loan companies; alcoholic beverage licensees; pari-mutuel wagering companies; utility companies; entities controlled by the Public Service Commission; and entities granted a franchise to operate by either a city or a county government.

Disclose in this part the fact that you owned during the disclosure period an interest in, or held any of certain positions with the types of businesses listed above. You must make this disclosure if you own or owned (either directly or indirectly in the form of an equitable or beneficial interest) at any time during the disclosure period more than 5% of the total assets or capital stock of one of the types of business entities listed above. You also must complete this part of the form for each of these types of businesses for which you are, or were at any time during the disclosure period, an officer, director, partner, proprietor, or agent (other than a resident agent solely for service of process).

If you have or held such a position or ownership interest in one of these types of businesses, list the name of the business, its address and principal business activity, and the position held with the business (if any). If you own(ed) more than a 5% interest in the business, indicate that fact and describe the nature of your interest.

## PART G — TRAINING CERTIFICATION

[Required by s. 112.3142, F.S.]

If you are a Constitutional or elected municipal officer whose service began before March 31 of the year for which you are filing, you are required to complete four hours of ethics training which addresses Article II, Section 8 of the Florida Constitution, the Code of Ethics for Public Officers and Employees, and the public records and open meetings laws of the state. You are required to certify on this form that you have taken such training.

(End of Dollar Value Thresholds Instructions.)

# IF YOU HAVE CHOSEN COMPARATIVE (PERCENTAGE) THRESHOLDS THE FOLLOWING INSTRUCTIONS APPLY

## PART A — PRIMARY SOURCES OF INCOME

[Required by s. 112.3145(3)(a)1, F.S.]

Part A is intended to require the disclosure of your principal sources of income during the disclosure period. You do not have to disclose the amount of income received, and you need not list your public salary received from serving in the position(s) which requires you to file this form, but this amount should be included when calculating your gross income for the disclosure period. The income of your spouse need not be disclosed; however, if there is joint income to you and your spouse from property you own jointly (such as interest or dividends from a bank account or stocks), you should include all of that income when calculating your gross income and disclose the source of that income if it exceeded the threshold.

Please list in this part of the form the name, address, and principal business activity of each source of your income which exceeded 5% of the gross income received by you in your own name or by any other person for your benefit or use during the disclosure period.

"Gross income" means the same as it does for income tax purposes, even if the income is not actually taxable, such as interest on tax-free bonds. Examples include: compensation for services, income from business, gains from property dealings, interest, rents, dividends, pensions, IRA distributions, social security, distributive share of partnership gross income, and alimony, but not child support.

Examples:

- If you were employed by a company that manufactures computers and received more than 5% of your gross income from the company, list the name of the company, its address, and its principal business activity (computer manufacturing).
- If you were a partner in a law firm and your distributive share of partnership gross income exceeded 5% of your gross income, then list the name of the firm, its address, and its principal business activity (practice of law).
- If you were the sole proprietor of a retail gift business and your gross income from the business exceeded 5% of your total gross income, list the name of the business, its address, and its principal business activity (retail gift sales).
- If you received income from investments in stocks and bonds, list each individual company from which you derived

more than 5% of your gross income. Do not aggregate all of your investment income.

— If more than 5% of your gross income was gain from the sale of property (not just the selling price), list as a source of income the purchaser's name, address, and principal business activity. If the purchaser's identity is unknown, such as where securities listed on an exchange are sold through a brokerage firm, the source of income should be listed as "sale of (name of company) stock," for example.

— If more than 5% of your gross income was in the form of interest from one particular financial institution (aggregating interest from all CD's, accounts, etc., at that institution), list the name of the institution, its address, and its principal business activity.

## PART B — SECONDARY SOURCES OF INCOME

[Required by s. 112.3145(3)(a)2, F.S.]

This part is intended to require the disclosure of major customers, clients, and other sources of income to businesses in which you own an interest. It is not for reporting income from second jobs. That kind of income should be reported in Part A, "Primary Sources of Income," if it meets the reporting threshold. You will **not** have anything to report **unless** during the disclosure period:

- (1) You owned (either directly or indirectly in the form of an equitable or beneficial interest) more than 5% of the total assets or capital stock of a business entity (a corporation, partnership, LLC, limited partnership, proprietorship, joint venture, trust, firm, etc., doing business in Florida); **and**,
- (2) You received more than 10% of your gross income from that business entity; **and**,
- (3) You received more than \$1,500 in gross income from that business entity.

If your interests and gross income exceeded these thresholds, then for that business entity you must list every source of income to the business entity which exceeded 10% of the business entity's gross income (computed on the basis of the business entity's most recently completed fiscal year), the source's address, and the source's principal business activity.

Examples:

— You are the sole proprietor of a dry cleaning business, from which you received more than 10% of your gross income—an amount that was more than \$1,500. If only one customer, a uniform rental company, provided more than 10% of your dry cleaning business, you must list the name of the uniform rental company, its address, and its principal business activity (uniform rentals).

— You are a 20% partner in a partnership that owns a shopping mall and your partnership income exceeded the thresholds listed above. You should list each tenant of the mall that provided more than 10% of the partnership's gross income, and the tenant's address and principal business activity.

### PART C — REAL PROPERTY

[Required by s. 112.3145(3)(a)3, F.S.]

In this part, list the location or description of all real property in Florida in which you owned directly or indirectly at any time during the disclosure period in excess of 5% of the property's value. You are not required to list your residences. You should list any vacation homes, if you derive income from them.

Indirect ownership includes situations where you are a beneficiary of a trust that owns the property, as well as situations where you own more than 5% of a partnership or corporation that owns the property. The value of the property may be determined by the most recently assessed value for tax purposes, in the absence of a more current appraisal.

The location or description of the property should be sufficient to enable anyone who looks at the form to identify the property. A street address should be used, if one exists.

### PART D — INTANGIBLE PERSONAL PROPERTY

[Required by s. 112.3145(3)(a)3, F.S.]

Describe any intangible personal property that, at any time during the disclosure period, was worth more than 10% of your total assets, and state the business entity to which the property related. Intangible personal property includes things such as cash on hand, stocks, bonds, certificates of deposit, vehicle leases, interests in businesses, beneficial interests in trusts, money owed you, Deferred Retirement Option Program (DROP) accounts, the Florida Prepaid College Plan, and bank accounts. Intangible personal property also includes investment products held in IRAs, brokerage accounts, and the Florida College Investment Plan. Note that the product *contained in a brokerage account, IRA, or the Florida College Investment Plan* is your asset—not the account or plan itself. Things like automobiles and houses you own, jewelry, and paintings are not intangible property. Intangibles relating to the same business entity may be aggregated; for example, CD's and savings accounts with the same bank.

Calculations: To determine whether the intangible property exceeds 10% of your total assets, total the fair market value of all of your assets (including real property, intangible property, and tangible personal property such as jewelry, furniture, etc.). When making this calculation, do not subtract any liabilities (debts) that may relate to the property. Multiply the total figure by 10% to arrive at the disclosure threshold. List only the intangibles that exceed this threshold amount. The value of a leased vehicle is the vehicle's present value minus the lease residual (a number which can be found on the lease document). Property that is only jointly owned property should be valued according to the percentage of your joint ownership. Property owned as tenants by the entirety or as joint tenants with right of survivorship should be valued at 100%. None of your calculations or the value of the property have to be disclosed on the form.

Example: You own 50% of the stock of a small corporation that is worth \$100,000, the estimated fair market value of your home and other property (bank accounts, automobile, furniture, etc.) is \$200,000. As your total assets are worth \$250,000, you must disclose intangibles worth over \$25,000. Since the value of the stock exceeds this threshold, you should list "stock" and the name of the corporation. If your accounts with a particular bank exceed \$25,000, you should list "bank accounts" and bank's name.

### PART E — LIABILITIES

[Required by s. 112.3145(3)(b)4, F.S.]

List the name and address of each creditor to whom you owed any amount that, at any time during the disclosure period, exceeded your net worth. You are not required to list the amount of any debt or your net worth. You do not have to disclose: credit card and retail installment accounts, taxes owed (unless reduced to a judgment), indebtedness on a life insurance policy owed to the company of issuance, or contingent liabilities. A "contingent liability" is one that will become an actual liability only when one or more future events occur or fail to occur, such as where you are liable only as a guarantor, surety, or endorser on a promissory note. If you are a "co-maker" and are jointly liable or jointly and severally liable, it is not a contingent liability.

Calculations: To determine whether the debt exceeds your net worth, total all of your liabilities (including promissory notes, mortgages, credit card debts, judgments against you, etc.). The amount of the liability of a vehicle lease is the sum of any past-due payments and all unpaid prospective lease payments. Subtract the sum total of your liabilities from the value of all your assets as calculated above for Part D. This is your "net worth." List each creditor to whom your debt exceeded this amount unless it is one of the types of indebtedness listed in the paragraph above (credit card and retail installment accounts, etc.). Joint liabilities with others for which you are "jointly and severally liable," meaning that you may be liable for either your part or the whole of the obligation, should be included in your calculations at 100% of the amount owed.

Example: You owe \$15,000 to a bank for student loans, \$5,000 for credit card debts, and \$60,000 (with spouse) to a savings and loan for a home mortgage. Your home (owned by you and your spouse) is worth \$80,000 and your other property is worth \$20,000. Since your net worth is \$20,000 (\$100,000 minus \$80,000), you must report only the name and address of the savings and loan.

### PART F — INTERESTS IN SPECIFIED BUSINESSES

[Required by s. 112.3145, F.S.]

The types of businesses covered in this disclosure include: state and federally chartered banks; state and federal savings and loan associations; cemetery companies; insurance companies; mortgage companies; credit unions; small loan companies; alcoholic beverage licensees; pari-mutuel wagering companies, utility companies, entities controlled by the Public Service Commission; and entities granted a franchise to operate by either a city or a county government.

Disclose in this part the fact that you owned during the disclosure period an interest in, or held any of certain positions with, the types of businesses listed above. You are required to make this disclosure if you own or owned (either directly or indirectly in the form of an equitable or beneficial interest) at any time during the disclosure period more than 5% of the total assets or capital stock of one of the types of business entities listed above. You also must complete this part of the form for each of these types of businesses for which you are, or were at any time during the disclosure period, an officer, director, partner, proprietor, or agent (other than a resident agent solely for service of process).

If you have or held such a position or ownership interest in one of these types of businesses, list the name of the business, its address and principal business activity, and the position held with the business (if any). If you own(ed) more than a 5% interest in the business, indicate that fact and describe the nature of your interest.

### PART G — TRAINING CERTIFICATION

[Required by s. 112.3142, F.S.]

If you are a Constitutional or elected municipal officer whose service began before March 31 of the year for which you are filing, you are required to complete four hours of ethics training which addresses Article II, Section 8 of the Florida Constitution, the Code of Ethics for Public Officers and Employees, and the public records and open meetings laws of the state. You are required to certify on this form that you have taken such training.

**(End of Percentage Thresholds Instructions.)**

**FORM 1F****FINAL STATEMENT OF  
FINANCIAL INTERESTS****2019****(TO BE FILED WITHIN 60 DAYS OF LEAVING PUBLIC OFFICE OR EMPLOYMENT)**

LAST NAME — FIRST NAME — MIDDLE NAME:	NAME OF REPORTING PERSON'S AGENCY:
MAILING ADDRESS:	CHECK <u>ONE</u> OF THE FOLLOWING (see "Who Must File" on page 3):
	<input type="checkbox"/> LOCAL OFFICER <input type="checkbox"/> STATE OFFICER
	<input type="checkbox"/> SPECIFIED STATE EMPLOYEE
CITY:                      ZIP:                      COUNTY:	LIST OFFICE OR POSITION HELD: _____
	_____

**\*\*\*BOTH PARTS OF THIS SECTION MUST BE COMPLETED\*\*\*****DISCLOSURE PERIOD:**

THIS STATEMENT REFLECTS MY FINANCIAL INTERESTS FOR THE PERIOD BETWEEN JANUARY 1, 2019 AND THE LAST DATE I HELD THE PUBLIC OFFICE OR EMPLOYMENT DESCRIBED ABOVE, WHICH DATE WAS \_\_\_\_\_, 2019. (Date must be prior to 12/31/19)

**MANNER OF CALCULATING REPORTABLE INTERESTS:**

FILERS HAVE THE OPTION OF USING REPORTING THRESHOLDS THAT ARE ABSOLUTE DOLLAR VALUES, WHICH REQUIRES FEWER CALCULATIONS, OR USING COMPARATIVE THRESHOLDS, WHICH ARE USUALLY BASED ON PERCENTAGE VALUES (see instructions for further details). PLEASE STATE BELOW WHETHER THIS STATEMENT REFLECTS EITHER (must check one):

☐ COMPARATIVE (PERCENTAGE) THRESHOLDS                      OR                      ☐ DOLLAR VALUE THRESHOLDS**PART A -- PRIMARY SOURCES OF INCOME** [Major sources of income to the reporting person - See instructions]  
(If you have nothing to report, write "none" or "n/a")

NAME OF SOURCE OF INCOME	SOURCE'S ADDRESS	DESCRIPTION OF THE SOURCE'S PRINCIPAL BUSINESS ACTIVITY

**PART B -- SECONDARY SOURCES OF INCOME**[Major customers, clients, and other sources of income to businesses owned by reporting person - See instructions]  
(If you have nothing to report, write "none" or "n/a")

NAME OF BUSINESS ENTITY	NAME OF MAJOR SOURCES OF BUSINESS' INCOME	ADDRESS OF SOURCE	PRINCIPAL BUSINESS ACTIVITY OF SOURCE

**PART C -- REAL PROPERTY** [Land, buildings owned by the reporting person - See instructions]  
(If you have nothing to report, write "none" or "n/a")


**FILING INSTRUCTIONS** for when  
and where to file this form are  
located at the bottom of page 2.**INSTRUCTIONS** on who must file  
this form and how to fill it out  
begin on page 3 of this packet.



<b>PART D — INTANGIBLE PERSONAL PROPERTY</b> [Stocks, bonds, certificates of deposit, etc. - See instructions] (If you have nothing to report, write "none" or "n/a")		
TYPE OF INTANGIBLE	BUSINESS ENTITY TO WHICH THE PROPERTY RELATES	

<b>PART E — LIABILITIES</b> [Major debts - See instructions] (If you have nothing to report, write "none" or "n/a")	
NAME OF CREDITOR	ADDRESS OF CREDITOR

<b>PART F — INTERESTS IN SPECIFIED BUSINESSES</b> [Ownership or positions in certain types of businesses - See instructions] (If you have nothing to report, write "none" or "n/a")		
NAME OF BUSINESS ENTITY	BUSINESS ENTITY # 1	BUSINESS ENTITY # 2

<b>IF ANY OF PARTS A THROUGH F ARE CONTINUED ON A SEPARATE SHEET, PLEASE CHECK HERE</b> <input type="checkbox"/>		
--	--	--

<p style="text-align: center;"><b><u>SIGNATURE OF FILER:</u></b></p> <p><b>Signature:</b></p> <p>_____</p> <p><b>Date Signed:</b></p> <p>_____</p>	<p style="text-align: center;"><b><u>CPA or ATTORNEY SIGNATURE ONLY</u></b></p> <p>If a certified public accountant licensed under Chapter 473, or attorney in good standing with the Florida Bar prepared this form for you, he or she must complete the following statement:</p> <p>I, _____, prepared the CE Form 1 in accordance with Section 112.3145, Florida Statutes, and the instructions to the form. Upon my reasonable knowledge and belief, the disclosure herein is true and correct.</p> <p>CPA/Attorney Signature _____</p> <p>Date Signed _____</p>
--	--

<b>FILING INSTRUCTIONS:</b>		
<p><b>WHEN TO FILE:</b></p> <p>At the end of office or employment each local officer, state officer, and specified state employee is required to file a final disclosure form (Form 1F) within 60 days of leaving office or employment, unless he or she takes another position within the 60-day period that requires filing financial disclosure on Form 1 or Form 6.</p> <p><b>WHERE TO FILE:</b></p> <p><i>Local officers</i> file with the Supervisor of Elections of the county in which they permanently reside. (If you do not permanently reside in Florida, file with the Supervisor of the county where your agency has its headquarters.) Form 1 filers who file with the Supervisor of Elections</p>	<p>may file by mail or email. Contact your Supervisor of Elections for the mailing address or email address to use. <u>Do not email your form to the Commission on Ethics, it will be returned.</u></p> <p><i>State officers or specified state employees</i> who file with the Commission on Ethics may file by mail or email. To file by mail, send the completed form to P.O. Drawer 15709, Tallahassee, FL 32317-5709; physical address: 325 John Knox Rd, Bldg E, Ste 200, Tallahassee, FL 32303. To file with the Commission by email, scan your completed form and any attachments as a pdf (do not use any other format) and send it to CEForm1@leg.state.fl.us. <u>Do not file by both mail and email. Choose only one filing method.</u></p>	<p>To determine what category your position falls under, see the "Who Must File" Instructions on page 3.</p> <p><b>NOTE:</b></p> <p>If you are leaving office or employment during the first half of 2019, you may not have filed Form 1 for 2018. In that case, this is not the last form you will file. Form 1F covers January 1, 2019, through your last day of office or employment. You will be required to file Form 1 for 2018 by July 1, 2019, and risk being fined if you do not file Form 1 by the filing deadline, even if you have already filed the CE Form 1F.</p>

## WHO MUST FILE FORM 1F, Final Statement of Financial Interests:

All persons who fall within the categories of "state officers," "local officers," and "specified state employees" are required to file Form 1F within 60 days of leaving that position unless they take another position within the 60-day period that requires filing either Form 1 or Form 6. Positions within these categories are listed below. Persons required to file full financial disclosure (Form 6 -- see that form for a list of persons who are required to file it) should file Form 6F rather than Form 1F as their final financial disclosure.

1) Elected public officials not serving in a political subdivision of the state and any person appointed to fill a vacancy in such office, unless required to file full disclosure on Form 6.

2) Appointed members of each board, commission, authority, or council having statewide jurisdiction, excluding members of solely advisory bodies, but including judicial nominating commission members; Directors of Enterprise Florida, Scripps Florida Funding Corporation, and Career Source Florida; and members of the Council on the Social Status of Black Men and Boys; the Executive Director, Governors, and senior managers of Citizens Property Insurance Corporation; Governors and senior managers of Florida Workers' Compensation Joint Underwriting Association; board members of the Northeast Fla. Regional Transportation Commission; board members of Triumph Gulf Coast, Inc.; board members of Florida Is For Veterans, Inc.; and members of the Technology Advisory Council within the Agency for State Technology.

3) The Commissioner of Education, members of the State Board of Education, the Board of Governors, the local Boards of Trustees and Presidents of state universities, and the Florida Prepaid College Board.

4) Persons elected to office in any political subdivision (such as municipalities, counties, and special districts) and any person appointed to fill a vacancy in such office, unless required to file Form 6.

5) Appointed members of the following boards, councils, commissions, authorities, or other bodies of county, municipality, school district, independent special district, or other political subdivision: the governing body of the subdivision; community college or junior college district boards of trustees; boards having the power to enforce local code provisions; boards of adjustment; community redevelopment agencies; planning or zoning boards having the power to recommend, create, or modify land planning or zoning within a political subdivision, except for citizen advisory committees, technical coordinating committees, and similar groups who only have the power to make recommendations to planning or zoning boards, and except for representatives of a military installation acting on behalf of all military installations within that jurisdiction; pension or retirement boards empowered to invest pension or retirement funds or determine entitlement to or amount of pensions or other retirement benefits, and the Pinellas County Construction Licensing Board.

6) Any appointed member of a local government board who is required to file a statement of financial interests by the appointing authority or the enabling legislation, ordinance, or resolution creating the board.

7) Persons holding any of these positions in local government: mayor; county or city manager; chief administrative employee or finance director

of a county, municipality, or other political subdivision; county or municipal attorney; chief county or municipal building inspector; county or municipal water resources coordinator; county or municipal pollution control director; county or municipal environmental control director; county or municipal administrator with power to grant or deny a land development permit; chief of police; fire chief; municipal clerk; appointed district school superintendent; community college president; district medical examiner; purchasing agent (regardless of title) having the authority to make any purchase exceeding \$20,000 for the local governmental unit.

8) Officers and employees of entities serving as chief administrative officer of a political subdivision.

9) Members of governing boards of charter schools operated by a city or other public entity.

10) Employees in the office of the Governor or of a Cabinet member who are exempt from the Career Service System, excluding secretarial, clerical, and similar positions.

11) The following positions in each state department, commission, board, or council: Secretary, Assistant or Deputy Secretary, Executive Director, Assistant or Deputy Executive Director, and anyone having the power normally conferred upon such persons, regardless of title.

12) The following positions in each state department or division: Director, Assistant or Deputy Director, Bureau Chief, Assistant Bureau Chief, and any person having the power normally conferred upon such persons, regardless of title.

13) Assistant State Attorneys, Assistant Public Defenders, criminal conflict and civil regional counsel, and assistant criminal conflict and civil regional counsel, Public Counsel, full-time state employees serving as counsel or assistant counsel to a state agency, administrative law judges, and hearing officers.

14) The Superintendent or Director of a state mental health institute established for training and research in the mental health field, or any major state institution or facility established for corrections, training, treatment, or rehabilitation.

15) State agency Business Managers, Finance and Accounting Directors, Personnel Officers, Grant Coordinators, and purchasing agents (regardless of title) with power to make a purchase exceeding \$20,000.

16) The following positions in legislative branch agencies: each employee (other than those employed in maintenance, clerical, secretarial, or similar positions and legislative assistants exempted by the presiding officer of their house); and each employee of the Commission on Ethics.

## INSTRUCTIONS FOR COMPLETING FORM 1F:

### INTRODUCTORY INFORMATION (Top of Form):

**NAME OF AGENCY:** The name of the governmental unit which you served or by which you were employed.

**OFFICE OR POSITION HELD OR SOUGHT:** The title of the office or position you held during the disclosure period.

**DISCLOSURE PERIOD:** This statement reflects your financial interests for the period between January 1 and the last day of your public office or employment in 2019. Please write the last day of your office or employment in this part of the form. This date should be prior to December 31, 2019. The Form 1F cannot be used to report financial interests for

a period covering the entire 2019 calendar year, nor should this form be used to report your financial interests for a period beyond 2019.

**PUBLIC RECORD:** The disclosure form and everything attached to it is a public record. Your Social Security Number is not required and you should redact it from any documents you file. If you are an active or former officer or employee listed in Section 119.071, F.S., whose home address is exempt from disclosure, the Commission will maintain that confidentiality if you submit a written request.

## MANNER OF CALCULATING REPORTABLE INTEREST

As noted on the form, filers have the option of reporting based on either thresholds that are comparative (usually, based on percentage values) or thresholds that are based on absolute dollar values. The instructions on the following pages specifically describe the different thresholds. Check the box that reflects the choice you have made. You must use the type of threshold you have chosen for each part of the form. In other words, if you choose to report based on absolute dollar value thresholds, you cannot use a percentage threshold on any part of the form.

### IF YOU HAVE CHOSEN DOLLAR VALUE THRESHOLDS THE FOLLOWING INSTRUCTIONS APPLY

#### PART A — PRIMARY SOURCES OF INCOME

[Required by s. 112.3145(3)(b)1, F.S.]

Part A is intended to require the disclosure of your principal sources of income during the disclosure period. You do not have to disclose the amount of income received, and you need not list your public salary from serving in the position(s) which requires you to file this form. The income of your spouse need not be disclosed; however, if there is joint income to you and your spouse from property you own jointly (such as interest or dividends from a bank account or stocks), you should disclose the source of that income if it exceeded the threshold.

Please list in this part of the form the name, address, and principal business activity of each source of your income which exceeded \$2,500 of gross income received by you in your own name or by any other person for your use or benefit.

"Gross income" means the same as it does for income tax purposes, even if the income is not actually taxable, such as interest on tax-free bonds. Examples include: compensation for services, income from business, gains from property dealings, interest, rents, dividends, pensions, IRA distributions, social security, distributive share of partnership gross income, and alimony, but not child support.

Examples:

- If you were employed by a company that manufactures computers and received more than \$2,500, list the name of the company, its address, and its principal business activity (computer manufacturing).
- If you were a partner in a law firm and your distributive share of partnership gross income exceeded \$2,500, list the name of the firm, its address, and its principal business activity (practice of law).
- If you were the sole proprietor of a retail gift business and your gross income from the business exceeded \$2,500, list the name of the business, its address, and its principal business activity (retail gift sales).
- If you received income from investments in stocks and bonds, list each individual company from which you derived more than \$2,500. Do not aggregate all of your investment income.
- If more than \$2,500 of your gross income was gain from the sale of property (not just the selling price), list as a source of income the purchaser's name, address, and principal business activity. If the purchaser's identity is unknown, such as where securities listed on an exchange are sold through a brokerage firm, the source of income should be listed as "sale of (name of company) stock," for example.
- If more than \$2,500 of your gross income was in the form of interest from one particular financial institution (aggregating interest from all CD's, accounts, etc., at that institution), list the name of the institution, its address, and its principal business activity.

#### PART B — SECONDARY SOURCES OF INCOME

[Required by s. 112.3145(3)(b)2, F.S.]

This part is intended to require the disclosure of major customers, clients, and other sources of income to businesses in which you own an interest. It is not for reporting income from second jobs. That kind of income should be reported in Part A "Primary Sources of Income," if it meets the reporting threshold. You will not have anything to report unless, during the disclosure period:

- (1) You owned (either directly or indirectly in the form of an equitable or beneficial interest) during the disclosure period more than 5% of the total assets or capital stock of a business entity (a corporation,

partnership, LLC, limited partnership, proprietorship, joint venture, trust, firm, etc., doing business in Florida); **and**,

- (2) You received more than \$5,000 of your gross income during the disclosure period from that business entity.

If your interests and gross income exceeded these thresholds, then for that business entity you must list every source of income to the business entity which exceeded 10% of the business entity's gross income (computed on the basis of the business entity's most recently completed fiscal year), the source's address, and the source's principal business activity.

Examples:

- You are the sole proprietor of a dry cleaning business, from which you received more than \$5,000. If only one customer, a uniform rental company, provided more than 10% of your dry cleaning business, you must list the name of the uniform rental company, its address, and its principal business activity (uniform rentals).
- You are a 20% partner in a partnership that owns a shopping mall and your partnership income exceeded the above thresholds. List each tenant of the mall that provided more than 10% of the partnership's gross income and the tenant's address and principal business activity.

#### PART C — REAL PROPERTY

[Required by s. 112.3145(3)(b)3, F.S.]

In this part, list the location or description of all real property in Florida in which you owned directly or indirectly at any time during the disclosure period in excess of 5% of the property's value. You are not required to list your residences. You should list any vacation homes if you derive income from them.

Indirect ownership includes situations where you are a beneficiary of a trust that owns the property, as well as situations where you own more than 5% of a partnership or corporation that owns the property. The value of the property may be determined by the most recently assessed value for tax purposes, in the absence of a more current appraisal.

The location or description of the property should be sufficient to enable anyone who looks at the form to identify the property. A street address should be used, if one exists.

#### PART D — INTANGIBLE PERSONAL PROPERTY

[Required by s. 112.3145(3)(b)3, F.S.]

Describe any intangible personal property that, at any time during the disclosure period, was worth more than \$10,000 and state the business entity to which the property related. Intangible personal property includes things such as cash on hand, stocks, bonds, certificates of deposit, vehicle leases, interests in businesses, beneficial interests in trusts, money owed you, Deferred Retirement Option Program (DROP) accounts, the Florida Prepaid College Plan, and bank accounts. Intangible personal property also includes investment products held in IRAs, brokerage accounts, and the Florida College Investment Plan. Note that the product contained in a brokerage account, IRA, or the Florida College Investment Plan is your asset—not the account or plan itself. Things like automobiles and houses you own, jewelry, and paintings are not intangible property. Intangibles relating to the same business entity may be aggregated; for example, CDs and savings accounts with the same bank. Property owned as tenants by the entirety or as joint tenants with right of survivorship should be valued at 100%. The value of a leased vehicle is the vehicle's present value minus the lease residual (a number found on the lease document).

## PART E — LIABILITIES

[Required by s. 112.3145(3)(b)4, F.S.]

List the name and address of each creditor to whom you owed more than \$10,000 at any time during the disclosure period. The amount of the liability of a vehicle lease is the sum of any past-due payments and all unpaid prospective lease payments. You are not required to list the amount of any debt. You do not have to disclose credit card and retail installment accounts, taxes owed (unless reduced to a judgment), indebtedness on a life insurance policy owed to the company of issuance, or contingent liabilities. A "contingent liability" is one that will become an actual liability only when one or more future events occur or fail to occur, such as where you are liable only as a guarantor, surety, or endorser on a promissory note. If you are a "co-maker" and are jointly liable or jointly and severally liable, then it is not a contingent liability.

## PART F — INTERESTS IN SPECIFIED BUSINESSES

[Required by s. 112.3145(6), F.S.]

The types of businesses covered in this disclosure include: state and federally chartered banks; state and federal savings and loan associations; cemetery companies; insurance companies; mortgage companies; credit unions; small loan companies; alcoholic beverage licensees; pari-mutuel wagering companies; utility companies, entities controlled by the Public Service Commission; and entities granted a franchise to operate by either a city or a county government.

Disclose in this part of the form the fact that you owned during the disclosure period an interest in, or held any of certain positions with, the types of businesses listed above. You must make this disclosure if you own or owned (either directly or indirectly in the form of an equitable or beneficial interest) at any time during the disclosure period more than 5% of the total assets or capital stock of one of the types of business entities listed above. You also must complete this part of the form for each of these types of businesses for which you are, or were at any time during the disclosure period, an officer, director, partner, proprietor, or agent (other than a resident agent solely for service of process).

If you have or held such a position or ownership interest in one of these types of businesses, list the name of the business, its address and principal business activity, and the position held with the business (if any). If you own(ed) more than a 5% interest in the business, indicate that fact and describe the nature of your interest.

(End of Dollar Value Thresholds Instructions.)

## IF YOU HAVE CHOSEN COMPARATIVE (PERCENTAGE) THRESHOLDS THE FOLLOWING INSTRUCTIONS APPLY

### PART A — PRIMARY SOURCES OF INCOME

[Required by s. 112.3145(3)(a)1, F.S.]

Part A is intended to require the disclosure of your principal sources of income during the disclosure period. You do not have to disclose the amount of income received, and you need not list your public salary received from serving in the position(s) which requires you to file this form, but this amount should be included when calculating your gross income for the disclosure period. The income of your spouse need not be disclosed; however, if there is joint income to you and your spouse from property you own jointly (such as interest or dividends from a bank account or stocks), you should include all of that income when calculating your gross income and disclose the source of that income if it exceeded the threshold.

Please list in this part of the form the name, address, and principal business activity of each source of your income which exceeded 5% of the gross income received by you in your own name or by any other person for your benefit or use during the disclosure period.

"Gross income" means the same as it does for income tax purposes, even if the income is not actually taxable, such as interest on tax-free bonds. Examples include: compensation for services, income from business, gains from property dealings, interest, rents, dividends, pensions, IRA distributions, social security, distributive share of partnership gross income, and alimony, but not child support.

Examples:

- If you were employed by a company that manufactures computers and received more than 5% of your gross income from the company, list the name of the company, its address, and its principal business activity (computer manufacturing).
- If you were a partner in a law firm and your distributive share of partnership gross income exceeded 5% of your gross income, list the name of the firm, its address, and its principal business activity (practice of law).
- If you were the sole proprietor of a retail gift business and your gross income from the business exceeded 5% of your total gross income, list the name of the business, its address, and its principal business activity (retail gift sales).
- If you received income from investments in stocks and bonds, you list each individual company from which you derived more than 5% of your gross income. Do not aggregate all of your investment income.

— If more than 5% of your gross income was gain from the sale of property (not just the selling price), list as a source of income the purchaser's name, address, and principal business activity. If the purchaser's identity is unknown, such as where securities listed on an exchange are sold through a brokerage firm, the source of income should be listed as "sale of (name of company) stock," for example.

— If more than 5% of your gross income was in the form of interest from one particular financial institution (aggregating interest from all CD's, accounts, etc., at that institution), list the name of the institution, its address, and its principal business activity.

### PART B — SECONDARY SOURCES OF INCOME

[Required by s. 112.3145(3)(a)2, F.S.]

This part is intended to require the disclosure of major customers, clients, and other sources of income to businesses in which you own an interest. It is not for reporting income from second jobs. That kind of income should be reported in Part A, "Primary Sources of Income," if it meets the reporting threshold. You will **not** have anything to report **unless** during the disclosure period:

- (1) You owned (either directly or indirectly in the form of an equitable or beneficial interest) more than 5% of the total assets or capital stock of a business entity (a corporation, partnership, LLC, limited partnership, proprietorship, joint venture, trust, firm, etc., doing business in Florida); **and**,
- (2) You received more than 10% of your gross income from that business entity; **and**,
- (3) You received more than \$1,500 in gross income from that business entity.

If your interests and gross income exceeded these thresholds, then for that business entity you must list every source of income to the business entity which exceeded 10% of the business entity's gross income (computed on the basis of the business entity's most recently completed fiscal year), the source's address, and the source's principal business activity.



Examples:

— You are the sole proprietor of a dry cleaning business, from which you received more than 10% of your gross income—an amount that was more than \$1,500. If only one customer, a uniform rental company, provided more than 10% of your dry cleaning business, you must list the name of the uniform rental company, its address, and its principal business activity (uniform rentals).

— You are a 20% partner in a partnership that owns a shopping mall and your partnership income exceeded the thresholds listed above. You should list each tenant of the mall that provided more than 10% of the partnership's gross income, and the tenant's address and principal business activity.

### PART C — REAL PROPERTY

[Required by s. 112.3145(3)(a)3, F.S.]

In this part, list the location or description of all real property in Florida in which you owned directly or indirectly at any time during the disclosure period in excess of 5% of the property's value. You are not required to list your residences. You should list any vacation homes, if you derive income from them.

Indirect ownership includes situations where you are a beneficiary of a trust that owns the property, as well as situations where you own more than 5% of a partnership or corporation that owns the property. The value of the property may be determined by the most recently assessed value for tax purposes, in the absence of a more current appraisal.

The location or description of the property should be sufficient to enable anyone who looks at the form to identify the property. A street address should be used, if one exists.

### PART D — INTANGIBLE PERSONAL PROPERTY

[Required by s. 112.3145(3)(a)3, F.S.]

Describe any intangible personal property that, at any time during the disclosure period, was worth more than 10% of your total assets, and state the business entity to which the property related. Intangible personal property includes things such as cash on hand, stocks, bonds, certificates of deposit, vehicle leases, interests in businesses, beneficial interests in trusts, money owed you, Deferred Retirement Option Program (DROP) accounts, the Florida Prepaid College Plan, and bank accounts. Intangible personal property also includes investment products held in IRAs, brokerage accounts, and the Florida College Investment Plan. Note that the product contained in a brokerage account, IRA, or the Florida College Investment Plan is your asset—not the account or plan itself. Things like automobiles and houses you own, jewelry, and paintings are not intangible property. Intangibles relating to the same business entity may be aggregated; for example, CD's and savings accounts with the same bank.

Calculations: To determine whether the intangible property exceeds 10% of your total assets, total the fair market value of all of your assets (including real property, intangible property, and tangible personal property such as jewelry, furniture, etc.). When making this calculation, do not subtract any liabilities (debts) that may relate to the property. Multiply the total figure by 10% to arrive at the disclosure threshold. List only the intangibles that exceed this threshold amount. The value of a leased vehicle is the vehicle's present value minus the lease residual (a number which can be found on the lease document). Property that is only jointly owned property should be valued according to the percentage of your joint ownership. Property owned as tenants by the entirety or as joint tenants with right of survivorship should be valued at 100%. None of your calculations or the value of the property have to be disclosed on the form.

Example: You own 50% of the stock of a small corporation that is worth \$100,000, the estimated fair market value of your home and other property (bank accounts, automobile, furniture, etc.) is \$200,000. As your total assets are worth \$250,000, you must disclose intangibles worth over \$25,000. Since the value of the stock exceeds this threshold, you should list "stock" and the name of the corporation. If your accounts with a particular bank exceed \$25,000, you should list "bank accounts" and bank's name.

### PART E — LIABILITIES

[Required by s. 112.3145(3)(b)4, F.S.]

List the name and address of each creditor to whom you owed any amount that, at any time during the disclosure period, exceeded your net worth. You are not required to list the amount of any debt or your net worth. You do not have to disclose: credit card and retail installment accounts, taxes owed (unless reduced to a judgment), indebtedness on a life insurance policy owed to the company of issuance, or contingent liabilities. A "contingent liability" is one that will become an actual liability only when one or more future events occur or fail to occur, such as where you are liable only as a guarantor, surety, or endorser on a promissory note. If you are a "co-maker" and are jointly liable or jointly and severally liable, it is not a contingent liability.

Calculations: To determine whether the debt exceeds your net worth, total all of your liabilities (including promissory notes, mortgages, credit card debts, judgments against you, etc.). The amount of the liability of a vehicle lease is the sum of any past-due payments and all unpaid prospective lease payments. Subtract the sum total of your liabilities from the value of all your assets as calculated above for Part D. This is your "net worth." List each creditor to whom your debt exceeded this amount unless it is one of the types of indebtedness listed in the paragraph above (credit card and retail installment accounts, etc.). Joint liabilities with others for which you are "jointly and severally liable," meaning that you may be liable for either your part or the whole of the obligation, should be included in your calculations at 100% of the amount owed.

Example: You owe \$15,000 to a bank for student loans, \$5,000 for credit card debts, and \$60,000 (with spouse) to a savings and loan for a home mortgage. Your home (owned by you and your spouse) is worth \$80,000 and your other property is worth \$20,000. Since your net worth is \$20,000 (\$100,000 minus \$80,000), you must report only the name and address of the savings and loan.

### PART F — INTERESTS IN SPECIFIED BUSINESSES

[Required by s. 112.3145, F.S.]

The types of businesses covered in this disclosure include: state and federally chartered banks; state and federal savings and loan associations; cemetery companies; insurance companies; mortgage companies; credit unions; small loan companies; alcoholic beverage licensees; pari-mutuel wagering companies, utility companies, entities controlled by the Public Service Commission; and entities granted a franchise to operate by either a city or a county government.

Disclose in this part the fact that you owned during the disclosure period an interest in, or held any of certain positions with, the types of businesses listed above. You must make this disclosure if you own or owned (either directly or indirectly in the form of an equitable or beneficial interest) at any time during the disclosure period more than 5% of the total assets or capital stock of one of the types of business entities listed above. You also must complete this part of the form for each of these types of businesses for which you are, or were at any time during the disclosure period, an officer, director, partner, proprietor, or agent (other than a resident agent solely for service of process).

If you have or held such a position or ownership interest in one of these types of businesses, list the name of the business, its address and principal business activity, and the position held with the business (if any). If you own(ed) more than a 5% interest in the business, indicate that fact and describe the nature of your interest.

**(End of Percentage Thresholds Instructions.)**

## **Attachment 14 - CareerSource Central Florida Acronyms/Definitions List**

**ACSI** - American Customer Satisfaction Index  
**AD** – Adult  
**ADA** - American with Disabilities Act  
**BSD** – Basic Skills Deficient  
**CBO** - Community-Based organization  
**CEO** - Chief Elected Official  
**CFR** - Code of Federal Regulations  
**DEO** – Department of Economic Opportunity  
**DHP** – Displaced Homemaker  
**DW** – Dislocated Worker  
**EEO** - Equal Employment Opportunity  
**EEOC** - Equal Employment Opportunity Commission  
**EF** – Employ Florida  
**EO** - Equal Opportunity  
**ETA** - Employment and Training Administration; USDOL  
**ETPL** - Eligible Training Provider List  
**EWT** – Employed Worker Training  
**FR** - Federal Register  
**FSR** - Feasibility Study Report  
**FY** - Fiscal Year  
**GED** - General Equivalency Diploma  
**HHS** - U.S. Department of Health and Human Services  
**IEP** – Individual Employment Plan  
**IL** - Independent Living Program  
**ISS** - Individual Service Strategy  
**ISY** – In-School Youth  
**ITA** - Individual Training Account  
**ITN** – Invitation to Negotiate  
**LLSIL** - Lower Living Standard Income Level  
**LMI** - Labor Market Information  
**LWDA** - Local Workforce Development Area  
**LWDB** - Local Workforce Development Board

**MIS** - Management Information System  
**MOU** - Memorandum of Understanding  
**MSA** - Metropolitan Statistical Area  
**OIG** - U.S. Office of Inspector General  
**OJT** – On the Job Training  
**OMB** - Office of Management and Budget  
**O\*NET** - Occupational Information Network  
**OSY**- Out of School Youth  
**PY** - Program Year  
**REA** – Re-Employment Assistance (Unemployment Insurance)  
**RFQ** – Request for Quote or Qualifications  
**RFP** – Request for Proposal  
**SMSA** - Standard Metropolitan Statistical Areas  
**SSN** - Social Security Number  
**TAA** - Trade Adjustment Assistance  
**TAG** - Technical Assistance Guide  
**TANF** - Temporary Assistance to Needy Families  
**TEGL** - Training and Employment Guidance Letter  
**TEIN** - Training and Employment Information Notice  
**USDOL** - U.S. Department of Labor  
**WARN** - Worker Adjustment and Retraining Notification (WARN) Act  
**WDB** – Workforce Development Board  
**WIA** - Workforce Investment Act  
**WIOA** – Workforce Innovation and Opportunity Act  
**WIASRD** - Workforce Investment Act Standardized Record Data  
**WP** – Wagner Peyser  
**WWOTC** - Work Opportunity Tax Credit  
**WT** – Welfare Transition