

**Board of Directors Meeting**

**Hilton Orlando / Altamonte Springs  
350 S. Northlake Blvd.  
Altamonte Springs, FL 32701  
Thursday, October 27, 2011  
1:00 p.m.**

**MINUTES**

**MEMBERS PRESENT:** Greg Beliveau, Wendy Brandon, Robert H. Brown, Sheila Cappel, Deborah Clements, Melanie Cornell (via phone), Larry Dale, Iris Diaz, Lorna Garrow, Catherine Hanson, Eric Jackson, Leland Madsen, William F. Merck II, Brian Michaels, John A. Moore, Tirso Moreno, Jack Plettinck, Joseph Sarnovsky, Kevin Shaughnessy, Dr. Sanford C. Shugard, Dr. Robert Spooner, Richard Sweat, Eric Ushkowitz, Suzanne Vitale (via phone), Rick Walsh, Mark Wylie, and Tom Yochum

**MEMBERS ABSENT:** Thomas Katheder

**STAFF PRESENT:** Kevin Neal, Alice Cobb, and Kaz Kasal

**GUESTS PRESENT:** Skip Sell (Corporate Counsel)

**CALL TO ORDER, WELCOME**

Mr. Neal called the meeting to order and welcomed those in attendance.

**ROLL CALL; ESTABLISHMENT OF QUORUM**

Ms. Cobb commenced with roll call and reported that there was a quorum present.

**INTRODUCTIONS**

Mr. Neal stated that he, and on behalf of the 5-county chief elected officers who appointed the board members - together thank the board members for agreeing to serve on this board and for their leadership moving forward.

Mr. Neal advised the board members that since all board meetings are being recorded for the purpose of the meeting minutes, to please state their name before speaking into the microphone.

Mr. Neal asked each of the board members to introduce themselves and provide a brief synopsis of their work and experience for the benefit of the board members:

Mr. Beliveau, Owner/LPG Urban & Regional Planners, Inc. - indicated his small business consulting firm is located in Mt. Dora. Mr. Beliveau had used the services of WCF few years ago. He has served several non profit boards over the years and he hopes that his experience will help this board as well.

Mr. Brown, President-CEO/Heart of Florida United Way – United Way serves Orange, Osceola, and Seminole counties. It is a 27M total resource organization, which includes some federal funds – so he is familiar with federal fundings.

Mr. Wylie, President & CEO/ABC-Central Florida Chapter – has been in this position for 25 years and has a non-profit board. They represent 450 member companies in the Central Florida region.

Ms. Wendy Brandon, CEO/Central Florida Regional Hospital – has been in this position for three years. She lives and works in Seminole County. She has served on other boards – she is currently a trustee for Seminole State College and serves on Seminole County Chamber.

Mr. Sweat, CEO & Founder/.decimal – his company is a custom medical device manufacturer located in Sanford.

Dr. Spooney, President/CEO African American Chamber of Commerce of Central Florida – his organization represents 450 small business entrepreneurs in Central Florida and he has served on several other non-profit boards.

Ms. Garrow, Employment & Training Coordinator/Experience Works – she works with a non-profit organization helping seniors train for and attain employment. She has been with Experience Works for 12 years. She covers Lake, Sumter, Citrus, Seminole counties – both state and federal.

Mr. Jackson, Partner/TTR Systems – his company is a commercial roofing manufacturing company– this is a new venture in this country. He serves on a few other boards around town.

Mr. Michaels, District Administrator/Dept. of Education-Division of Blind Services – his organization services Orange, Osceola, Seminole Lake and The Villages and works with rehabilitating the blind to workforce.

Mr. Sarnovsky, Vice President Administration and Finance Division-CFO/Seminole State College – has worked with this organization for 10 years. Servicing 23,000 students in Seminole county and providing educational and workforce training programs.

Mr. Moore, CEO/South Lake Hospital –since 1993 –he has worked and serviced on multi county boards and committees.

Mr. Dale, President-CEO/Orlando-Sanford International Airport – his work experience includes real estate/broker, developing/contractor, pilot.

Mr. Yochum, Director of Business Strategy & Community Services/Lowndes, Drosdick, Doster, Kantor & Reed – has worked in the community for 43 years and served on a number of boards.

Mr. Plettinck, Business Representative/United Painters and Allied Trades-DC 78 – he is a trustee with welfare fund and certified state apprentice fund.

Ms. Hanson, Owner/Catherine Hanson Real Estate Inc. – located Sorrento, FL. She has served on the County Commission for Lake County and currently President of East Lake County Chamber of Commerce.

Mr. Madsen, Administrator/Bedrock Resources, Inc. - located in Sumter County – they are a member

of the Sumter County Mining Association. This is his first experience with a public board – has served on non-profit boards before. Has previous experience in the off-shore oil industry and agribusiness.

Mr. Moreno, Coordinator/Farmworkers Assoc. of Florida - he is also co-founder. Their organization has been in existence for 28 years and focuses on improving working and living conditions for farmworkers and people in the rural communities.

Dr. Shugart, President/Valencia College – served in this position for 12 years.

Mr. Ushkowitz, Office of Economic Development Administrator/Orange County Government – has been in this position for three months. Prior to this he was with the Metro Orlando Economic Development Commission as Project Manager.

Mr. Shaughnessy, Partner/Baker & Hostetler, LLP – he works with employment law and represents many employers in the Central Florida area. He served on many boards in the community.

Ms. Diaz, Branch Manager/Suntrust Bank – she has worked with this bank for the last 25 years. She heavily involved in the Hispanic community. She leads the Hispanic diversity council for Suntrust Bank, as well as a member of the Kissimmee Chamber of Commerce.

Ms. Cappel, Plant Manager/PepsiCo-Gatorade – located in Poinciana, she has worked with this company 11 years and six of these as Plant Manager. She is a member of the Kissimmee Chamber and Poinciana area counsel.

Ms. Clements, Community Relations Manager/Progress Energy – she serves on 10 community boards in Orange and Osceola counties.

Mr. Merck, Vice President Administration and Finance Division-CFO/University of Central Florida – he has been in this position since 1996. He also worked at two different universities in Virginia.

Ms. Vitale, Central Florida Regional Manager/Department of Children and Families – she has broad based experience in the health and human resources systems.

Mr. Neal then asked staff to introduce themselves, which he began first:

Mr. Neal, Interim Executive Director/WCF – stated that he has worked 20 years in public sector. Graduate of Florida A&M with Business Administration Degree and went to Florida State Law School. He began his professional career working for the Florida State legislature and has held various government relations positions. He was legislative director for Governor Bush and has held senior executive positions in the Department of Agriculture and Consumer Services, Florida Public Service Commission. He ran a regional office of the Florida Department of Environment Protection in South Florida. Most recently served for the past 3+ years under AWI, which is now DEO as of 10/1/11 as Workforce Services Director – primarily over program issues.

Ms. Cobb, Chief Operating Officer/WCF – stated she has been in workforce development for 30+ years. It's been her pleasure to work at the state and regional level to guide and manage programs for job seekers and employers. She is primarily involved with the programmatic, making sure the

programs that are put in place are helping the job seekers and employers in the community.

Mr. Sell, Corporate Council for WCF - stated that he has been a lawyer in the Central Florida area for 28 years. Most of his career has been spent at Gray Robinson - for the last five years he has his own law firm. Mr. Sell stated he became involved with WCF in 2004 when he was asked to take over 2 pieces of litigation: 1) administrative action where WCF sued the state, appealing disallowed costs, and 2) defending the organization in a federal false claims act. When both were resolved in 2006, WCF asked Mr. Sell to start attending board and executive committee meetings to provide assistance to them and also assist in case-by-case/issue-by-issue matters when necessary.

Mr. Neal also introduced the County Attorneys from the local consortium: Mr. Minkoff, Lake County Attorney, Mr. Gray/Lake County Administrator, Mr. Mai/Osceola County Attorney. Mr. Arrington/Osceola County Chair - is also Chair of the 5-county Consortium (not present today). Mr. Applegate/Seminole County Attorney, Mr. Angelaidis/Sumter County Attorney (not present), Mr. Newton/Orange County Attorney (not present)

### **NEW BOARD ORIENTATION**

Mr. Neal stated that he, Ms. Cobb and Mr. Sell will be providing a new board orientation reviewing a general overview of the workforce system and what the organization is charged to do. At a later date, they will provide more in depth orientation session(s) on what WCF does and have the board members visit the one-stop offices to see first-hand the delivery of services.

Mr. Sell provided a review of legal matters and the federal and state requirements that board members should know - as follows:

WCF is a non-profit organization, but as WCF receives federal funds appropriated by state and legislature, there are certain rules and regulations that need to be followed at federal and state levels - there are 4 of these that board should be immediately aware of and the do's and don'ts of these rules. All of these pertain to accountability and transparency (all detailed information on this is located in the booklets that board members were sent).

- Sunshine Law
  - Meetings open to public
  - Reasonable notice of meetings
  - Minutes taken are promptly recorded (all meetings are recorded, it is important to be careful what you say/email)

General Rules:

#### Do Not:

- Conduct business
- On a WCF topic
- With other WCF Board Members
- Outside a publicly noticed meeting
- In the absence of recorded minutes

Meetings consisting of 2 or more board members - can't discuss matters current or may come before the board (whether formal meetings or informal encounters).

Can't use email or telephone to discuss or conduct private discussions about Board business.

Can send one-way to each other, as long as kept in public record and no response back. Should use staff for this - i.e. board member forwards an article to staff, and staff forwards it to the board members.

Not prohibited to talk with staff or corporate counsel and ask questions - but staff can't act as liaison between board members.

Board meetings open to public - anyone can attend, no one excluded.

All of this is important - anything you do outside of Sunshine doesn't work. Even though this is non-profit, we are using federal funds and the public has a right to know how funds are being used and what our philosophy and policy is.

- Public Records Law

- All materials made or received
- In connection with official business
- Used to perpetuate communicate or formalize knowledge
  - Emails
  - Computer records
  - Budgets
  - Recordings of meetings
  - Reports, memos, correspondence - that go to board member or come from board member to the organization

- Limited Financial Disclosure Statement

Board members are required to file a Limited Financial Disclosure Statement because they are considered "Local Officers". This is a short form that needs to be filed within 30 days after appointment and thereafter by July 1<sup>st</sup> of each subsequent year. The form is filed with the Supervisor of Elections in the county where board member resides. Links and information are provided about financial disclosure in the packets that board members have received. If you have already filed the form for another requirement, then you do not have to file the same form for WCF.

- Conflict of Interest

Workforce Florida (WFI), which is the statewide workforce board recently stated that they came out with a contracting policy, which includes more in depth information about the state and federal laws regarding conflict of interest.

WFI's Contracting Policy

- Prohibits the use of State or Federal funds
- By a Regional Workforce Board
- For any contract between the Board and Board Member
- Where Member or a Member's relative has any relationship with the contracting vendor

Unless:

The regional board votes to exempt the Member from the policy

If Exempted:

- Contract must be approved by 2/3 vote of Board when quorum established
- Approval cannot be delegated to staff or committee
- Conflict must be disclosed and disclosure placed in minutes before votes (and abstain from voting); and
- If the contract exceeds \$25,000 it must be reviewed and approved by DEO and WFI prior to execution.

- Directors and Officers' Liability Insurance

- \$2,000,000 limit of liability for all claims
- Expiration Date: 11/19/11

Mr. Sell indicated that he, Mr Neal and Ms. Cobb met with the insurance agent this week to discuss shopping for a new policy as current policy expires 11/19/11. No problems are anticipated – agent indicated that our 2M liability insurance is higher than some other non-profit organizations (usually 1M). Not sure yet how much the new policy will cost or what premiums and retentions will be at this point in time – have to wait and see.

- Florida Volunteer Act

This is for tort, personal injury and property damage – not likely to happen. Board members incur no civil liability as long as acting in good faith, in their official duties – as a reasonably prudent person would act, - unless there was willful or wanton misconduct. The second section of the statute deals with sovereign immunity for negligence type action. In packet of material board members can reference indemnifications and by-laws for board members

Mr. Sell closed his summary, advising that he is available to the board members anytime on pending issues.

Mr. Neal provided an overview of workforce system:

Workforce development system is a network of 24 regional workforce boards throughout the state.

We are Region 12, covering five counties: Lake, Orange, Osceola, Seminole and Sumter.

In 1998, congress passed a federal law which authorized employment and training programs run by different fed agencies to be consolidated to one system and one place that customers could go to for a range of services, which are the local one-stop career centers.

In the attempt to consolidate, the federal act did not create a block program where a lump sum is received and managed at state level. What Congress did was group employment and training together in a one system environment, but kept same governing laws and regulations associated with each program - each program has its own governance statutes, rules, regulations eligibility, compliance requirements and this is where people get confused; unless you have been with the system for a while, it's challenging to get a handle on this.

Major partners of work system:

- Workforce Florida, Inc. (WFI) (state level – appointed by the Governor) – charged with setting statewide Policy for the workforce system and apply it to the regional workforce boards.
- Florida Department for Economic Opportunity (DEO) – Administration and Operations functions for the workforce system
- 24 Regional Workforce Boards – Local Delivery Systems – this is where WCF fits and where the bulk of the services are delivered to employers and job seekers, and the local board has authorization to policy that governs within this local workforce system.

Major funding sources:

- United States Department of Labor (USDOL) – primary source  
Grant Programs:
  - Vet Programs (Disabled Veterans Outreach Program – DVOP and Local Veterans Employment Representative Program – LVER)
  - TAA – training/retraining for workers affected by foreign competition.
  - Workforce Investment Act (WIA) (mother of the workforce system) – creation of this Act that allowed for the consolidation to one stop system.
- United States Department of Health and Human Service
  - Temporary Assistance for Needy Families (TANF block grant) - part of welfare reform that congress passed in the early 1990's, which means the welfare participant, in order to break the cycle of welfare dependency, comes to workforce to get help getting placed into a job and/or provides job preparation assistance – which helps keep welfare recipients off of welfare.
- United States Department of Agriculture
  - Food Stamp Employment and Training Program - Florida runs a volunteer program, which means Florida food stamp recipients can volunteer to participate in program (but not required to participate in program in order to receive food stamps).

WIA funding flow chart – 3 different funding streams, servicing 3 different populations:

- Adult
- Youth/Older Youth
- Dislocated Worker (DW)

#### TANF funding allocation

Wagner Peyser (WP) Program Allocation – WP has been in existence since the Great Depression. WP funds pay for universal services – primarily aimed at matching employers with qualified job seekers.

Mr. Neal stated that they will provide a more comprehensive orientation of the workforce system which will go into the numbers more in depth, and what has been approved by the consortium for the current operating year. The board of directors is required to approve, the budget for the regional workforce board, then it's approved by the local consortium.

Ms. Cobb, reiterating what Mr. Neal had said, that WCF is an independent, non-profit organization and not a state or government agency. As a non-profit organization, WCF receives federal funds and has to follow federal and state rules – and these rules are important to know. WCF, selected by the Governor and regional workforce board, to receive funds passed through state to us. WCF's five county region is responsible for delivery of workforce services. The board of directors is volunteers representing these five counties in both private and public sectors. There are specific seats that designate how many private seats per county and public sector seats are regional, representing all counties. 1 – 14 public sector seats are required by federal law, then the private seats are added on. Per current by-laws established in 1996, private sectors seats must consist in the majority at 60%.

Mr. Neal stated that workforce development strategic plan ties in with different partners. With regard to Governor Scott's 777 Plan on job creation – when we begin developing our strategic plan that we make sure it dovetails into the Governor's plan of job training and placement. Part of our organizational responsibilities is to help place people into jobs, training and/or preparation for jobs.

Ms. Cobb provided a current overview of current strategic plan:

Increase in initiatives in Science, Technology, Engineering and Math (STEM)

Increase in initiative in New & Emerging Technologies (N&E)

Expand opportunities for individuals interested in becoming entrepreneurs – provide training on what it takes to be an entrepreneur and if they have those skills. Partnered with UCF on entrepreneurial training and mentorship.

Effectively implement new legislation on unemployment compensation (UC) and requirements UC recipients are to do, which has increased UC population coming to our one-stops as they now come in to obtain a review of their skills and assessment and do job searches.

Develop and coordinate processes with business partners / focus groups.

Individuals in community provided a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis- to determine what we are doing to help the community.

Partnering with economic development organizations – this is very important to advance our local and state goals in this area

Service to Job Seekers:

We have five one-stop offices:

- Osceola County – full service office
- Lake County – full service office
- Orange County (near Fashion Square Mall) – JobVantage Office
- Orange County (near Florida Mall) – JobVantage Office
- Seminole County – JobVantage Office

Anyone can stop in any of our offices and look for a job and receive assistance.

Mobile Express Unit – we offer regular visits to remote areas that are not close to one of our one-stops and – some of these areas are: south Lake County, east Orange County, north Lake County and south Osceola County.

Employability Skills Seminars – classes offered to improve: job searching, interviewing skills, dress for interviews.

WCF coordinates/offers:

- Job fairs
- Virtual jobs fairs – employers post their jobs (22,000 visited our virtual job fairs this past year).
- In-House Recruitments (IHR) where employers come to our one-stops to conduct interviews for job openings; we provide qualified candidates as well as walk-ins. Two to three IHRs are conducted at each of our offices per week. There has been an upswing with IHRs, which is encouraging – hopefully this is an indicator that employers are starting to hire more employees.
- Career counseling/skills assessment – to help determine transferrable skills; what other jobs use those same skills.
- Priority of services to veterans – this is important and also federal law requires these types of services to veterans. We have veteran reps at our offices that specifically provide services and assistance to veterans.
- Special services for the disabled.

July 1 thru June 30 is our program year – most data is for this period of time and state database is in this time period.

During last program year:

191,000 duplicated number – this represents walk-ins coming to our five offices and all the services that our staff provided to the customers

53,000 unduplicated number – this represents those coming to our five offices in one year – usually

we see a customers about four times a year.

Customer satisfaction survey – this is a confidential, on-line survey that goes direct to database. Of the 4,000 survey responders last year, we received a 9.3 on a 10 scale (10 being the highest).

69,900 individuals utilized (accessed a service) in the Employ Florida Marketplace (EFM) state database and got a job. This is a free database to job seekers searching and applying for jobs and employers to post jobs and search for qualified job seekers.

22,000 got a job and sat with staff for one-on-one counseling. We can't provide actual proof; however these customers did come in to offices, received a service(s) and got a job.

With 191,000 services received (self-service and staff assisted service), we don't have staff to sit with each and every individual to help them.

- First group – core services: self-service where individual job searches on their own. This is where we serve the most people and least expensive. Most funds go to this group.
- Middle group – intensive, one-on-one assistance and assessment.
- Last group – training scholarships for individuals needing training (their skills are outdated as their industry has dwindled, and now they need new training). Individual, who meets eligibility criteria, receives a training scholarship (up to \$5,000) in the form of an ITA (Individual Training Account). 5,000 have received ITAs to go back to school (tuition and books).

#### Three groups eligible to receive training scholarships

- Welfare recipients
- Economically disadvantaged
- Family receiving \$23,000 annual income, don't have a job, or receiving unemployment

Training scholarships are only offered for top 20 in demand jobs and have to earn at least \$10 per hour. We have received 1,705 applications in the last 4 months usually enroll 600-1000 per year.

Currently have 22 approved training providers. Training providers have to be licensed by State of Florida and it's the board members' job to look, approve and determine where to spend money. Job placement rate from training scholarship recipients is 65% placement rate.

Other programs – Reemployment Connections (REC) – federal level calls this a work experience program. Eligible individuals work as a paid intern at a company and receive \$12 per hour for 26 weeks. The benefits the job seeker is they get paid while learning valuable/marketable on-the-job work skills, plus they can add this to their resume. It also benefits the employer as they are provided an intern of their choice, which WCF pays for the intern and covers the worker comp thru the state. Since 7/1/11, 2,700 individuals applied for this program – a 200% increase over last year. 328 employers participated last year in the program. Of the over 1,000 interns last year, 44% were hired

by the employers.

STEM and N&E (two major initiatives): some of these partners include - .decimal, EASports, Lockheed Martin.

Strategically focusing concentration on STEM – as this is a powerful growth area. These consist of competitive, highly skilled in-demand jobs. Effective initiative is a partnership in the business community. 70% growth in STEM occupations and by 2014 nationwide 2.5M new STEM workers will be needed.

Targeted N&E industries. Renewable and sustainable energy, digital media (targeting simulation), cyber security and bio-technology - Valencia College has a huge cyber security program.

These are all growth industries. Both STEM and N&E initiatives involve heavy focus on partnerships – this is very important for the success of the initiatives. We don't have a lot of money for these initiatives – that's why partnership is important.

Welfare Transition –we are required to run this program. Individuals receiving cash assistance are required (if work eligible) to come to us – whether applying or currently receiving cash assistance. Work eligible individuals are those that are not disabled or caring for a disabled person. This is a paperwork intensive program – federal level defines that cash assistance recipients are required to be engaged in program activities 22 to 38 hours per week. Participation is mandatory in order to continue to receive cash assistance; and if they don't participate they risk being sanctioned. The case managers have a difficult time balancing between maintaining a relationship with individual and making sure they are participating in activities; otherwise they get sanctioned if not participating and cash assistance is denied.

Services to Employers:

EFM – state database where employers, at no cost, can post jobs and search resumes for qualified candidates. We do resume matching – for every new job posted, staff are required to match at least 5 qualified resumes within 5 days.

Recruiting events / IHRs – as previously discussed.

Labor Market Research – information provided to employers and economic opportunity organizations.

Lending Library – business training materials (books, CDs, DVDs) offered to employers to borrow.

Mobile Express – onsite training offered to employers for their employees – i.e. MS Office training.

Employer Worker Training (EWT) – WCF partners with employers; WCF pays up to 50% for current employees' training. Employer has to pay their portion and select training provider for outside training.

Paid Internships (REC) – as previously discussed.

Last year 4,500 employers received direct services from WCF. Customer satisfaction surveys – result

9.0 out of 10 scale (with 10 being the highest). Market penetration 7.2% - employers we provided a direct service for divided by the number employers in our 5-county area. Market retention 30% - this is number served last to the year before - this is a downward trend - not as many employers hiring, they are cutting back to make the bottom line.

#### Return On Investment (ROI)

Previous board paid Ernst & Young to evaluate data in 2009 - results showed that for every \$1 spent by WCF in the 5-county area, there was a \$2.43 ROI - that's realized through 2 things: 1) increase local and state tax and local tax revenue and 2) a reduction in welfare expenditures.

By placing customers into jobs, providing services to businesses, reducing unemployment and welfare costs, WCF impacts the Florida economy by nearly 400M per year in additional personal income. This was submitted to the state board for their review and they were very pleased with these results.

Services to job seekers result in additional employment, higher wages, shorter periods, receiving unemployment checks and less time on welfare. WCF got jobs quicker to employers, saving to bottom their line.

Every service provided to businesses reduce operating costs, generating additional economic activity.

#### ELECTION OF CHAIR

Mr. Neal/Ms. Cobb advised that by-laws dictate that both Chair and Vice Chair must be from private sector - please review Roster of Board Members in folder packets - the yellow highlighted names are those in private sector and eligible to be nominated and voted to Chair and Vice Chair.

Mr. Neal asked the board members if anyone wished to volunteer for Chair position. Mr. Shaughnessy moved to nominate Mr. Katheder to the position of Chair and Mr. Beliveau seconded. However, it was decided that since Mr. Katheder was not present in the meeting - this would delay committee appointments that the Chair would be making later in this meeting. Mr. Shaughnessy withdrew his motion.

**Mr. Shugart made a motion to nominate Mr. Shaughnessy to Chair. Mr. Walsh seconded, motion passed unanimously.**

Mr. Shaughnessy stated that he appreciated this opportunity to serve in the capacity of Chair.

#### ELECTION OF VICE CHAIR

Ms. Hanson made a motion to nominate Mr. Yochum to the position of Vice Chair. Mr. Yochum declined the nomination due to his short duration of 3 to 4 months serving on this board - agreeing to stay on only to get through the current difficult situation. Ms. Hanson declined her motion.

**Mr. Dale made a motion to nominate Mr. Katheder to position of Vice Chair. Mr. Ushkowitz seconded, motion passed unanimously.**

#### ELECTION OF TREASURER

Mr. Yochum made motion to nominate Mr. Merck for the position of Treasurer. Mr. Yochum indicated that Mr. Merck would be a good choice as he is CFO at UCF and is very familiar with public funds. Mr. Walsh seconded, motion passed unanimously.

#### ELECTION OF SECRETARY

Mr. Shugart made a motion to nominate Ms. Clements to the position of Secretary and Mr. Merck seconded. Ms. Clements declined the nomination, stating that there should be broader representation for this region and come from outside Orange County, since so far there are only officers representing Orange County.

Ms. Hanson made a motion to nominate Mr. Belliveau (from Lake County) to the position of Secretary. Mr. Moore seconded, motion passed unanimously.

#### APPOINTMENT OF BOARD MEMBERS TO THE EXECUTIVE COMMITTEE AND FINANCE/AUDIT COMMITTEE BY CHAIRMAN OF THE BOARD

Mr. Shaughnessy stated that the position of Treasurer will also chair the Finance Committee.

Mr. Shaughnessy stated to the board members if they were interested in servicing on either the Executive or Finance committee to send an email to Ms. Cobb with their name and interest in which committee. Mr. Shaughnessy will then evaluate the names and let the board know when and who was appointed.

Mr. Shugart suggested that they should split Finance Committee from the Audit Committee and have two separate committees. Mr. Merck confirmed that this was a good idea. Mr. Shaughnessy concurred with Mr. Shurgart and Mr. Merck, and advised the board to review the by-laws, so as to clarify our role on accomplishing all goals that this organization is set to do.

#### RATIFY APPOINTMENT OF MR. NEAL AS INTERIM EXECUTIVE DIRECTOR AND APPROVE SHARING OF SALARY AND TRAVEL EXPENSES

Mr. Yochum made a motion to ratify the appointment of Mr. Neal as Interim Executive Director and approve sharing of salary and travel expenses. The motion was seconded, and passed unanimously.

Mr. Dale inquired as to the Interim Executive Director's timeframe and the timeframe for his replacement. Mr. Dale stated the number one goal of the board should be to obtain a CEO.

#### SEARCH FOR NEW PRESIDENT/CEO

Mr. Shaughnessy stated that he would like to form the committee today and charge them to use their best judgment and take steps to do a national search for both CEO and CFO.

Mr. Shaughnessy appointed the below board members to this committee. He stated this committee represents a good cross section of private and public sector board members. Mr. Shaughnessy asked Mr. Jackson to Chair this committee and he agreed.

Mr. Moore  
Dr. Spooner  
Mr. Brown  
Mr. Jackson  
Mr. Beliveau  
Mr. Ushkowitz

Mr. Shaughnessy indicated that Ms. Cobb will reach out to the committee members to set time and place of the first meeting and coordinate with HR Department. The first meeting should be in the next couple of weeks. Mr. Shaughnessy advised the aim will be to fill this position within the next 90 days. Additionally, if any board member knows of any candidates for this position to please forward the names to Ms. Cobb.

Mr. Dale stated that the timeline for the search should not drag out and take several months.

Mr. Shaughnessy stated that this committee should meet soon and develop a timeline – should be able to accomplish this within the next 90 to 120 days.

#### PENDING ISSUES

Mr. Shaughnessy stated that the current crises we are facing also creates opportunities to restore the public's trust. With the Governor's recent actions and media coverage – there is a lot of focus on what we are doing. This is an opportunity to effectively change and bring in new leadership – move forward. It is important to apply ourselves and to get to the truth of where we are today. The matters involved in this current situation are probably not as nearly as bad as the media has been reporting; however probably not as nearly as good as the staff thinks – the truth probably lies somewhere in between.

Mr. Shaughnessy has been working with several people to develop public and private retraining programs. He hopes to get a better understanding of what exactly WCF does and apply lessons learned from other job retraining and placement programs as we move forward.

Mr. Shaughnessy would like to review concerns identified and expressed by Governor – pending administrative appeals on \$739,000 settlement (that has been disapproved by DOL) – what has been in the media, and the changes in the organization structure with all the resignations.

Mr. Shaughnessy asked Mr. Neal to speak on his observations and address pending issues.

Mr. Neal indicated that with regard to addressing issues, he needed to provide a disclaimer – as he is still an employee of DEO and there are some unresolved issues between DEO and WCF, he cannot comment on those issues. He asked that the board members review their bound book - Tabs 12 thru 26 for a review of these unresolved outstanding issues and decisions made by previous board.

Mr. Neal relayed some other pending issues that he wanted the board to be aware of – about two weeks ago, the Governor announced in the Orlando area, as part of jobs bill (in preparation for January '11 legislative session) – includes some reform of the workforce development system and issues involved with other workforce boards around the state. Governor announced how legislation will address transparency and accountability. Senator Andy Gardner will be the sponsor of the Governor's workforce reform legislation.

In preparation for the January '11 legislative session, committees are meeting and Mr. Neal has been

asked to provide a summary before Florida's House and Senate, by giving an update on activities at WCF. Mr. Neal stated that he will forward to the board the Powerpoint presentation that he will be using when briefing the Florida House and Senate next week.

Ms. Clements asked how the board can stay updated on legislation and policies. Mr. Neal indicated that typically someone on staff follows legislation and provides periodic updates. If board desires, we can make sure this is done. Ms. Cobb indicated that there are monthly conference calls when the state workforce board met - trying to make this more frequent. Partners meeting was dissolved by DEO.

Mr. Dale asked, with regard to Tab 20 in the bound book, how long we will be under this? When we try to hire a president who is used to being a driver to get things done and takes risks - with all the rules and procedural handcuffs, it will be hard to get done what needs to be done. Mr. Shaughnessy deferred Mr. Dale's question to Mr. Sell. Mr. Sell indicated he can respond to this, but would first like to get advice on current pending litigation and risk management matters - under statutory measures this can be accomplished in an executive session, properly noticed with a court reporter, and discuss strategies with the executive committee in that type of session vs. public session.

Mr. Sell proceeded to answer the board's questions - there has always been a certain sense of conflict between the state agency and all the regional workforce boards - and this is because the 1998 law was set up to be private sector oriented, with concept that the local boards, as in in our 5-county area, would have better idea of what the community needs vs. someone residing in Tallahassee. So because of that, there has been a lot of push and pull over the years and trying to figure out how to meet the rules.

Mr. Sell provided, as an example, that if Program staff have a program that can put people to work and has Finance review it to see if it is acceptable - Finance reviews the rules and regulations. If rule says yes you can, then program can proceed. If the rule says no you can't, then they can't proceed. However there are some instances where the rules don't say yes or no - so OMB circulars and CFRs rules and regulations are reviewed and also cost principal for reasonable, allocable and allowable are reviewed. If we determined it is reasonable, allocable and allowable we would go forward. There were times we would go to the state for guidance, but they would not provide guidance.

Mr. Sell asked Mr. Shaughnessy if he would like him to go through some of the pending issues that WCF has. Mr. Shaughnessy consented for Mr. Sell to provide a summary on pending issues that can be shared. This would help give the board some perspective on what the past board did and how it was viewed to have acted inappropriately. Mr. Shaughnessy also agreed that they could have further discussions in an executive session on the pending litigation.

Mr. Sell proceeded with is summary:

Lake Mary -

Back in 2003 the board made a decision to consolidate operations - and renovated and leased a building from a foundation. During the meetings when this was discussed, AWI had a member on the board who voted for everything that WCF was doing with regard to the renovation costs, the lease, etc. In one the meetings this AWI member on our board seconded one of the motions regarding renovations. What happened in this situation was there was a disgruntled vendor who filed a false claims case against WCF saying that we had improperly spent federal funds. The realtor can recover

three times the actual damages and the entity can be fined for each false claim submitted. The false claims case settled for 3.4M – WCF did not pay for this settlement – the settlement was paid by the landlord. Here's the kicker – the dispute was whether WCF had to get prior approval before making the renovations and whether it had an arms' length relationship with the landlord to charge the proper amount of lease. The actual cost of everything was more than 3.4M – but WCF did not pay anything and, in fact, WCF sued the state because we thought that the state improperly disallowed costs. Again, the dispute was - could you properly use federal funds to renovate a building at the beginning. The settlement was that we could continue to lease the space and the foundation would then take our lease money and repay back the bank for the renovation – so rather than the renovations being paid upfront, they were paid over a period of time. This was vigorously litigated and Mr. Sell thought it was a good settlement – we were completely released of any liability.

Settlement with landlord and Suntrust –

Current pending administration that was filed against the State. We stayed in the space in Lake Mary – a state law states WCF can't use state or federal funds to pay for lease space it no longer needs. We entered into the lease in 2006 – in 2008 the economy took a downturn. WCF had to lay off people and could not use the entire space. If we had continued to use federal funds to space no longer needed, we would have been in violation of federal and state law. Mr. Sell had suggested they go to the court which they did. They went to a Seminole county court judge and received a summary judgment declaring that under state law we had the right to terminate the lease with the foundation with no further liability. Six months later that judge was seen on the Florida Supreme Court – Judge Perry. After that was further litigation – the foundation appealed the action – they were threatening a new federal action saying that we reached the underlying settlement with the state and federal government, and the foundation's lender filed suit against us in federal court saying that we should not have breached/terminated the lease without their prior, written consent. So we looked at all the options: Option 1 - play dead and have a multi million judgment (judgments went from 2.5M to 5M) – we thought it would cost with staff resources and attorney expert fees 1M to litigate (plus bank's attorneys' fees if we lost). Finance indicated that this option would impact us financially to be a viable organization and face decertification, - and who would do business with us from a landlord perspective or be allowed to take out personal property because there would be a multi-million dollar judgment against us? Option 2 - negotiate a settlement of \$700,000 – split between the bank and landlord. The executive committee at the time had at least 2 or 3 attorneys were in favor of 2<sup>nd</sup> option, but we didn't stop there. For further advice we went to OMB/DOL staffer who specializes in rules and regulation, who is qualified as an expert in US and asked their opinion - this person stated this was reasonable, allocable and allowable. We additionally went to a DC area lawyer asking the same questions who also concurred that this was reasonable, allocable and allowable. All info was sent to state – 2 years later this cost was disallowed. Now petitioning (which is enclosed in the packet of materials) – a petition to appeal the ruling that goes in front of the judge. Mr. Sell believes we have the winning argument – he thinks we did the right thing, and still thinks so.

Capability –

Advertisement didn't work and we took a lot of heat on this. This issue started us down this road. Unrestricted funds were used to purchase the capes – which was explained to the State, but we haven't heard back from the State and don't understand why this is still pending

Vehicle Report –

\$250,000 spent on vehicles – these were used in programs to reach out to customers who were not

as mobile and/or have access to the internet, so we went to them to provide services.

Before the purchase of the vehicles a financial analysis was done on purchase / lease vs. employee reimbursement and it was decided to purchase cars and then repurchase at a guaranteed price. It was never the idea that the vehicles would be with us for more than a year. The State came back and stated we should repay \$30,000 (rather than \$250,000); however the state used different program years and used projected numbers, instead of actual numbers. We went back and calculated with actual numbers and our response back to the state was that we saved \$20,000. We have not heard back from the State on this.

There are some management decision letters with regard to disallowed costs – regarding renovations in current space and renovations. According to rules, we do not need to seek pre-approval for renovations if there is no material increase value to the landlord's building. Financial analysis was done on these renovations by our Finance department and concluded was that there was no material increase, improved value on the property – so we did not need to seek prior approval.

Under the rules and regulations, there are several ways to resolve:

- 1) WFI has indemnification ability under the Florida Statutes
- 2) Admin offset – this doesn't impact any money from the programs. In our budget there is a certain percentage allocated for admin costs (amount received in admin fund is never all used). WCF and other workforce boards have used this admin offset to take care of disallowed costs. FYI Settlement with Suntrust was paid by Admin Cost – not funds allocated for job seeker programs
- 3) Government waives disallowed costs
- 4) Insurance carrier – but there are fines involved with this option
- 5) State going to the consortium

In answer to further questions by the board, Mr. Sell explained the following:

The foundation was formed in 2001 –for a short period there were common board of directors that was what led to view of the lease and it being at an arms' length relation.

3.4M what not paid by WCF, but by the foundation, which no longer exists and foreclosed out.

On landlord/Suntrust issue, the \$700,000 has been paid out. There is nothing owed on settlement – State wants \$700,000 as they are indicating it's a disallowed cost.

Vehicle issues – yes we saved \$20,000

Mr. Shaughnessy advised the need to table of questions and concerns for now. Whether closed or open, need to start addressing the problems (if they are problems) to ensure they do not happen in the future and also to review other issues.

Dr. Shugart commented that the larger issue is that this organization has lost trust – and this is as an important issue as the technical issues; 1) having an executive session to discuss pending litigation is not advisable, we should be out in open and keep everything transparent. 2) whole board, not

committees, should tackle these issues. Getting a CEO on board right away is important; however we have been asked to clean up the impression of this organization – we'll need to review item by item and resolve so public understands the resolution and we should take time to get the right leader and reestablish trust.

Mr. Shaughnessy responded that executive session is not out of the ordinary for a public sector entity; however agreed it is better not to go into executive session.

Mr. Dale asked who created the foundation? How long under high risk criteria and restrictions and what will it mean for hiring CEO. Mr. Shaughnessy indicated we need to find out and tell the public in a prepared response that we will fix the issues and go forward on the right path – so the Governor and public have a comfort level with WCF.

Mr. Walsh also concurred that an executive session is not where we want to go and strongly encouraged another Chair for Executive Committee, in order to have more open representation.

Mr. Walsh suggested a governance committee be established. The governance committee would look at these types of issues.

Mr. Walsh added to not rush search for CEO – and consider appointing an employer who has been a part of program or successful participant as part of search committee.

Mr. Shaughnessy asked Mr. Sell to prepare and draft a by-law change and circulate to board for next meeting – so as to create a separate audit committee.

Mr. Shaughnessy suggested a procurement committee to look at/study current contracts, RFPs, policies and processes. Mr. Walsh commented that this could be set up as a task force committee for review – not as an ongoing committee.

Mr. Shaughnessy stated that restoring trust should be foremost in our efforts. He advised board members to be sure to complete the required forms and follow procedures.

Mr. Beliveau stressed the importance of the findings review – have to go through justification and paperwork from A to Z, making sure everything is processed perfect every time. These processes need to be re-scrutinized.

Mr. Shaughnessy asked staff to move quickly to get someone on board as a public relations staff on a part-time basis – process an RFP. Mr. Brown concurred that we need to have this support now. Mr. Brown concurred we need help now, even if temporary basis – can't wait – need an interim now.

In terms of getting an interim communication person – Mr. Neal stated he can take this on and look for someone for dealing with responding to media. Mr. Neal identified this as an area of weakness - currently we've been relying on staff, who aren't seasoned media people, but have dealt with press releases, newsletters – they've been responding and Mr. Neal has been responding and dealing with media, but this is an area of weakness right now in the organization.

Mr. Shaughnessy agreed with Mr. Neal to seek another communication person. Discussion to the media should be limited to 1 – 2 spokespersons from board and executive staff. Mr. Shaughnessy

advised to limit who speaks to media. Mr. Brown added that the voice responding to the media should represent the voice of the board - that staff may be in a defensive position with their responses. Mr. Moore stated he echoes Mr. Shugart's comments on pending issues - it is critically important to check passions, be open and get these issues behind us so we can move forward.

Mr. Shaughnessy asked Mr. Neal to relay to Governor - this is a new board, new energy - and we are going to address the Governor's concerns.

Mr. Shaughnessy asked Mr. Neal to discuss other observations he has made thus far with respect to WCF.

Mr. Neal indicated along with CEO, a CFO should also be hired as quickly as practical. Due to high risk status - the responsibilities / workload have increased for financial staff, with responding to audit staff from Tallahassee - it is taking away from time on staff's ability to do their daily processes.

Mr. Neal indicated they are immediately addressing this issue and bringing on an Accounting Clerk to help the finance department's workload issues. The accounting manager is doing well with a great finance background, but WCF needs a seasoned veteran with experience with budget circular compliance issues, non-profits that receive federal funds, and similar government compliance issues.

Mr. Neal was asked how long high risk long last? Mr. Neal responded that there was some reference to 6 months and then a review after 6 months, but during next 6 months a lot of deliverables that have to be met

Mr. Neal indicated another observation - for more transparency - should be more communication. Improvement with public notices/access - added a section to WCF website "Transition to Transparency" allows staff as well as general public to view and keep up with major activities in progression to transition to transparency.

Mr. Yochum asked if CFO can come from consortium - if they can lend us for 6 months to help us thru this time. Mr. Neal responded that we can explore this - he has been getting support from the county attorneys on a lot of legal issues / appointment of board. The federal rules are so complex, it took group meetings with the county attorneys to review all of this.

Mr. Shaughnessy - go to the retired CFO organization in town that we could attain someone from there on an interim basis. Can go to that entity as we look for permanent. Also is it possible that some of the restrictions can be lifted instead of having to wait 6 months? Mr. Neal responded he is not authorized, but can forward their questions to Governor's office and get a response back. Ms. Cobb to check local organizations for CFO on temp basis.

Mr. Neal has also been requested to appear before WFI - at the quarterly meeting in Miami with their finance committee - to give an update on this board activities - this is common (they've made similar requests to other regional board with problems).

Mr. Beliveau asked if these visits will take a lot of Mr. Neal's time. Mr. Neal replied that the trips are short. Mr. Neal added that he has been at WCF (since 10/3/11) almost the whole time working 12 - 16 hours per day, including weekends - he will continue to provide his services as long as needed - it's the board's call.

Ms. Clements asked how WCF is performing to providing services to constituencies - Mr. Neal is happy to report that he has not seen actual delivery of services has been affected by any of the current issues whatsoever. On the program side, under the leadership of Ms. Cobb, there is solid footing. The main thing is anxiety with staff of what they read and see from the media and uncertainty that creates for them of what happens to WCF. Mr. Neal reached out to staff and stressed that the Governor does not want services to be interrupted; stressing to staff the importance of the customer is our #1 priority and there are no interrupted services, considering what's going on with the organization.

Ms. Brandon asked, in order for board members to reinforce the message of delivery of services, is there data among the 24 regions that shows comparative delivery of services. Mr. Neal indicated that the USDOL requires quarterly performance data reports - defined nationally on performance have data on quarterly basis and he will send most recent data on this region as well as compared to the 23 other regions. Mr. Shaughnessy agreed that this will give them a sense where we stand with other regions in the state.

Mr. Ushkowitz asked on the status of the appointments of the other board members? Mr. Neal indicated that at last Friday's consortium meeting they indicated to hold off on appointing the remaining board members until they receive information on current gender/race information on board members thus far. Florida statutes state consortium should take gender/racial minority representation into account when they appoint the board. Please be sure to fill out the board information forms you received and turn it back in before you leave today.

Mr. Neal indicated to forward any complaints to him - as he is viewed as the independent entity.

Mr. Neal stated that they are currently compiling resumes from CEO to consulting experts and plan to provide these to the appropriate search committee. Feel free to send any names/resumes to Mr. Neal or Ms. Cobb

Mr. Neal asked for guidance/input from board on scheduling the more in-depth board member orientation - schedule 2 separate days. Full or 1/2 day meetings - and other 1/2 day to visit the one-stop office.

Mr. Brown indicated that with regard to meeting frequency and location - United Way has centrally located space if interested.

Mr. Shaughnessy asked for a meeting with the executive committee the week before Thanksgiving - early am, and Finance committee to meet before that week.

Mr. Sell added one additional pending legal matter - he has been in the discussions with the state to abate the administrative action over the \$739,000 chargeback for 6 months.

**SCHEDULE EXECUTIVE COMMITTEE AND/OR FINANCE/AUDIT COMMITTEE MEETING DATE, TIME AND LOCATION.**

Mr. Shaughnessy appointed to the Executive Committee:

Ms. Brandon - Seminole

Mr. Madsen – Sumter  
Ms. Diaz – Osceola  
Mr. Shugart – Region  
Mr. Walsh – Orange  
Mr. Jackson - Orange

Mr. Shaughnessy asked Ms. Cobb to send email with suggested dates next week – early am downtown.

Mr. Shaughnessy stated that Mr. Ushkowitz provided a handout on information that has been gathered from Orlando Economic Development Commission - showing increase and decline in hiring in certain job categories. Mr. Shaughnessy circulated the list to the board.

Mr. Shaughnessy encouraged board members to visit the one-stops and review WCF's website.

Mr. Brown suggested board members also read the by-laws – we have the power to amend.

Ms. Cobb reminded board members to please turn in board member information forms before they leave.

Mr. Shaughnessy indicated at future meetings public comment section will be first on the agenda.

#### **PUBLIC COMMENT**

Mr. Bacon introduced himself. He indicated he formerly ran before congress in Volusia County. He commented he viewed this organization like a profit center because you are really saving state money by getting people employed and this is something that he suggests Mr. Neal make a point of. Arthur Andersen did a very good job on a report and the Governor should understand when he tries to cut expenses wherever he can find it.

The issue of a financial officer coming in, even if he's seasoned with regulatory issues that are currently involved – they would be totally not familiar. He suggested borrowing one of regulators from the state that's reviewing and approving procedures and perhaps we could get them free of charge and they could indoctrinate the new CFO as well as the board.

Internal control procedures – regulatory issues and methods and procedures they didn't – if they did a report on it – that's a good place to start from a financial officer's standpoint with making improvements within the organization – from government oversight shows.

He has have been involved with statutory compliance issues all his life in the insurance industry firm and joining one of his clients financial office – VP of a financially traded company on the London exchange. Meeting regulatory requirements is tough and difficult. In the insurance industry there are volumes of materials and he has an expertise in that. Unless you find someone that has full familiarity with this kind of organization – but not difficult to pick up especially if you have someone from the state here giving directions.

Orange County has an infamous record of unemployment from ages of 20-27 – wrote a book "Rebirth of America for the American Worker" – a handyman special for how to fix government. A couple of chapters apply to this organization. One is a suggestion to create a commercial diploma

designed for graduates that have already achieved licensing as artisans, plumbers, electricians, real estate brokers, building trades. Training them so families don't have to worry for coming up with money, and kids graduating with no jobs. This is a self-motivating program to keep kids in school vs. drop out of school.

Government says unemployment is exacerbated by Americans not being innovative – not having capability. The main issue for the unemployment issue is we are empty of companies with manufacturing jobs and created tax laws profitable – for most companies go abroad to hide money and make it tax free. By not bringing it back into the country, they avert taxes – nearly 2 trillion dollars and circumventing tax laws. 400 billion in deferred taxes. Suggestion – bring them all back - give them a tax holiday. Create manufacturing jobs and plants to start a whole new process in this country. Drop income tax level to 0 in this country. Permanent tax deal and we'll have prosperity like we've never seen before in this country.

There being no other business, the meeting was adjourned at 5:16 p.m.

Respectfully submitted,

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Kaz Kasal  
Sr. Administrative Assistant



# WORKFORCE CENTRAL FLORIDA

## Board Meeting Agenda

Monday, November 14, 2011 10:30 am – Noon  
Heart of Florida United Way offices  
Dr. Nelson Ying Center  
1940 Traylor Blvd. in Orlando, FL 32804  
Conference Call-in phone number: (866) 576-7975  
Participant access code: 299848

1. Call to order, welcome and introductions
2. Roll call; establishment of quorum
3. Public comment
4. Approval of minutes from 10-27-2011 meeting
5. Board Chairman's report
6. Executive Search Committee's report
7. Finance Committee report
  - A. Directors and Officers Insurance
  - B. Engagement letter for expanded scope of audit
8. Legal Services Committee report
9. Interim Executive Director's report
10. Old Business
  - A. By-Law amendment to establish separate audit committee
11. New Business
  - A. Regional Boards' Chairs' resolution
  - B. Additional Workforce Investment Act funds just received from state board
12. Schedule next Board meeting date, time and location

Adjournment

# Action Item

## APPROVAL TO ADJUST WORKFORCE CENTRAL FLORIDA BUDGET BASED ON ADDITIONAL ALLOCATION OF WORKFORCE INVESTMENT ACT (WIA) FUNDING

\* \* \* \* \*

**Background:** Several changes were made to the normal distribution of Federal Workforce Investment Act (WIA) funds with the passage of the full-year **Continuing Appropriations Act of 2011**, signed April 15, 2011. The Act incorporated a mandatory across the board .2 percent rescission (reduction) of adult and dislocated worker base funds that states received on July 1, 2011. The Act also decreased the portion of the formula grant funds the Governors may reserve for statewide activities by 10 percentage points, from 15 percent to 5 percent. The 10% state level funds are to be allocated to the Adult and Dislocated Worker program funds to each individual regional board using the same methodology for the initial funding allocation for the fiscal year. See attached spreadsheet detailing the net adjustment (\$9,892,157) for the all regional boards, and the appropriation of funds to Workforce Central Florida (\$1,156,507) as follows:

WIA Adult                                 \$416,791

WIA Dislocated Worker     \$739,716

\* \* \* \* \*

### NEEDED ACTION

- **Receive approval from the Finance Committee to adjust the Workforce Central Florida budget accordingly.**
- **Refer to the Program Committee to determine to what programs the funds should be appropriated to.**

Workforce Central Florida  
 FY2011 - 2012 Budget

|   | Current Budget      |
|---|---------------------|
| <b>Services to Central Florida Employers</b>                |                     |
| Job Vacancy Management                                      | 250,000             |
| Outplacement services (50% of cost)                         | 33,000              |
| Specialized Recruitment Assistance                          | 250,000             |
| Lending Library, Mobile Express, Recruitment                | 71,000              |
| Outreach to employers                                       | 350,000             |
| Re-Employment Connections (50% of costs)                    | 5,625,000           |
| Employed Worker Training grants                             | 219,826             |
| Distance Learning   | 50,000              |
| Other Direct Staff Costs to provide services to employers   | 950,000             |
| <b>TOTAL EMPLOYERS</b>                                      | <b>\$7,798,826</b>  |
| <b>Services to Central Florida Job Seekers</b>              |                     |
| Resource Room Operations                                    | 500,000             |
| Outplacement services (50% of cost)                         | 30,000              |
| Targeted services to veterans                               | -                   |
| Targeted services to the disabled                           | 100,000             |
| RFP - contracts to serve long-term unemployed               | 1,500,000           |
| Training Scholarships                                       | 2,015,204           |
| Re-Employment Connections (50% of costs)                    | 5,625,000           |
| Specialized Placement Assistance                            | 500,000             |
| Specialized employability skills training                   | 500,000             |
| Support Services  | 1,353,500           |
| Recruitment events  | 18,000              |
| Mobile Express for job seekers                              | 50,000              |
| Outreach to Job Seekers                                     | 200,000             |
| Distance Learning   | -                   |
| Zucan ITA's   | 70,000              |
| Other Direct Staff Costs to provide services to job seekers | 4,500,000           |
| <b>TOTAL JOB SEEKERS</b>                                    | <b>\$16,961,704</b> |
| <b>Special Projects</b>                                     |                     |
| Summer Youth Job Connection 2011                            | 2,800,000           |
| New & Emerging Industries                                   | 1,614,500           |
| STEM Initiatives  | 1,193,000           |
| Entrepreneurial Initiatives                                 | 110,000             |

|  |                     |
|--|---------------------|
| Outreach to special targeted groups for special projects         | 100,000             |
| New TANF management reports development, website update, surveys | 180,000             |
| Other Direct Staff Costs to deliver these special projects       | 2,675,000           |
| <b>TOTAL SPECIAL PROJECTS</b>                                    | <b>\$8,672,500</b>  |
|  |                     |
| Total Program Support  | 7,040,885           |
| Total Administration   | 2,030,000           |
| <b>TOTAL PROGRAM SUPPORT/ADMIN</b>                               | <b>\$9,070,885</b>  |
| <b>Total</b>   | <b>\$42,503,915</b> |



## WORKFORCE CENTRAL FLORIDA

November 9, 2011

Benedict "Ben" Grzesik  
Chair, Finance & Administration Council  
Workforce Florida, Inc.  
1580 Waldo Palmer Lane, Suite 1  
Tallahassee, FL 32308

Dear Chairman Grzesik:

I write as the new Chairman of the Board of Workforce Central Florida seeking your understanding and assistance in avoiding a severe penalty on Workforce Central Florida's operations and the unemployed who are served by WCF. I specifically ask you for a waiver of the \$1,019,482 reduction in the current year's TANF allocation for WCF.

Under former WCF management, \$1,019,482 in TANF funding was reverted to the State at the end of September, 2011. From what the new Board and interim staff has determined, there was poor communication between the program team and the finance department, resulting in a misunderstanding as to the available dollars in the TANF-funded programs. Given all the other controversies surrounding both the management team and the prior Board of Directors, the issue, unfortunately, was not addressed until late September. I understand the purpose behind the State Workforce Board's de-obligation policy, but I believe the circumstances in this case warrant an exception from the policy, not only due to the sad (prior) state of affairs at WCF, but also because the funds support several valuable programs.

First, and foremost, the Re-employment Connection (REC) program funded through both WIA and TANF funds, is the most successful retraining and placement program WCF offers. The REC program helps individuals, including parents receiving cash assistance, gain employment skills that lead to unsubsidized employment. Approximately 44% of the people receiving training through the REC program actually find and retain a job. Second, the reduction of over \$1 million will result in a reduction of services to applicants for the cash stipend, resulting in a dramatic increase in the local temporary cash assistance case load, of approximately 40%. Third, the reduction will lead to over 300 customers per month being eliminated from the transitional transportation service program that encourages job retention and skill development. Fourth, there will be a significant decrease in the number of individuals or participants who get a job and a decrease in the number of employers served through the subsidized employment program.

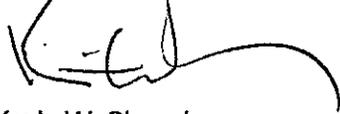
Central Florida's economy was the most devastated in Florida, and our unemployment rate continues to run far above the state and national averages. We cannot afford a reduction in any programs, particularly successful ones, in this critical time in our community.

707 Mendham Blvd., Suite 250 | Orlando, FL 32825  
Ph. 407-531-1222 | Fx. 407-708-1385 | TTY. 407-531-1211  
[www.WorkforceCentralFlorida.com](http://www.WorkforceCentralFlorida.com)

I can assure you that the new Board and the interim management team take very seriously our mission of supporting the unemployed. We have already taken steps to avoid future accounting errors, and we remain committed to instituting best practices to create a fully transparent and accountable organization.

For all these reasons, I respectfully ask that your Committee not reduce these funds. Please feel free to call me if you require further information or if you would like me to appear in person before your Council.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin W. Shaughnessy', with a long, sweeping flourish extending to the right.

Kevin W. Shaughnessy  
Chairman of the Board

503820415.1

# Workforce Central Florida

Directors and Officers Insurance Renewal

# Current Status - Renewal

- Current Policy
  - Current D&O insurance policy is held by Travelers insurance.
  - Policy expires 11-19-2011.
  - Policy was non-renewed by Travelers because it “no longer meets Underwriting Guidelines.”
- Renewal Options
  - WCF’s insurance agent (Eidson Insurance) used national wholesale broker Crump Insurance to remarket WCF’s D&O policy.
  - Limited markets available for Non-Profit Organizations for D&O insurance.
  - A replacement policy has been proposed by Zurich America Insurance Company, a member of Zurich Financial Services Group.
  - No other proposals have been obtained.

# Policy Renewal

- Who is Zurich?
  - Zurich is an international company serving customers in over 180 countries and is the insurance provider for the majority of Fortune 100 companies.
  - Industry Financial Strength: A++ by A.M. Best
  - Zurich American Insurance Company is authorized and admitted by the State of Florida.
- Proposal Limitations
  - Due to current circumstances at WCF, Zurich's proposal will not provide any coverage for "claims reported" that occurred prior to the effective date of the policy.
- How can WCF Minimize Exposure?
  - Travelers offers an option to extend the reporting period to minimize potential coverage gap.

# Definitions

- **CLAIMS-MADE LIABILITY POLICY:** COVERS DAMAGES & DEFENSE COSTS WHICH OCCUR ON OR AFTER THE RETROACTIVE DATE, AND FOR WHICH A CLAIM IS FIRST MADE DURING THE POLICY PERIOD. CLAIMS UNDER THIS POLICY MUST BE SUBMITTED BY THE INSURED TO THE CARRIER DURING THE POLICY PERIOD (AS OUTLINED WITHIN THE LOSS NOTIFICATION CLAUSE WITHIN THE POLICY) IN ORDER FOR COVERAGE TO APPLY.
- **EXTENDED REPORTING PERIOD AKA: TAIL COVERAGE:** A PERIOD OF TIME PROVIDED BY THE CLAIMS-MADE LIABILITY INSURANCE POLICY DURING WHICH COVERAGE WILL BE PROVIDED FOR SCHEDULED ACTIVITY(S) &/OR OPERATION(S) ONLY. CLAIMS MADE BEYOND THE EXPIRATION DATE OF THE POLICY IF THE COVERAGE PART IS:
  - 1) CANCELED OR NOT RENEWED OR
  - 2) IF THE INSURER RENEWS OR REPLACES THE COVERAGE PART WITH INSURANCE THAT HAS A RETROACTIVE DATE LATER THAN THE DATE SHOWN IN THE DECLARATIONS.
- **COST OF TAIL COVERAGE:** THE EXTENDED REPORTING PERIOD WILL BE SUBJECT TO AN ADDITIONAL PREMIUM CHARGE. THIS ENDORSEMENT ONLY EXTENDS THE TIME OF REPORTING CLAIMS WHICH OCCURRED DURING THE ORIGINAL STATED POLICY PERIOD. A 12 MONTH EXTENSION OFFER HAS BEEN MADE BY TRAVELERS. A SECOND EXTENSION UP TO 36 MONTHS MAY BE AVAILABLE AT THE END OF THE FIRST 12 MO PERIOD. TERMS AND CONDITIONS FOR AN ADDITIONAL TAIL TO BE DETERMINED AT A LATER DATE INCLUDING ADDITIONAL PREMIUM CHARGE.

# ERP Premium

| <u>Coverage</u>                    | <u>ERP Premium</u> | <u>Term in Month</u> | <u>Percentage Charge</u> | <u>Expiring Annual Premium</u> |
|------------------------------------|--------------------|----------------------|--------------------------|--------------------------------|
| Directors & Officers<br>Employment | \$4,133.00         | 12                   | 75%                      | \$5,512.00                     |
| Practices Liability                | \$3,549.00         | 12                   | 75%                      | \$4,730.00                     |
| Fiduciary                          | \$1,049.00         | 12                   | 75%                      | \$1,399.00                     |
| Reporting Premium                  | \$8,731.00         |                      |                          |                                |
| Reporting Surcharge                | \$235.74           |                      |                          |                                |
| Final Total Reporting<br>Premium   | \$8,966.74         |                      |                          |                                |

# D&O Premium Summary

|  | <u>Proposed Premium</u>  | <u>Prior Year Premium</u> |
|--|--|---------------------------|
| <b>Directors &amp; Officers /<br/>Employment Practices<br/>Liability/Fiduciary</b> | <b>\$13,446.00</b>   | <b>\$11,641.00</b>        |
| State Surcharge  | \$ 174.80  | \$ 314.30                 |
| <b>Extended Reporting</b>  | <b>\$ 8,731.00</b>   | <b>N/A</b>                |
| State Surcharge  | \$ 235.74  |                           |
| <b>Eidson Client Resources</b>   | <b>No Charge</b>   | <b>No Charge</b>          |
|  | <ul style="list-style-type: none"><li>• MyWave online resource library portal</li><li>• Complimentary subscription to HR That Works online human resources management tool</li><li>• Eidson Educational Series</li></ul> |                           |
| <b>Total Premium</b>   | <b>\$22,587.54</b>   | <b>\$11,955.53</b>        |

Questions?



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

ARTICLE I

NAME

This CORPORATION shall be known as WORKFORCE CENTRAL FLORIDA.

ARTICLE II

DEFINITIONS

- A. CORPORATION – Refers to CENTRAL FLORIDA REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.
- B. THE BOARD OF DIRECTORS – refers to the BOARD OF DIRECTORS of CENTRAL FLORIDA REGIONAL WORKFORCE DEVELOPMENT BOARD, INC., d/b/a WORKFORCE CENTRAL FLORIDA;
- C. REGION – Refers to the five (5) Florida Counties comprising the geographic area served by the Corporation: Lake, Orange, Osceola, Seminole and Sumter;
- D. MEMBER – Refers to an individual member of the BOARD OF DIRECTORS.

ARTICLE III

PURPOSE

The purpose of the CORPORATION is to provide for enhanced coordination, cooperation, collaboration and outcomes, by and between the several entities, both public and private, which are involved at the local level in providing youth and adults with opportunities to develop and continuously upgrade their knowledge and skills in order to advance economically and socially throughout their lifetime, and, in providing employers with the skilled workforce necessary to be competitive in local, state, national and/or international markets.

ARTICLE IV

RESPONSIBILITIES OF WORKFORCE CENTRAL FLORIDA, INC.

The authorities and responsibilities of the BOARD OF DIRECTORS shall include all authorities and responsibilities delegated to it by applicable federal, state and local laws, regulations, policies and mandates.

- A. The BOARD OF DIRECTORS shall act in whatever capacity as is necessary to effectively carry out oversight and administration for the service delivery area defined as the REGION and for the substate area consisting of five counties in the REGION pursuant to all applicable federal,

state and local laws, rules and regulations and thereby assume all fiscal and administrative liability for program operations in said service delivery area.

## ARTICLE V

### MEMBERSHIP

#### SECTION 1 – MEMBERSHIP OF THE BOARD OF DIRECTORS

The membership of the BOARD OF DIRECTORS of the CORPORATION shall consist of those Representatives mandated by Florida and federal law.

- A. The CORPORATION shall be governed by the BOARD OF DIRECTORS, which shall be appointed in compliance with criteria established by the State of Florida and the federal government and which shall be composed of at least the following:
  1. Representatives of the private sector, who shall constitute a minimum of sixty percent (60%) of the membership of the BOARD OF DIRECTORS, and who shall be representatives of the private-for-profit business concerns, chief executives, or chief operating officers or other private sector executives who have substantial management or policy responsibility;
  2. such other representatives as may be required by applicable federal or state law, regulations or directives.
- B. The term of appointment of any member of the BOARD OF DIRECTORS shall be three (3) years, beginning the first day of July of the year of appointment, and continuing through the last day of June in the year three (3) years hence, except that a member may serve until December of the last year of the term, or until action regarding that member's seat is taken, whichever occurs first. One third (1/3 ) of all terms will expire annually, assuming continuing statutory compliance and assuming the continued existence of the seat, a member shall be eligible for reappointment without renomination.
- C. Appointments shall be made in accordance with applicable interlocal agreements.

#### SECTION 2 – QUALIFICATIONS

Members of the BOARD OF DIRECTORS shall be citizens or permanent residents of the United States of America, residents of the State of Florida, duly appointed pursuant to Section 1 above, and shall, at all times, comply with the criteria established by the State of Florida and the federal government.

#### SECTION 3 – VACANCIES

Vacancies during the term of appointment occurring among the members of the BOARD OF DIRECTORS shall be filled within three (3) months of receipt of sufficient nominations for the vacancy.

#### SECTION 4 – POWER TO ELECT OFFICERS

During the annual meeting, the membership of the BOARD OF DIRECTORS shall elect a Chairman, Vice Chairman, Secretary and Treasurer by majority vote at a meeting where a quorum has been established. The Chairman and Vice Chairman shall be representatives of the private sector. The Secretary and Treasurer may come from either the private or public sector. The membership of the BOARD OF DIRECTORS shall have the power to appoint such other officers as it deems necessary for the transaction of the business of the CORPORATION.

- A. The BOARD OF DIRECTORS shall have the power to fill any vacancy in any office occurring for any reason whatsoever, by election, by majority vote of a quorum.
- B. The BOARD OF DIRECTORS shall have the power to employ a President / CEO who shall be responsible to the BOARD OF DIRECTORS and shall act on its behalf in the conduct of the BOARD OF DIRECTORS' business and who shall be responsible for employment of such other staff as may be required.
- C. The term of office for elected officers shall be one year, commencing immediately after the election and extending until the election of new officers.
- D. A chairman is not eligible for re-election as chair if he or she is completing a second consecutive term as Chair.

#### SECTION 5 – DUTIES

The BOARD OF DIRECTORS shall transact all business of the CORPORATION. It shall determine all policies, and in general, assume responsibility for the guidance of the affairs of the CORPORATION.

#### SECTION 6 – COMMITTEES

Certain standing committees shall be created by these By Laws to assist the BOARD OF DIRECTORS in its' conduct of business. The Chairman of the BOARD OF DIRECTORS shall make appointments to all committees, and shall appoint the Chairman of each committee. The standing committees shall include the Executive ~~and~~, Finance and Audit Committees.

- A. The Executive Committee shall have a minimum of five (5) members, consisting of the officers elected pursuant to Article V, Section 4, and one additional member representing each of the five (5) counties in the REGION which does not have a member serving as an officer. The Executive Committee shall have, and exercise the full authority of the BOARD OF DIRECTORS in the management of the business of the CORPORATION between meetings of the BOARD OF DIRECTORS.

The Chairman of the BOARD OF DIRECTORS may choose to serve as Chairman of the Executive Committee, or may choose to appoint another member of the Executive Committee

to serve in such capacity. In the event that the Chairman of the BOARD OF DIRECTORS chooses not to serve as Chairman of the Executive Committee, he/she shall serve as a voting member of the Executive Committee.

Except as otherwise set forth herein, the Executive Committee shall serve as the Personnel Committee with the delegated authority to take final action on all appropriate personnel matters.

- B. The Finance Committee shall be chaired by the Treasurer, and shall consist of those members deemed appropriate by the Treasurer, and appointed by the Chairman of the BOARD OF DIRECTORS. The Finance Committee shall be responsible for assisting the Treasurer in the conduct of his/her responsibilities as defined in Article V, Section 13 below, controlling and supervising the financial affairs of the CORPORATION, approving budgets and budget amendments, ~~reviewing periodic reports on financial activities, providing oversight through review of monitoring reports, and reviewing annual audits of the CORPORATION. The Finance Committee shall also serve as the Audit Committee and, in this capacity, make recommendations to the Board of Directors on selection of an independent auditor and receipt and review of annual audit reports.~~
- ~~GC.~~ The Audit Committee shall be chaired by a member appointed by the Chairman of the BOARD OF DIRECTORS. The Audit Committee shall consist of members appointed by the Chairman of the BOARD OF DIRECTORS. The Audit Committee shall be responsible for reviewing periodic reports on the financial activities of the CORPORATION, providing oversight through review of monitoring reports and audits of the CORPORATION, making recommendations to the BOARD OF DIRECTORS on the selection of an independent auditor and for receiving and reviewing the annual audit reports from the independent auditor, and 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, audits, management decision letters, Office of Inspector General's investigative reports and final determination letters.
- D. Each committee may contain members who are duly appointed to the committee by the Chairman of the BOARD OF DIRECTORS who are voting members of the committee, but who are not members of the BOARD OF DIRECTORS.
- ~~DE.~~ The Chairman of the BOARD OF DIRECTORS shall have the authority to establish such other committees as deemed necessary to the conduct of business of the CORPORATION and make appointments thereto.
- ~~EF.~~ Any item considered, excluding approval of meeting minutes and adjournment of meeting that is voted on by a committee shall be reported to the Executive Committee at its next meeting.

## SECTION 7 – REMOVAL OF MEMBERS and OFFICERS

Any member of the BOARD OF DIRECTORS including officers may be removed by a two thirds (2/3) vote of the membership at a properly noticed meeting whenever, in the judgment of the membership, the best interests of the CORPORATION will be served.

- A. Failure to attend seventy-five percent (75%) of the regularly scheduled BOARD OF DIRECTORS meetings and/or regularly scheduled committee meetings without approval by the Chairman of the BOARD may result in the immediate and automatic removal of any member.

## SECTION 8 – DELEGATION OF POWERS

For any reason deemed sufficient by the BOARD OF DIRECTORS, the BOARD OF DIRECTORS may delegate any power or duty to any member or officer, to any other member, officer, or to the President or his/her designee, but no member shall execute, acknowledge, or verify any instrument in more than one capacity.

## SECTION 9 – DESIGNATION OF ALTERNATE REPRESENTATIVES/PROXIES

Members may not be represented at any meeting by an Alternate, nor may proxies be given.

## SECTION 10 – COMPENSATION

No compensation shall be paid to the BOARD OF DIRECTORS for the services performed by them for the CORPORATION in any capacity. Members may be reimbursed for expenses incurred when traveling on official business approved by the Chairman of the BOARD OF DIRECTORS. Such reimbursement shall at all times conform to BOARD-established travel policy.

## SECTION 11 – DUTIES OF THE CHAIRMAN

The Chairman of this CORPORATION shall:

- A. Preside at all meetings of the BOARD OF DIRECTORS;
- B. make all committee appointments other than the officers elected, pursuant to Section 4;
- C. be a member ex-officio of all committees with the exception of the Executive Committee, for which the Chairman may opt to serve either as Committee Chairman or as a regular committee member; and
- D. perform all other duties usually pertaining to the office of Chairman.

## SECTION 12 – DUTIES OF THE VICE CHAIRMAN

The Vice Chairman shall:

- A. Preside at all meetings of the BOARD OF DIRECTORS in the absence of the Chairman;
- B. be a member of the Executive Committee;
- C. perform all such other duties usually pertaining to the office of Vice Chairman.

#### SECTION 13 – DUTIES OF THE TREASURER

The Treasurer shall:

- 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 Chairman of the Finance Committee.

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

#### SECTION 14 – DUTIES OF THE SECRETARY

The Secretary shall:

- A. ensure that Minutes of each meeting are recorded;
- B. be responsible for advising the Board of omissions and corrections to the minutes;
- C. ensure that copies of the minutes are transmitted to all members of the BOARD OF DIRECTORS;
- D. monitor the custody and use of the Seal of the CORPORATION;
- E. ensure that all meetings are noticed as required by statute, bylaws or regulations;
- F. ensure that attendance is recorded at meetings;
- G. ensure that committee reports are maintained; and
- H. perform such other duties as may be delegated by the BOARD OF DIRECTORS.

#### SECTION 15 – DUTIES OF THE CHIEF EXECUTIVE OFFICER AND PRESIDENT

The Chief Executive Officer and President ("President") shall be nominated by the Executive Committee and confirmed by the Board of Directors. The President shall be an officer and "full time" employee of the Corporation. The President shall not be a member of the Board of Directors. The President shall be reviewed annually by the Executive Committee and the President's salary and bonuses shall 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 majority vote of the Board of Directors. The President shall be the chief executive officer of the Corporation and shall have the responsibility 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.

**SECTION 16 – DUTIES OF THE CHIEF OPERATING OFFICER AND EXECUTIVE VICE PRESIDENT**  
The Chief Operating Officer and Executive Vice President (COO) shall be hired by the President. The COO shall not be a member of the Board of Directors, but shall be an officer and “full time” employee of the Corporation.

It shall be the responsibility of the COO to direct, administer and coordinate the day-to-day activities of WORKFORCE CENTRAL FLORIDA in carrying out 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 approved by the Executive Committee.

**SECTION 17 – DUTIES OF THE CHIEF FINANCIAL OFFICER AND SENIOR VICE PRESIDENT**  
The Chief Financial Officer and Senior Vice President (CFO) shall be hired by the President. The CFO shall not be a member of the Board of Directors but shall be an officer and “full time” employee of the Corporation.

It shall be the responsibility of the CFO to direct the Corporation's financial planning and accounting practices by carrying out the directions, policies, goals and objectives established by the COO, President, and the Board of Directors as set forth in the job description for this position approved by the Executive Committee.

## ARTICLE VI

### CONDUCT OF BUSINESS

#### SECTION 1 – ANNUAL MEETING

The Annual Meeting of the BOARD OF DIRECTORS of this CORPORATION shall be held in the month of June.

#### SECTION 2 – REGULAR MEETINGS

Regular meetings of the BOARD OF DIRECTORS shall be held quarterly, in the months of September, December, March, and June.

### SECTION 3 – SPECIAL MEETINGS

Special meetings of the BOARD OF DIRECTORS may be held at the call of the Chairman, or by written request of ten (10) members of the BOARD OF DIRECTORS.

### SECTION 4 – NOTICE

Reasonable notice in writing of each meeting, whether annual, regular, special or emergency, shall be provided to each member of the BOARD OF DIRECTORS of the CORPORATION at his/her usual place of business or residence. The CORPORATION meetings shall be publicly announced in accordance with. F. S. Ch. 286.011.

### SECTION 5 – ORDER OF BUSINESS

Business shall be conducted to the extent feasible in accordance with Roberts' Rules of Order, as newly revised.

### SECTION 6 – QUORUM

The definition of a quorum for all Board meetings shall require that at least fifty percent (50%) of the Board members be present and that at least fifty one percent (51%) of those present are private sector representatives but, if at any meetings, there shall be less than a quorum, a majority of those present may adjourn the meeting from time to time and from place to place.

- A. The definition of a quorum for all committee meetings shall be the same as the definition of a quorum for the CORPORATION and require that at least fifty percent (50%) of the Board members who are appointed committee members be present, and that at least fifty-one percent (51%) of those present are private sector representatives.

### SECTION 7 – VOTING

Every member of the BOARD OF DIRECTORS shall have the right to be entitled to one (1) vote upon every issue properly submitted to vote at any meeting of the CORPORATION, except as follows:

- A. No member of the CORPORATION shall cast a vote on any matter on which he/she has or appears to have a conflict of interest, as defined by federal or state law. Any member who has such a conflict of interest shall declare the same and refrain from discussion and/or voting.

All matters before the board shall be determined by a majority vote of members present at the meeting with a quorum present, with the exception of

- A. amendments to these Bylaws; and

B. Actions that would result in a contract between WCF and a member of the WCF board, a relative (as defined in s. 112.3143(1)(b)) of a member of the board, or any contract that would be a conflict for the said board member as defined by State law; such actions must be approved by 2/3rds of the Board's total membership.

Members, whenever unable to attend a Board meeting in person or by teleconferencing, may vote in absentia via e-mail to the Board's Secretary provided the official meeting notice posted clearly identifies for the public the ability of WCF board members to vote in absentia via email, the vote is cast after receipt of a meeting agenda and prior to the Board meeting, a conflict of interest does not exist and the vote is properly announced and recorded in the records of the meeting. Such votes shall count toward the 2/3rds membership requirement for approving amendments to these Bylaws or whenever any board action would result in a contract between WCF and a member of the WCF board or a relative of a board member. Votes made in absentia via email shall be announced and counted at the time the vote is taken at a meeting with a quorum present provided e-mails contain the following: the date of the meeting, the voting agenda item, a statement that the board member does not have a conflict of interest with the agenda item, the vote in terms of "yes" or "no", or "abstain", and the signature of the Board Member. Copies of the above referenced emails shall be made available at the meeting to anyone who requests a copy.

#### SECTION 8 – BUSINESS AFFAIRS

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 subrecipient contracts shall be in accordance by applicable federal regulations, or in their absence, by applicable state law.

#### SECTION 9 – INVESTMENTS

Any investments of funds of the CORPORATION shall first be approved by the Finance Committee, and shall be recommended to the BOARD OF DIRECTORS for its' approval.

#### SECTION 10 – FISCAL YEAR

The fiscal year of the CORPORATION shall be July 1 to June 30.

## SECTION 11 – AMENDMENTS TO THE BYLAWS

Amendments to the 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 board membership, may amend, revise, add to, repeal or rescind the bylaws and/or adopt the new bylaws at any meeting of the BOARD OF DIRECTORS, provided that written notice of alteration, amendment, revision, addition, repeal or rescission of these bylaws or adoption of the new bylaws have been published and given to the members of the BOARD OF 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.

## SECTION 12

CORPORATION shall abide by all applicable federal and state laws and regulations which shall supersede any provision of the bylaws which may be found in conflict with any applicable law or regulation.

## Section 13

Any current or former member of the BOARD OF DIRECTORS or officer who is made a party to any threatened or pending legal proceeding shall be indemnified by the CORPORATION against 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, shall 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, have reasonable cause to believe that his or her conduct was unlawful.

Any indemnification hereunder may be made by the CORPORATION only in accordance with Section 607.0850 of the Florida Statutes, as amended. Such determination shall be made by the BOARD OF DIRECTORS by a majority vote of a quorum consisting of directors who are not parties to the proceeding. If this Article or any portion of it is invalidated on any ground by a court of competent jurisdiction, the CORPORATION shall nevertheless indemnify each director and officer of the CORPORATION to the fullest extent permitted by portions of this Article that have not been invalidated and to the fullest extent permitted by law.

The CORPORATION may purchase and maintain insurance on any person. A corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a director, officer, employee, or agent of the corporation against any liability asserted against the 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 this section.

## **Resolution**

### **Support for the Formation of and Participation in the Statewide Alliance of Regional Workforce Chairs**

**Whereas**, regional workforce chairs provide leadership across Florida for the collective good of the state's workforce system; and

**Whereas**, regional workforce board chairs have first-hand knowledge of employers workforce needs and workforce system needs; and

**Whereas**, regional workforce board chairs are excellent ambassadors of the regional workforce system and its services; and

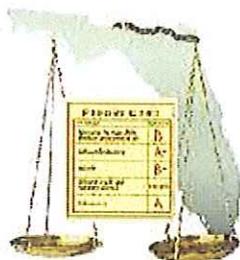
**Whereas**, regional workforce board chairs should be positioned to express opinions and provide education to representatives of state and national government; and

**Whereas**, forming an alliance will facilitate the sharing of ideas and best practices, and a forum for discussing workforce policy issues; and

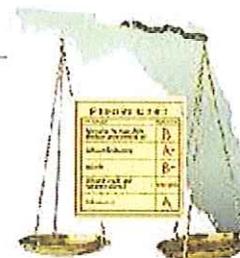
**Whereas**, the alliance has requested each regional workforce board to publicly support the formation of the alliance of regional workforce board chairs, and their respective chairman's participation in such alliance by resolution or by a vote of the board.

**Now, therefore**, it is agreed by the Workforce Central Florida Board that the regional workforce board Chairs form an alliance to support the covenants and recitals listed above.

# BALANCED SCORECARD



Measures approved by the Workforce Florida Board of Directors



## Performance Measures

### Services to Job Seekers

|  |
|--|
| Job Seeker Entered Employment Rate (Wagner-Peyser)<br>January 1, 2010 - September 30, 2010 |
| Veterans Entered Employment Rate (Wagner-Peyser)<br>January 1, 2010 - September 30, 2010   |
| Customer Satisfaction - Job Seekers (Wagner-Peyser)<br>Data Not Available                  |

### Services to Employers

|   |
|---|
| Employer Market Penetration (State Level Only Measure)<br>October - December 2010 |
| Customer Satisfaction - Employers<br>Data Not Available                           |

### Services to Disadvantaged Groups, Unemployed Adults, and Youth

|   |
|---|
| Entered Employment Rate (Workforce Investment Act)<br>July 1, 2010 - March 31, 2011         |
| Employment Earnings Rate (Workforce Investment Act)<br>January 1, 2010 - September 30, 2010 |
| Employment Retention Rate (Workforce Investment Act)<br>July 1, 2009 - March 31, 2010       |
| Youth Average Grade Level Gain (Workforce Investment Act)(N/A)                              |
| Youth Positive Outcome Rate (Workforce Investment Act)<br>July 1, 2009 - March 31, 2010     |
| Customer Satisfaction - Workforce Investment Act Participants<br>Data Not Available         |

### Services to Welfare Recipients

|  |
|--|
| Welfare Closed Case Outcome Rate<br>July 1, 2010 - March 31, 2011        |
| Welfare Transition Earnings Rate<br>January 1, 2010 - September 30, 2010 |
| Welfare Transition Retention Rate<br>July 1, 2009 - March 31, 2010       |

### Notes

Notes: The Employer Penetration Measure is a statewide annual measure and is displayed in a separate report. The Youth Grade Level Gain measure is pending implementation.

## Threshold Indicators

### Level of service to all Customers

To achieve this threshold, the level of service provided to the Workforce Investment Act, and Wagner-Peyser customer groups, must equate to at least 80% of the level of total funding allocated by formula to the Regional Workforce Board.

### Level of service to Special Customers

To achieve this threshold, the level of service provided to special customer groups--Disabled, Veterans, Offender, and Youth Aging out of Foster Care, and Run-away Youth must equate to at least 80% of the level of total funding allocated to the Regional Workforce Board.

### Data Validity

To achieve this threshold, Regional Workforce Boards must meet a quality level of data that is entered into the system as determined by Data Element Validation. This quality level has not been determined by the Federal Office. In addition., the federal software used for computation and disaggregating of the aggregate date is not yet available. Therefore this indicator is labeled "NA"--Not Available.

### Youth Diploma Attainment

To achieve this threshold, Regional Workforce Boards must report a Youth Diploma Rate of at least 48%. The 4th QTR performance data is also found in the Table O Regional performance in the WIA Annual Report.

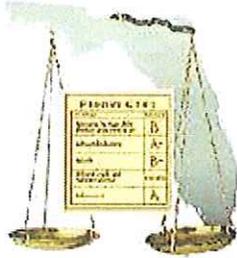
### Welfare Participation Rate

To achieve this threshold, Regional Workforce Boards must report a Welfare Participation Rate of at least 50%. The results contained in this Balanced Scorecard are for the most recent available data (10/1/2010 - 06/30/2011).

### Notes

Notes: The methodology of determining the Level of Service threshold indicators utilizes the participant and allocated funding data for the following programs: Workforce Investment Act Program (Adults, Dislocated Workers, Older and Younger Youth), and Wagner-Peyser Act Program.



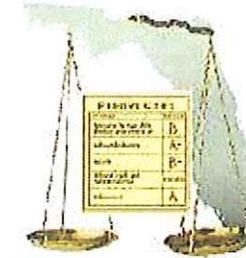


# BALANCED SCORECARD

## REPORT CARD FOR PERIOD ENDING

See Cohort Matrix for Performance Groups

PERFORMANCE DATA AS OF JUNE 30, 2011



| PERFORMANCE OUTCOME RANKING OF SERVICES TO: |             |           |   |                    | MEETS THE REQUIRED THRESHOLD INDICATORS OF:                            |  |                       |   |   |
|---|-------------|-----------|---|--------------------|--|--|-----------------------|---|---|
| Regional Workforce Board Number             | Job Seekers | Employers | Disadvantaged Customers, Unemployed Adults, and Youth | Welfare Recipients | Level of Service to all Customers not less than 80% of Allocated Funds | Level of Service to Special Customers not less than 80% of Allocated Funds | Data Element Validity | Youth Diploma Attainment Rate of 48% or Greater | Participation Rate of Welfare Recipients in Work Activities of 50% or Greater |
| 01  | 5           | N/A       | 17  | 17                 | Not Available  | Not Available  | Not Available         | N   | N   |
| 02  | 6           | N/A       | 13  | 2                  | Not Available  | Not Available  | Not Available         | N   | N   |
| 03  | 7           | N/A       | 24  | 24                 | Not Available  | Not Available  | Not Available         | Y   | N   |
| 04  | 3           | N/A       | 6   | 18                 | Not Available  | Not Available  | Not Available         | Y   | N   |
| 05  | 1           | N/A       | 22  | 12                 | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 06  | 21          | N/A       | 14  | 3                  | Not Available  | Not Available  | Not Available         | Y   | N   |
| 07  | 2           | N/A       | 9   | 9                  | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 08  | 12          | N/A       | 1   | 23                 | Not Available  | Not Available  | Not Available         | Y   | N   |
| 09  | 4           | N/A       | 18  | 8                  | Not Available  | Not Available  | Not Available         | Y   | N   |
| 10  | 22          | N/A       | 20  | 6                  | Not Available  | Not Available  | Not Available         | Y   | N   |
| 11  | 20          | N/A       | 21  | 13                 | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 12  | 18          | N/A       | 23  | 16                 | Not Available  | Not Available  | Not Available         | N   | N   |
| 13  | 9           | N/A       | 15  | 7                  | Not Available  | Not Available  | Not Available         | Y   | N   |
| 14  | 8           | N/A       | 3   | 4                  | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 15  | 23          | N/A       | 19  | 21                 | Not Available  | Not Available  | Not Available         | N   | N   |
| 16  | 10          | N/A       | 12  | 19                 | Not Available  | Not Available  | Not Available         | Y   | N   |
| 17  | 14          | N/A       | 10  | 22                 | Not Available  | Not Available  | Not Available         | Y   | N   |
| 18  | 15          | N/A       | 8   | 1                  | Not Available  | Not Available  | Not Available         | Y   | N   |
| 19  | 13          | N/A       | 4   | 11                 | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 20  | 17          | N/A       | 5   | 14                 | Not Available  | Not Available  | Not Available         | Y   | N   |
| 21  | 19          | N/A       | 2   | 15                 | Not Available  | Not Available  | Not Available         | N   | Y   |
| 22  | 11          | N/A       | 7   | 5                  | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 23  | 24          | N/A       | 16  | 10                 | Not Available  | Not Available  | Not Available         | Y   | Y   |
| 24  | 16          | N/A       | 11  | 20                 | Not Available  | Not Available  | Not Available         | Y   | Y   |

Performance data provided by the Agency for Workforce Innovation. Top quartile ranking of performance outcomes are colored green. NOTES: 1. Threshold performance for Participation of Welfare Recipients in Work Activities is based on complete data for the all Family Participation Rate for the period 10/1/2010 through 3630/2011 with cases subject to sanctions excluded. Participation Rate Methodology: Rate is the average of the monthly rates. (Add the monthly rates, then divide by the number of months) -- THIS IS THE WAY THE FEDS CALCULATE THE SAMPLE CASES. 2. Data Element Validation threshold is not applicable. .

**Explanation of Data Shift Between Federal Reporting and Balanced Scorecard:**

With the implementation of Common Core measures, program exit was no longer effective upon the date of case closure. Instead, program exit became defined as “a participant not receiving a service funded by the program or funded by a partner program for 90 consecutive calendar days and not scheduled for future service.” The date of exit is then applied retroactively to the last day on which the individual received a service funded by the program or a partner program. As a result of this shift, program exits could no longer be determined at the close of the program year. Instead, complete program exits for any particular program year could not be determined until the close of the 1<sup>st</sup> quarter of the next program year. Consequently, the year-end participant files for the Workforce Investment Act (WIA) and Wagner-Peyser (WP) programs, as they do not contain complete program year exiters, can not be used to calculate year-end performance in a manner consistent with how Regional Workforce Boards conduct their operations.

In an attempt to reconcile the availability of data with the operational procedures of the Regional Workforce Boards, there has been a one quarter adjustment in the WIA and WP files used for Federal quarterly reporting and the files used for Balanced Scorecard reporting. For example, the year-end files used for WIA and WP Federal reporting serve as the source data files for the 3<sup>rd</sup> quarter Balanced Scorecard report and the 1<sup>st</sup> quarter WIA and WP Federal reporting files for the new program year serve as the source data for the year-end Balanced Scorecard report. This shift in quarters allows for the accurate reporting of short-term performance outcomes for a full program year for all relevant performance measures. Without this shift in data, short-term performance would either have to be based upon 3 quarters of program exiters or a split set of exiters consisting of 3 quarters of one program year and 1 quarter of the previous program year.

| BALANCED SCORECARD MEASURES |  | Performance Cohorts |                     |                     |                     |
|-----------------------------|--|---------------------|---------------------|---------------------|---------------------|
|                             |  | 1st Quarter Report  | 2nd Quarter Report  | 3rd Quarter Report  | 4th Quarter Report  |
| 1                           | CUSTOMER SATISFACTION - ALL EMPLOYERS                  | 07/01/10 - 09/30/10 | 07/01/10 - 12/31/10 | 07/01/10 - 03/31/11 | 07/01/10 - 06/30/11 |
| 2                           | CUSTOMER SATISFACTION - WIA                            | 07/01/10 - 09/30/10 | 07/01/10 - 12/31/10 | 07/01/10 - 03/31/11 | 07/01/10 - 06/30/11 |
| 3                           | CUSTOMER SATISFACTION - WAGNER-PEYSER (WP) INDIVIDUALS | 07/01/10 - 09/30/10 | 07/01/10 - 12/31/10 | 07/01/10 - 03/31/11 | 07/01/10 - 06/30/11 |
| 4                           | WIA EMPLOYMENT RATE                                    | 07/01/10 - 09/30/10 | 07/01/10 - 12/31/10 | 07/01/10 - 03/31/11 | 07/01/10 - 06/30/11 |
| 5                           | JOB SEEKER ENTERED EMPLOYMENT RATE                     | 01/01/10 - 03/31/10 | 01/01/10 - 06/30/10 | 01/01/10 - 09/30/10 | 01/01/10 - 12/31/10 |
| 6                           | WELFARE CLOSED CASE OUTCOME RATE                       | 07/01/10 - 09/30/10 | 07/01/10 - 12/31/10 | 07/01/10 - 03/31/11 | 07/01/10 - 06/30/11 |
| 7                           | WIA EARNINGS RATE                                      | 01/01/10 - 03/31/10 | 01/01/10 - 06/30/10 | 01/01/10 - 09/30/10 | 01/01/10 - 12/31/10 |
| 8                           | JOB SEEKER EARNINGS RATE                               | 01/01/10 - 03/31/10 | 01/01/10 - 06/30/10 | 01/01/10 - 09/30/10 | 01/01/10 - 12/31/10 |
| 9                           | WELFARE TRANSITION EARNINGS RATE                       | 01/01/10 - 03/31/10 | 01/01/10 - 06/30/10 | 01/01/10 - 09/30/10 | 01/01/10 - 12/31/10 |
| 10                          | WIA EMPLOYMENT RETENTION RATE                          | 07/01/09 - 09/30/09 | 07/01/09 - 12/31/09 | 07/01/09 - 03/31/10 | 07/01/09 - 06/30/10 |
| 11                          | JOB SEEKER EMPLOYMENT RETENTION RATE                   | 07/01/09 - 09/30/09 | 07/01/09 - 12/31/09 | 07/01/09 - 03/31/10 | 07/01/09 - 06/30/10 |
| 12                          | WELFARE TRANSITION EMPLOYMENT RETENTION RATE           | 07/01/09 - 09/30/09 | 07/01/09 - 12/31/09 | 07/01/09 - 03/31/10 | 07/01/09 - 06/30/10 |
| 13                          | YOUTH POSITIVE OUTCOMES RATE                           | 07/01/09 - 09/30/09 | 07/01/09 - 12/31/09 | 07/01/09 - 03/31/10 | 07/01/09 - 06/30/10 |
| 14                          | VETERAN'S ENTERED EMPLOYMENT RATE                      | 01/01/10 - 03/31/10 | 01/01/10 - 06/30/10 | 01/01/10 - 09/30/10 | 01/01/10 - 12/31/10 |

| SERVICES TO JOBSEEKERS |               |             |           |      |
|------------------------|---------------|-------------|-----------|------|
| RWB                    | JOBSEEKER EER | VETERAN EER | AGGREGATE | RANK |
| 1                      | 56.71%        | 56.65%      | 56.68%    | 5    |
| 2                      | 55.76%        | 56.63%      | 56.20%    | 6    |
| 3                      | 55.10%        | 53.04%      | 54.07%    | 7    |
| 4                      | 59.46%        | 58.15%      | 58.81%    | 3    |
| 5                      | 60.71%        | 61.57%      | 61.14%    | 1    |
| 6                      | 46.87%        | 46.63%      | 46.75%    | 21   |
| 7                      | 50.96%        | 68.79%      | 59.88%    | 2    |
| 8                      | 51.33%        | 51.31%      | 51.32%    | 12   |
| 9                      | 52.18%        | 63.19%      | 57.68%    | 4    |
| 10                     | 47.65%        | 45.37%      | 46.51%    | 22   |
| 11                     | 49.05%        | 44.45%      | 46.75%    | 20   |
| 12                     | 50.14%        | 46.17%      | 48.15%    | 18   |
| 13                     | 54.44%        | 53.04%      | 53.74%    | 9    |
| 14                     | 58.25%        | 49.38%      | 53.82%    | 8    |
| 15                     | 46.62%        | 42.81%      | 44.71%    | 23   |
| 16                     | 54.11%        | 51.68%      | 52.89%    | 10   |
| 17                     | 51.98%        | 49.13%      | 50.55%    | 14   |
| 18                     | 51.19%        | 49.84%      | 50.52%    | 15   |
| 19                     | 52.57%        | 49.70%      | 51.14%    | 13   |
| 20                     | 49.66%        | 47.11%      | 48.38%    | 17   |
| 21                     | 49.91%        | 44.67%      | 47.29%    | 19   |
| 22                     | 53.02%        | 49.89%      | 51.45%    | 11   |
| 23                     | 44.41%        | 42.17%      | 43.29%    | 24   |
| 24                     | 51.77%        | 47.30%      | 49.53%    | 16   |
| STW                    | 50.84%        | 49.36%      | 50.10%    |      |

| SERVICES TO THOSE NEEDING TRAINING-RELATED SERVICES |         |                   |         |        |           |      |
|---|---------|-------------------|---------|--------|-----------|------|
| RWB   | WIA EER | WIA EARNINGS RATE | WIA ERR | YPO    | AGGREGATE | RANK |
| 1   | 85.41%  | 115.84%           | 87.04%  | 77.55% | 91.46%    | 17   |
| 2   | 93.30%  | 110.83%           | 93.33%  | 87.50% | 96.24%    | 13   |
| 3   | 93.48%  | 75.90%            | 87.50%  | 54.72% | 77.90%    | 24   |
| 4   | 95.64%  | 162.75%           | 92.77%  | 91.35% | 110.63%   | 6    |
| 5   | 76.44%  | 90.76%            | 90.00%  | 78.47% | 83.92%    | 22   |
| 6   | 93.06%  | 125.26%           | 94.29%  | 70.59% | 95.80%    | 14   |
| 7   | 98.81%  | 118.19%           | 96.36%  | 94.59% | 101.99%   | 9    |
| 8   | 99.12%  | 208.70%           | 96.08%  | 85.35% | 122.31%   | 1    |
| 9   | 69.71%  | 131.49%           | 93.85%  | 68.97% | 91.00%    | 18   |
| 10  | 96.60%  | 110.43%           | 93.13%  | 44.16% | 86.08%    | 20   |
| 11  | 87.98%  | 120.54%           | 87.24%  | 44.64% | 85.10%    | 21   |
| 12  | 66.25%  | 121.25%           | 90.28%  | 41.74% | 79.88%    | 23   |
| 13  | 87.20%  | 120.26%           | 92.75%  | 80.85% | 95.27%    | 15   |
| 14  | 99.67%  | 164.33%           | 94.99%  | 98.37% | 114.34%   | 3    |
| 15  | 73.33%  | 113.57%           | 91.14%  | 70.72% | 87.19%    | 19   |
| 16  | 94.40%  | 128.88%           | 90.65%  | 80.95% | 98.72%    | 12   |
| 17  | 94.85%  | 163.44%           | 70.59%  | 73.68% | 100.64%   | 10   |
| 18  | 91.95%  | 187.17%           | 95.64%  | 42.86% | 104.40%   | 8    |
| 19  | 81.48%  | 186.44%           | 94.81%  | 94.00% | 114.18%   | 4    |
| 20  | 97.73%  | 201.54%           | 94.63%  | 58.70% | 113.15%   | 5    |
| 21  | 92.71%  | 197.83%           | 95.79%  | 87.82% | 118.54%   | 2    |
| 22  | 95.01%  | 146.34%           | 94.44%  | 87.36% | 105.79%   | 7    |
| 23  | 96.75%  | 113.59%           | 84.98%  | 84.66% | 95.00%    | 16   |
| 24  | 85.23%  | 122.27%           | 93.63%  | 95.29% | 99.11%    | 11   |
| STW   | 89.57%  | 151.17%           | 91.15%  | 72.31% | 101.05%   |      |

**SERVICES TO WELFARE RECIPIENTS**

| <b>RWB</b> | <b>CCO RATE</b> | <b>WELFARE EARNINGS RATE</b> | <b>WELFARE RETENTION RATE</b> | <b>AGGREGATE</b> | <b>RANK</b> |
|------------|-----------------|------------------------------|-------------------------------|------------------|-------------|
| 1          | 27.97%          | 49.77%                       | 72.05%                        | 49.93%           | 17          |
| 2          | 39.11%          | 51.39%                       | 75.00%                        | 55.17%           | 2           |
| 3          | 23.91%          | 53.06%                       | 66.67%                        | 47.88%           | 24          |
| 4          | 33.26%          | 47.98%                       | 68.52%                        | 49.92%           | 18          |
| 5          | 31.21%          | 52.98%                       | 74.68%                        | 52.96%           | 12          |
| 6          | 31.40%          | 56.12%                       | 76.00%                        | 54.51%           | 3           |
| 7          | 30.05%          | 57.67%                       | 72.09%                        | 53.27%           | 9           |
| 8          | 27.84%          | 47.38%                       | 72.16%                        | 49.13%           | 23          |
| 9          | 23.68%          | 57.36%                       | 79.10%                        | 53.38%           | 8           |
| 10         | 28.87%          | 55.87%                       | 76.69%                        | 53.81%           | 6           |
| 11         | 28.25%          | 50.30%                       | 74.26%                        | 50.93%           | 13          |
| 12         | 26.95%          | 49.53%                       | 73.56%                        | 50.01%           | 16          |
| 13         | 36.23%          | 53.98%                       | 70.41%                        | 53.54%           | 7           |
| 14         | 34.30%          | 51.21%                       | 77.96%                        | 54.49%           | 4           |
| 15         | 25.47%          | 53.31%                       | 69.75%                        | 49.51%           | 21          |
| 16         | 28.11%          | 53.42%                       | 67.61%                        | 49.71%           | 19          |
| 17         | 28.32%          | 48.68%                       | 71.43%                        | 49.48%           | 22          |
| 18         | 36.88%          | 57.88%                       | 71.96%                        | 55.57%           | 1           |
| 19         | 33.07%          | 52.59%                       | 73.53%                        | 53.06%           | 11          |
| 20         | 25.88%          | 54.43%                       | 70.46%                        | 50.26%           | 14          |
| 21         | 33.35%          | 48.83%                       | 67.95%                        | 50.04%           | 15          |
| 22         | 34.47%          | 56.89%                       | 71.82%                        | 54.39%           | 5           |
| 23         | 30.51%          | 51.77%                       | 77.18%                        | 53.15%           | 10          |
| 24         | 32.21%          | 48.15%                       | 68.62%                        | 49.66%           | 20          |
| <b>STW</b> | <b>29.68%</b>   | <b>51.94%</b>                | <b>73.24%</b>                 | <b>51.62%</b>    |             |

**Welfare Transition Participation Rate FFY 2010-2011 - Preliminary Data**

**June 2011**

**Federal Reporting Criteria**

**Federal Standards**

| <b>All Family Program</b>            |            |            |              |                 |
|--------------------------------------|------------|------------|--------------|-----------------|
| <b>Participation Rate Standard -</b> |            |            |              | <b>50.0%</b>    |
| <b>REG</b>                           | <b>Num</b> | <b>Den</b> | <b>Month</b> | <b>9 Mo Avg</b> |
| 1                                    | 86         | 206        | 41.7%        | 44.6%           |
| 2                                    | 10         | 45         | 22.2%        | 32.3%           |
| 3                                    | 4          | 15         | 26.7%        | 31.0%           |
| 4                                    | 33         | 73         | 45.2%        | 40.8%           |
| 5                                    | 186        | 309        | 60.2%        | 54.8%           |
| 6                                    | 14         | 51         | 27.5%        | 38.1%           |
| 7                                    | 90         | 142        | 63.4%        | 60.8%           |
| 8                                    | 488        | 1,100      | 44.4%        | 48.7%           |
| 9                                    | 38         | 100        | 38.0%        | 45.3%           |
| 10                                   | 73         | 204        | 35.8%        | 42.2%           |
| 11                                   | 201        | 435        | 46.2%        | 52.4%           |
| 12                                   | 173        | 754        | 22.9%        | 21.4%           |
| 13                                   | 85         | 220        | 38.6%        | 43.8%           |
| 14                                   | 337        | 611        | 55.2%        | 51.9%           |
| 15                                   | 469        | 1,189      | 39.4%        | 41.1%           |
| 16                                   | 168        | 341        | 49.3%        | 41.8%           |
| 17                                   | 197        | 488        | 40.4%        | 41.9%           |
| 18                                   | 136        | 268        | 50.7%        | 48.6%           |
| 19                                   | 15         | 25         | 60.0%        | 51.8%           |
| 20                                   | 122        | 399        | 30.6%        | 30.3%           |
| 21                                   | 227        | 466        | 48.7%        | 51.2%           |
| 22                                   | 484        | 913        | 53.0%        | 52.2%           |
| 23                                   | 1,917      | 3,148      | 60.9%        | 61.9%           |
| 24                                   | 95         | 210        | 45.2%        | 51.7%           |
| SW                                   | 5,648      | 11,712     | 48.2%        | 48.2%           |

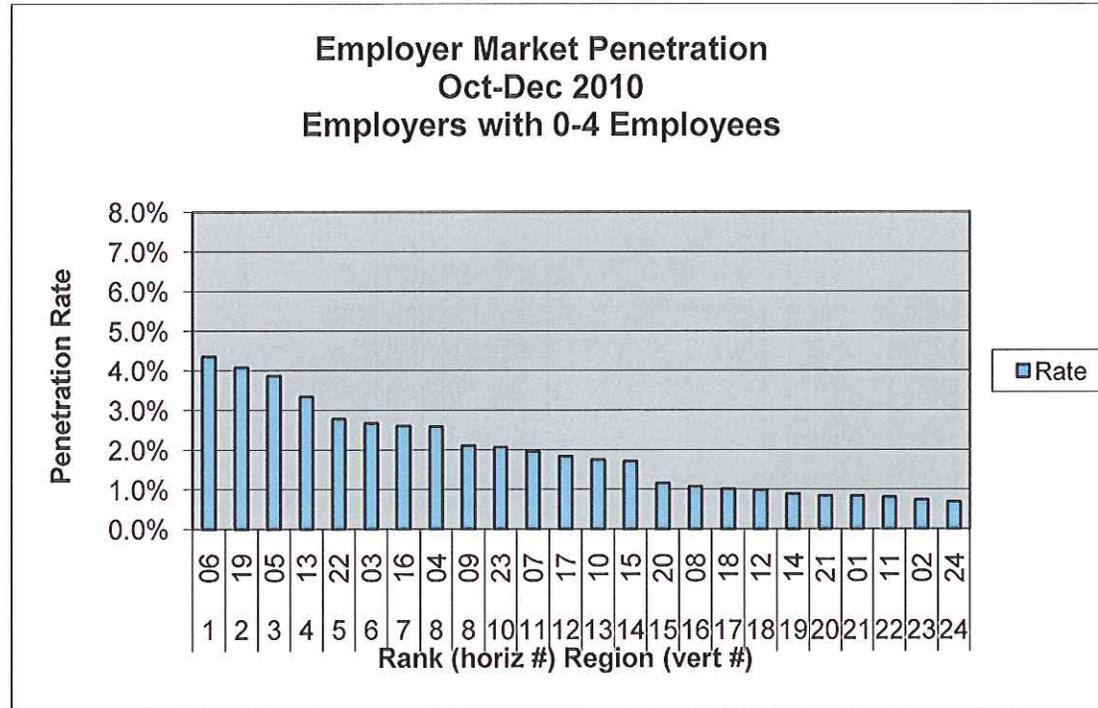
| <b>Two Parent Program</b>            |            |            |              |                 |
|--------------------------------------|------------|------------|--------------|-----------------|
| <b>Participation Rate Standard -</b> |            |            |              | <b>90.0%</b>    |
| <b>REG</b>                           | <b>Num</b> | <b>Den</b> | <b>Month</b> | <b>9 Mo Avg</b> |
| 1                                    | 6          | 10         | 60.0%        | 50.2%           |
| 2                                    | 0          | 2          | 0.0%         | 27.8%           |
| 3                                    | 0          | 0          |              | 0.0%            |
| 4                                    | 0          | 0          |              | 21.1%           |
| 5                                    | 7          | 8          | 87.5%        | 64.4%           |
| 6                                    | 0          | 0          |              | 34.8%           |
| 7                                    | 5          | 11         | 45.5%        | 52.2%           |
| 8                                    | 21         | 55         | 38.2%        | 41.0%           |
| 9                                    | 7          | 13         | 53.8%        | 61.7%           |
| 10                                   | 9          | 16         | 56.3%        | 48.8%           |
| 11                                   | 21         | 42         | 50.0%        | 56.3%           |
| 12                                   | 10         | 47         | 21.3%        | 17.1%           |
| 13                                   | 2          | 11         | 18.2%        | 34.4%           |
| 14                                   | 21         | 28         | 75.0%        | 56.9%           |
| 15                                   | 46         | 93         | 49.5%        | 45.9%           |
| 16                                   | 13         | 31         | 41.9%        | 37.8%           |
| 17                                   | 6          | 27         | 22.2%        | 26.0%           |
| 18                                   | 10         | 14         | 71.4%        | 42.8%           |
| 19                                   | 2          | 2          | 100.0%       | 64.6%           |
| 20                                   | 5          | 27         | 18.5%        | 20.3%           |
| 21                                   | 23         | 37         | 62.2%        | 65.4%           |
| 22                                   | 34         | 47         | 72.3%        | 62.2%           |
| 23                                   | 213        | 289        | 73.7%        | 71.5%           |
| 24                                   | 2          | 4          | 50.0%        | 51.9%           |
| SW                                   | 463        | 814        | 56.9%        | 52.5%           |

Data last updated: June 16, 2011

# of Employers Served: 5,997  
 # of Employers Total: 369,907  
 Statewide Penetration Rate: 1.62%

in rank order

| Rank | RWB | Rate  |
|------|-----|-------|
| 1    | 06  | 4.35% |
| 2    | 19  | 4.07% |
| 3    | 05  | 3.86% |
| 4    | 13  | 3.33% |
| 5    | 22  | 2.77% |
| 6    | 03  | 2.67% |
| 7    | 16  | 2.59% |
| 8    | 04  | 2.58% |
| 8    | 09  | 2.10% |
| 10   | 23  | 2.07% |
| 11   | 07  | 1.96% |
| 12   | 17  | 1.83% |
| 13   | 10  | 1.75% |
| 14   | 15  | 1.71% |
| 15   | 20  | 1.16% |
| 16   | 08  | 1.07% |
| 17   | 18  | 1.01% |
| 18   | 12  | 0.98% |
| 19   | 14  | 0.89% |
| 20   | 21  | 0.84% |
| 21   | 01  | 0.83% |
| 22   | 11  | 0.80% |
| 23   | 02  | 0.74% |
| 24   | 24  | 0.69% |



This is provided for informational purposes only. Not calculated with previous Employer Market Penetration Rates.

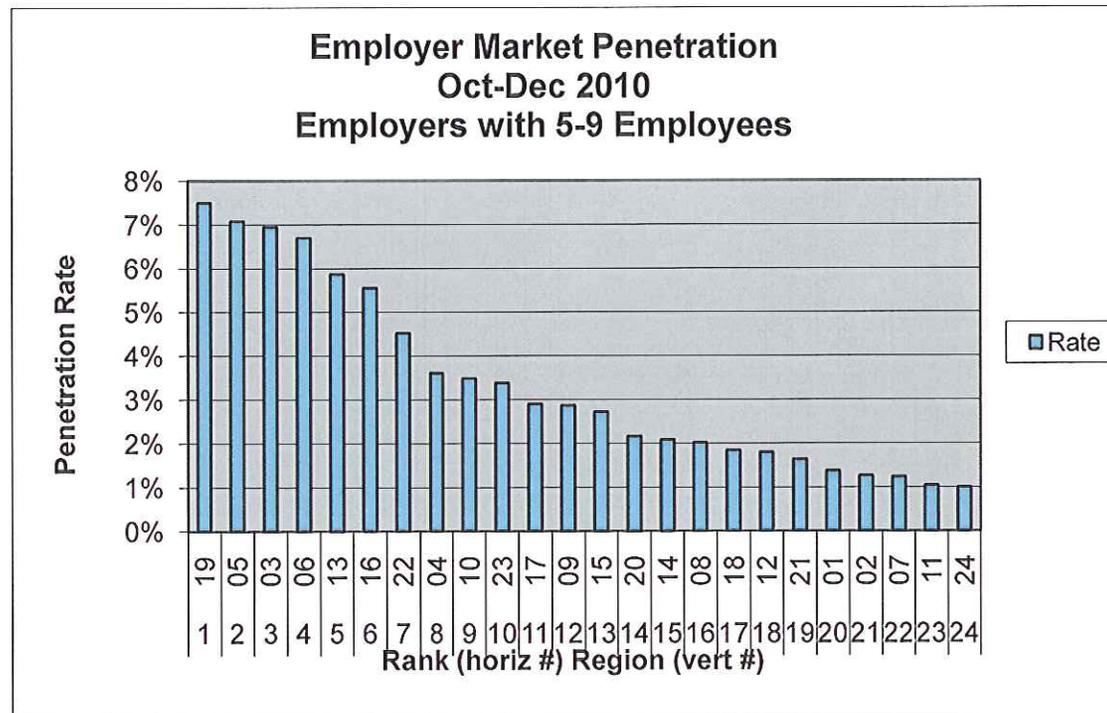
| # Matches        | Criteria      |            |           |            |           |           |             |            |             | Total Served  | Total Employers | Rate | Rank             | RWB |
|------------------|---------------|------------|-----------|------------|-----------|-----------|-------------|------------|-------------|---------------|-----------------|------|------------------|-----|
| RWB              | 0             | 1          | 2         | 3          | 4         | 5         | 6           | 7          |             |               |                 |      |                  |     |
| 01               | 6178          | 11         | 0         | 5          | 0         | 0         | 30          | 6          | 52          | 6230          | 0.83%           | 21   | 01               |     |
| 02               | 4818          | 1          | 0         | 5          | 0         | 1         | 26          | 3          | 36          | 4854          | 0.74%           | 23   | 02               |     |
| 03               | 1201          | 5          | 0         | 12         | 0         | 0         | 12          | 4          | 33          | 1234          | 2.67%           | 6    | 03               |     |
| 04               | 3285          | 6          | 0         | 27         | 1         | 0         | 36          | 17         | 87          | 3372          | 2.58%           | 8    | 04               |     |
| 05               | 5233          | 19         | 1         | 31         | 1         | 0         | 140         | 18         | 210         | 5443          | 3.86%           | 3    | 05               |     |
| 06               | 1320          | 15         | 3         | 14         | 0         | 2         | 12          | 14         | 60          | 1380          | 4.35%           | 1    | 06               |     |
| 07               | 1301          | 8          | 0         | 7          | 0         | 0         | 6           | 5          | 26          | 1327          | 1.96%           | 11   | 07               |     |
| 08               | 24877         | 17         | 4         | 11         | 1         | 0         | 216         | 20         | 269         | 25146         | 1.07%           | 16   | 08               |     |
| 09               | 4003          | 6          | 3         | 12         | 0         | 0         | 53          | 12         | 86          | 4089          | 2.10%           | 9    | 09               |     |
| 10               | 7399          | 19         | 2         | 28         | 0         | 0         | 54          | 29         | 132         | 7531          | 1.75%           | 13   | 10               |     |
| 11               | 10050         | 11         | 0         | 26         | 0         | 0         | 33          | 11         | 81          | 10131         | 0.80%           | 22   | 11               |     |
| 12               | 39008         | 24         | 1         | 40         | 0         | 4         | 263         | 53         | 385         | 39393         | 0.98%           | 18   | 12               |     |
| 13               | 8847          | 36         | 4         | 49         | 1         | 1         | 176         | 38         | 305         | 9152          | 3.33%           | 4    | 13               |     |
| 14               | 20002         | 10         | 0         | 15         | 0         | 1         | 131         | 22         | 179         | 20181         | 0.89%           | 19   | 14               |     |
| 15               | 22254         | 25         | 1         | 45         | 1         | 1         | 280         | 34         | 387         | 22641         | 1.71%           | 14   | 15               |     |
| 16               | 8411          | 30         | 7         | 28         | 0         | 0         | 124         | 35         | 224         | 8635          | 2.59%           | 7    | 16               |     |
| 17               | 7235          | 16         | 3         | 22         | 0         | 0         | 58          | 36         | 135         | 7370          | 1.83%           | 12   | 17               |     |
| 18               | 15741         | 18         | 1         | 20         | 1         | 0         | 85          | 36         | 161         | 15902         | 1.01%           | 17   | 18               |     |
| 19               | 2025          | 11         | 2         | 15         | 0         | 2         | 37          | 19         | 86          | 2111          | 4.07%           | 2    | 19               |     |
| 20               | 11077         | 25         | 0         | 19         | 1         | 1         | 65          | 19         | 130         | 11207         | 1.16%           | 15   | 20               |     |
| 21               | 33753         | 15         | 0         | 34         | 0         | 0         | 203         | 35         | 287         | 34040         | 0.84%           | 20   | 21               |     |
| 22               | 42258         | 54         | 4         | 72         | 3         | 0         | 943         | 130        | 1206        | 43464         | 2.77%           | 5    | 22               |     |
| 23               | 60758         | 27         | 1         | 52         | 3         | 0         | 1064        | 135        | 1282        | 62040         | 2.07%           | 10   | 23               |     |
| 24               | 22876         | 12         | 0         | 20         | 2         | 1         | 79          | 44         | 158         | 23034         | 0.69%           | 24   | 24               |     |
| <b>Statewide</b> | <b>363910</b> | <b>421</b> | <b>37</b> | <b>609</b> | <b>15</b> | <b>14</b> | <b>4126</b> | <b>775</b> | <b>5997</b> | <b>369907</b> | <b>1.62%</b>    |      | <b>Statewide</b> |     |

**Total Employers Served: 5,997**  
**Statewide Employer Penetration Rate: 1.62%**

# of Employers Served: 2,340  
 # of Employers Total: 83,857  
 Statewide Penetration Rate: 2.79%

in rank order

| Rank | RWB | Rate  |
|------|-----|-------|
| 1    | 19  | 7.49% |
| 2    | 05  | 7.08% |
| 3    | 03  | 6.94% |
| 4    | 06  | 6.70% |
| 5    | 13  | 5.86% |
| 6    | 16  | 5.55% |
| 7    | 22  | 4.52% |
| 8    | 04  | 3.61% |
| 9    | 10  | 3.48% |
| 10   | 23  | 3.38% |
| 11   | 17  | 2.90% |
| 12   | 09  | 2.86% |
| 13   | 15  | 2.72% |
| 14   | 20  | 2.16% |
| 15   | 14  | 2.08% |
| 16   | 08  | 2.01% |
| 17   | 18  | 1.84% |
| 18   | 12  | 1.80% |
| 19   | 21  | 1.63% |
| 20   | 01  | 1.37% |
| 21   | 02  | 1.26% |
| 22   | 07  | 1.24% |
| 23   | 11  | 1.04% |
| 24   | 24  | 1.00% |



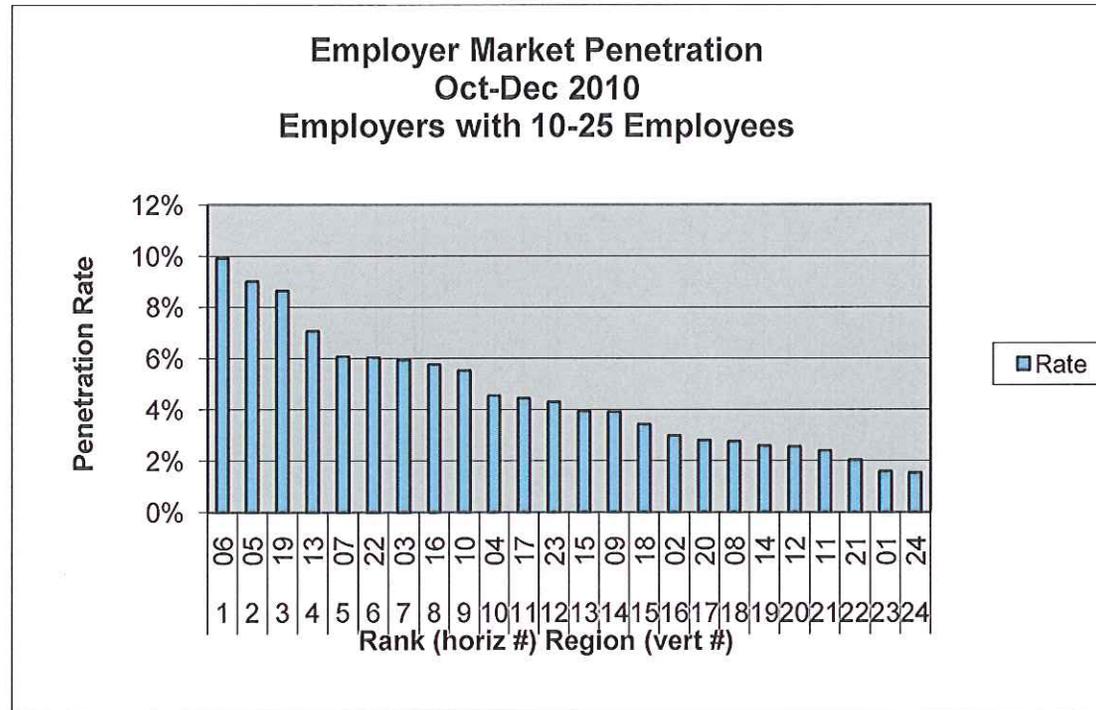
| # Matches | Criteria |     |    |     |   |   |      |     |      | Total Served | Total Employers | Rate | Rank      | RWB |
|-----------|----------|-----|----|-----|---|---|------|-----|------|--------------|-----------------|------|-----------|-----|
| RWB       | 0        | 1   | 2  | 3   | 4 | 5 | 6    | 7   |      |              |                 |      |           |     |
| 01        | 1941     | 6   | 1  | 7   | 0 | 0 | 9    | 4   | 27   | 1968         | 1.37%           | 20   | 01        |     |
| 02        | 1409     | 3   | 0  | 6   | 0 | 0 | 6    | 3   | 18   | 1427         | 1.26%           | 21   | 02        |     |
| 03        | 402      | 7   | 1  | 13  | 1 | 0 | 6    | 2   | 30   | 432          | 6.94%           | 3    | 03        |     |
| 04        | 1149     | 9   | 1  | 12  | 0 | 0 | 16   | 5   | 43   | 1192         | 3.61%           | 8    | 04        |     |
| 05        | 1457     | 9   | 1  | 12  | 1 | 1 | 81   | 6   | 111  | 1568         | 7.08%           | 2    | 05        |     |
| 06        | 418      | 5   | 1  | 17  | 0 | 0 | 5    | 2   | 30   | 448          | 6.70%           | 4    | 06        |     |
| 07        | 399      | 1   | 0  | 4   | 0 | 0 | 0    | 0   | 5    | 404          | 1.24%           | 22   | 07        |     |
| 08        | 6090     | 10  | 1  | 19  | 1 | 0 | 85   | 9   | 125  | 6215         | 2.01%           | 16   | 08        |     |
| 09        | 1188     | 10  | 3  | 7   | 0 | 0 | 12   | 3   | 35   | 1223         | 2.86%           | 12   | 09        |     |
| 10        | 1829     | 8   | 0  | 25  | 0 | 0 | 26   | 7   | 66   | 1895         | 3.48%           | 9    | 10        |     |
| 11        | 2387     | 4   | 0  | 13  | 0 | 1 | 4    | 3   | 25   | 2412         | 1.04%           | 23   | 11        |     |
| 12        | 9218     | 21  | 1  | 42  | 1 | 1 | 94   | 9   | 169  | 9387         | 1.80%           | 18   | 12        |     |
| 13        | 2183     | 33  | 3  | 29  | 2 | 0 | 61   | 8   | 136  | 2319         | 5.86%           | 5    | 13        |     |
| 14        | 4372     | 11  | 1  | 17  | 0 | 0 | 53   | 11  | 93   | 4465         | 2.08%           | 15   | 14        |     |
| 15        | 5435     | 16  | 2  | 21  | 0 | 0 | 95   | 18  | 152  | 5587         | 2.72%           | 13   | 15        |     |
| 16        | 1991     | 26  | 1  | 14  | 0 | 1 | 66   | 9   | 117  | 2108         | 5.55%           | 6    | 16        |     |
| 17        | 1944     | 16  | 1  | 10  | 0 | 0 | 18   | 13  | 58   | 2002         | 2.90%           | 11   | 17        |     |
| 18        | 3411     | 7   | 2  | 13  | 1 | 0 | 34   | 7   | 64   | 3475         | 1.84%           | 17   | 18        |     |
| 19        | 605      | 12  | 1  | 17  | 0 | 0 | 12   | 7   | 49   | 654          | 7.49%           | 1    | 19        |     |
| 20        | 2627     | 15  | 0  | 18  | 0 | 0 | 17   | 8   | 58   | 2685         | 2.16%           | 14   | 20        |     |
| 21        | 6400     | 9   | 1  | 28  | 0 | 0 | 59   | 9   | 106  | 6506         | 1.63%           | 19   | 21        |     |
| 22        | 7571     | 41  | 2  | 35  | 0 | 0 | 251  | 29  | 358  | 7929         | 4.52%           | 7    | 22        |     |
| 23        | 11743    | 24  | 0  | 64  | 1 | 0 | 284  | 38  | 411  | 12154        | 3.38%           | 10   | 23        |     |
| 24        | 5348     | 9   | 1  | 12  | 0 | 1 | 26   | 5   | 54   | 5402         | 1.00%           | 24   | 24        |     |
| Statewide | 81517    | 312 | 25 | 455 | 8 | 5 | 1320 | 215 | 2340 | 83857        | 2.79%           |      | Statewide |     |

Total Employers Served: 2,340  
 Statewide Employer Penetration Rate: 2.79%

# of Employers Served: 2,544  
 # of Employers Total: 67,620  
 Statewide Penetration Rate: 3.76%

in rank order

| Rank | RWB | Rate  |
|------|-----|-------|
| 1    | 06  | 9.90% |
| 2    | 05  | 9.00% |
| 3    | 19  | 8.64% |
| 4    | 13  | 7.05% |
| 5    | 07  | 6.07% |
| 6    | 22  | 6.03% |
| 7    | 03  | 5.92% |
| 8    | 16  | 5.76% |
| 9    | 10  | 5.52% |
| 10   | 04  | 4.55% |
| 11   | 17  | 4.43% |
| 12   | 23  | 4.31% |
| 13   | 15  | 3.94% |
| 14   | 09  | 3.91% |
| 15   | 18  | 3.42% |
| 16   | 02  | 2.98% |
| 17   | 20  | 2.80% |
| 18   | 08  | 2.75% |
| 19   | 14  | 2.59% |
| 20   | 12  | 2.55% |
| 21   | 11  | 2.40% |
| 22   | 21  | 2.02% |
| 23   | 01  | 1.58% |
| 24   | 24  | 1.54% |



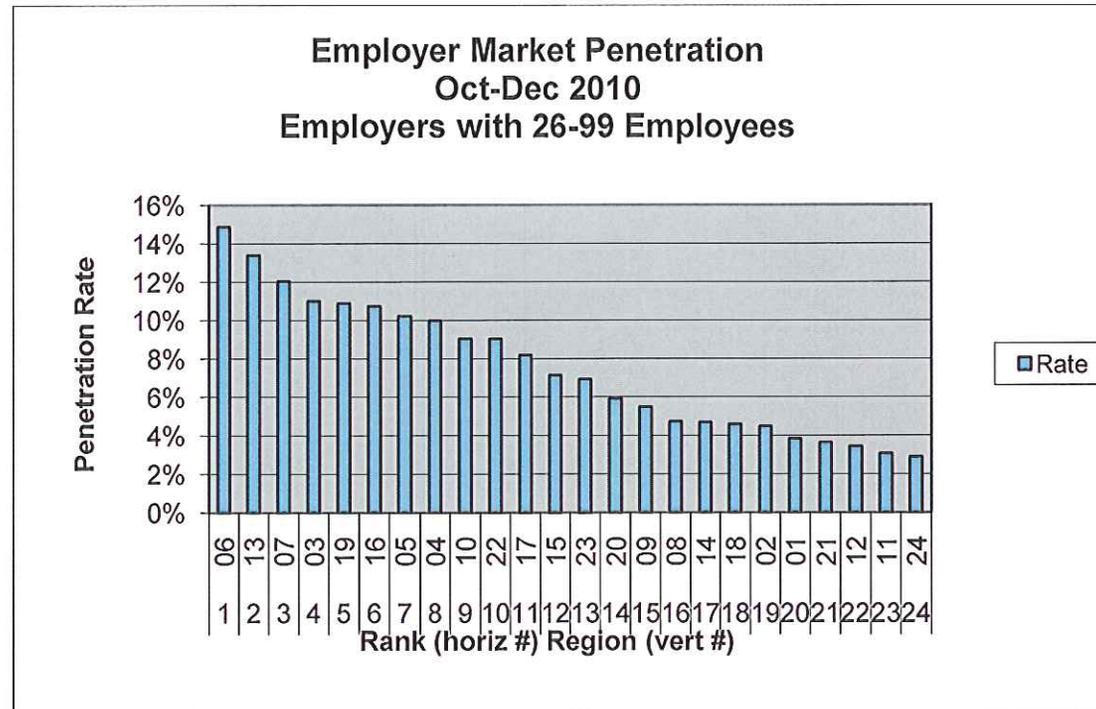
| # Matches        |              | Criteria   |           |            |          |          |             |            |             | Total Served | Total Employers | Rate | Rank             | RWB |
|------------------|--------------|------------|-----------|------------|----------|----------|-------------|------------|-------------|--------------|-----------------|------|------------------|-----|
| RWB              | 0            | 1          | 2         | 3          | 4        | 5        | 6           | 7          |             |              |                 |      |                  |     |
| 01               | 1682         | 9          | 0         | 5          | 0        | 0        | 13          | 0          | 27          | 1709         | 1.58%           | 23   | 01               |     |
| 02               | 1041         | 10         | 0         | 15         | 0        | 0        | 6           | 1          | 32          | 1073         | 2.98%           | 16   | 02               |     |
| 03               | 270          | 7          | 0         | 4          | 0        | 0        | 6           | 0          | 17          | 287          | 5.92%           | 7    | 03               |     |
| 04               | 819          | 6          | 2         | 16         | 0        | 0        | 11          | 4          | 39          | 858          | 4.55%           | 10   | 04               |     |
| 05               | 1304         | 22         | 0         | 24         | 1        | 0        | 75          | 7          | 129         | 1433         | 9.00%           | 2    | 05               |     |
| 06               | 264          | 11         | 1         | 11         | 0        | 0        | 3           | 3          | 29          | 293          | 9.90%           | 1    | 06               |     |
| 07               | 325          | 7          | 0         | 8          | 0        | 0        | 3           | 3          | 21          | 346          | 6.07%           | 5    | 07               |     |
| 08               | 5123         | 24         | 2         | 22         | 0        | 0        | 84          | 13         | 145         | 5268         | 2.75%           | 18   | 08               |     |
| 09               | 1057         | 6          | 0         | 6          | 0        | 0        | 28          | 3          | 43          | 1100         | 3.91%           | 14   | 09               |     |
| 10               | 1404         | 18         | 0         | 25         | 0        | 0        | 30          | 9          | 82          | 1486         | 5.52%           | 9    | 10               |     |
| 11               | 1709         | 13         | 0         | 14         | 0        | 0        | 10          | 5          | 42          | 1751         | 2.40%           | 21   | 11               |     |
| 12               | 8106         | 42         | 2         | 40         | 0        | 0        | 102         | 26         | 212         | 8318         | 2.55%           | 20   | 12               |     |
| 13               | 1713         | 43         | 1         | 32         | 0        | 0        | 39          | 15         | 130         | 1843         | 7.05%           | 4    | 13               |     |
| 14               | 3537         | 18         | 1         | 18         | 0        | 1        | 41          | 15         | 94          | 3631         | 2.59%           | 19   | 14               |     |
| 15               | 4783         | 33         | 1         | 32         | 1        | 0        | 103         | 26         | 196         | 4979         | 3.94%           | 13   | 15               |     |
| 16               | 1423         | 26         | 2         | 11         | 0        | 0        | 38          | 10         | 87          | 1510         | 5.76%           | 8    | 16               |     |
| 17               | 1681         | 19         | 0         | 18         | 0        | 0        | 20          | 21         | 78          | 1759         | 4.43%           | 11   | 17               |     |
| 18               | 2654         | 23         | 0         | 22         | 0        | 1        | 42          | 6          | 94          | 2748         | 3.42%           | 15   | 18               |     |
| 19               | 476          | 13         | 0         | 11         | 0        | 0        | 16          | 5          | 45          | 521          | 8.64%           | 3    | 19               |     |
| 20               | 1876         | 18         | 1         | 15         | 0        | 0        | 11          | 9          | 54          | 1930         | 2.80%           | 17   | 20               |     |
| 21               | 4949         | 21         | 0         | 16         | 0        | 0        | 55          | 10         | 102         | 5051         | 2.02%           | 22   | 21               |     |
| 22               | 6058         | 49         | 1         | 46         | 3        | 1        | 237         | 52         | 389         | 6447         | 6.03%           | 6    | 22               |     |
| 23               | 8731         | 26         | 4         | 54         | 2        | 1        | 270         | 36         | 393         | 9124         | 4.31%           | 12   | 23               |     |
| 24               | 4091         | 15         | 0         | 21         | 0        | 0        | 20          | 8          | 64          | 4155         | 1.54%           | 24   | 24               |     |
| <b>Statewide</b> | <b>65076</b> | <b>479</b> | <b>18</b> | <b>486</b> | <b>7</b> | <b>4</b> | <b>1263</b> | <b>287</b> | <b>2544</b> | <b>67620</b> | <b>3.76%</b>    |      | <b>Statewide</b> |     |

Total Employers Served: 2,544  
 Statewide Employer Penetration Rate: 3.76%

# of Employers Served: 2,012  
 # of Employers Total: 33,065  
 Statewide Penetration Rate: 6.08%

in rank order

| Rank | RWB | Rate   |
|------|-----|--------|
| 1    | 06  | 14.86% |
| 2    | 13  | 13.39% |
| 3    | 07  | 12.03% |
| 4    | 03  | 11.01% |
| 5    | 19  | 10.89% |
| 6    | 16  | 10.73% |
| 7    | 05  | 10.21% |
| 8    | 04  | 9.98%  |
| 9    | 10  | 9.03%  |
| 10   | 22  | 9.03%  |
| 11   | 17  | 8.19%  |
| 12   | 15  | 7.14%  |
| 13   | 23  | 6.93%  |
| 14   | 20  | 5.91%  |
| 15   | 09  | 5.48%  |
| 16   | 08  | 4.72%  |
| 17   | 14  | 4.69%  |
| 18   | 18  | 4.58%  |
| 19   | 02  | 4.48%  |
| 20   | 01  | 3.83%  |
| 21   | 21  | 3.64%  |
| 22   | 12  | 3.43%  |
| 23   | 11  | 3.05%  |
| 24   | 24  | 2.89%  |



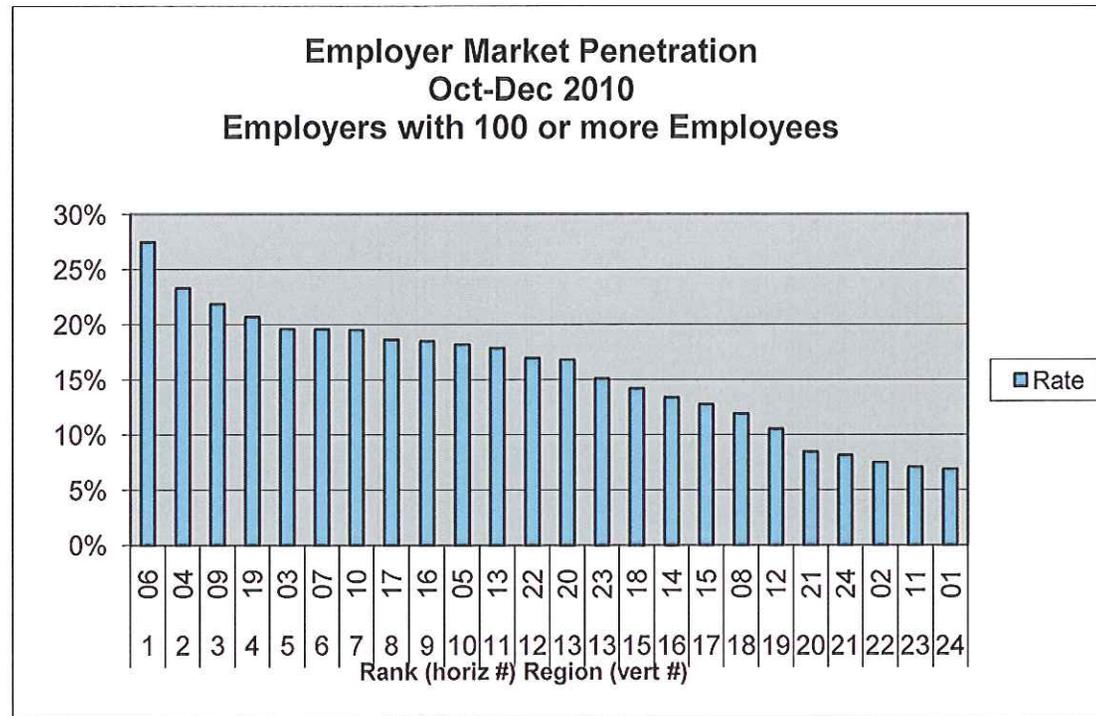
| # Matches        | Criteria     |            |           |            |          |          |            |            | Total       | Total        | Rate         | Rank | RWB              |
|------------------|--------------|------------|-----------|------------|----------|----------|------------|------------|-------------|--------------|--------------|------|------------------|
|                  |              | RWB        | 0         | 1          | 2        | 3        | 4          | 5          | 6           | 7            |              |      |                  |
| 01               | 728          | 8          | 0         | 10         | 0        | 0        | 9          | 2          | 29          | 757          | 3.83%        | 20   | 01               |
| 02               | 448          | 10         | 0         | 5          | 0        | 0        | 5          | 1          | 21          | 469          | 4.48%        | 19   | 02               |
| 03               | 97           | 3          | 1         | 5          | 0        | 0        | 2          | 1          | 12          | 109          | 11.01%       | 4    | 03               |
| 04               | 361          | 9          | 0         | 12         | 0        | 0        | 16         | 3          | 40          | 401          | 9.98%        | 8    | 04               |
| 05               | 686          | 17         | 2         | 13         | 0        | 0        | 44         | 2          | 78          | 764          | 10.21%       | 7    | 05               |
| 06               | 126          | 10         | 0         | 10         | 1        | 0        | 1          | 0          | 22          | 148          | 14.86%       | 1    | 06               |
| 07               | 117          | 5          | 1         | 4          | 0        | 0        | 5          | 1          | 16          | 133          | 12.03%       | 3    | 07               |
| 08               | 2542         | 29         | 2         | 17         | 1        | 0        | 60         | 17         | 126         | 2668         | 4.72%        | 16   | 08               |
| 09               | 466          | 9          | 0         | 3          | 0        | 0        | 12         | 3          | 27          | 493          | 5.48%        | 15   | 09               |
| 10               | 574          | 18         | 1         | 22         | 0        | 0        | 10         | 6          | 57          | 631          | 9.03%        | 9    | 10               |
| 11               | 764          | 13         | 2         | 4          | 0        | 0        | 3          | 2          | 24          | 788          | 3.05%        | 23   | 11               |
| 12               | 4221         | 45         | 1         | 25         | 0        | 0        | 64         | 15         | 150         | 4371         | 3.43%        | 22   | 12               |
| 13               | 731          | 37         | 4         | 28         | 0        | 0        | 39         | 5          | 113         | 844          | 13.39%       | 2    | 13               |
| 14               | 1666         | 23         | 3         | 16         | 0        | 0        | 29         | 11         | 82          | 1748         | 4.69%        | 17   | 14               |
| 15               | 2407         | 39         | 4         | 35         | 2        | 1        | 91         | 13         | 185         | 2592         | 7.14%        | 12   | 15               |
| 16               | 574          | 16         | 5         | 7          | 0        | 0        | 34         | 7          | 69          | 643          | 10.73%       | 6    | 16               |
| 17               | 774          | 15         | 0         | 13         | 1        | 0        | 27         | 13         | 69          | 843          | 8.19%        | 11   | 17               |
| 18               | 1228         | 19         | 1         | 14         | 1        | 0        | 22         | 2          | 59          | 1287         | 4.58%        | 18   | 18               |
| 19               | 221          | 13         | 0         | 6          | 0        | 0        | 5          | 3          | 27          | 248          | 10.89%       | 5    | 19               |
| 20               | 860          | 14         | 2         | 11         | 0        | 0        | 18         | 9          | 54          | 914          | 5.91%        | 14   | 20               |
| 21               | 2433         | 16         | 1         | 29         | 0        | 0        | 41         | 5          | 92          | 2525         | 3.64%        | 21   | 21               |
| 22               | 2952         | 62         | 10        | 38         | 1        | 0        | 161        | 21         | 293         | 3245         | 9.03%        | 10   | 22               |
| 23               | 4163         | 36         | 6         | 50         | 0        | 0        | 187        | 31         | 310         | 4473         | 6.93%        | 13   | 23               |
| 24               | 1914         | 18         | 0         | 10         | 1        | 0        | 22         | 6          | 57          | 1971         | 2.89%        | 24   | 24               |
| <b>Statewide</b> | <b>31053</b> | <b>484</b> | <b>46</b> | <b>387</b> | <b>8</b> | <b>1</b> | <b>907</b> | <b>179</b> | <b>2012</b> | <b>33065</b> | <b>6.08%</b> |      | <b>Statewide</b> |

Total Employers Served: 2,012  
 Statewide Employer Penetration Rate: 6.08%

# of Employers Served: 1,373  
 # of Employers Total: 10,141  
 Statewide Penetration Rate: 13.54%

in rank order

| Rank | RWB | Rate   |
|------|-----|--------|
| 1    | 06  | 27.50% |
| 2    | 04  | 23.30% |
| 3    | 09  | 21.85% |
| 4    | 19  | 20.69% |
| 5    | 03  | 19.61% |
| 6    | 07  | 19.57% |
| 7    | 10  | 19.53% |
| 8    | 17  | 18.62% |
| 9    | 16  | 18.50% |
| 10   | 05  | 18.18% |
| 11   | 13  | 17.84% |
| 12   | 22  | 16.97% |
| 13   | 20  | 16.79% |
| 13   | 23  | 15.08% |
| 15   | 18  | 14.20% |
| 16   | 14  | 13.38% |
| 17   | 15  | 12.75% |
| 18   | 08  | 11.93% |
| 19   | 12  | 10.55% |
| 20   | 21  | 8.47%  |
| 21   | 24  | 8.12%  |
| 22   | 02  | 7.50%  |
| 23   | 11  | 7.08%  |
| 24   | 01  | 6.90%  |



| # Matches        |             | Criteria   |           |            |          |          |            |            |             | Total        | Total         | Rate | Rank             | RWB |
|------------------|-------------|------------|-----------|------------|----------|----------|------------|------------|-------------|--------------|---------------|------|------------------|-----|
| RWB              | 0           | 1          | 2         | 3          | 4        | 5        | 6          | 7          | Served      | Employers    |               |      |                  |     |
| 01               | 189         | 4          | 1         | 1          | 0        | 0        | 7          | 1          | 14          | 203          | 6.90%         | 24   | 01               |     |
| 02               | 111         | 5          | 0         | 1          | 1        | 0        | 2          | 0          | 9           | 120          | 7.50%         | 22   | 02               |     |
| 03               | 41          | 2          | 1         | 2          | 0        | 0        | 4          | 1          | 10          | 51           | 19.61%        | 5    | 03               |     |
| 04               | 79          | 6          | 1         | 6          | 0        | 0        | 11         | 0          | 24          | 103          | 23.30%        | 2    | 04               |     |
| 05               | 207         | 15         | 1         | 6          | 0        | 0        | 23         | 1          | 46          | 253          | 18.18%        | 10   | 05               |     |
| 06               | 29          | 6          | 0         | 1          | 0        | 0        | 4          | 0          | 11          | 40           | 27.50%        | 1    | 06               |     |
| 07               | 37          | 3          | 0         | 3          | 0        | 0        | 3          | 0          | 9           | 46           | 19.57%        | 6    | 07               |     |
| 08               | 775         | 36         | 7         | 7          | 1        | 0        | 49         | 5          | 105         | 880          | 11.93%        | 18   | 08               |     |
| 09               | 118         | 11         | 4         | 5          | 0        | 0        | 11         | 2          | 33          | 151          | 21.85%        | 3    | 09               |     |
| 10               | 136         | 14         | 2         | 4          | 0        | 0        | 9          | 4          | 33          | 169          | 19.53%        | 7    | 10               |     |
| 11               | 223         | 10         | 1         | 2          | 0        | 0        | 3          | 1          | 17          | 240          | 7.08%         | 23   | 11               |     |
| 12               | 1246        | 47         | 6         | 17         | 0        | 1        | 64         | 12         | 147         | 1393         | 10.55%        | 19   | 12               |     |
| 13               | 221         | 22         | 2         | 7          | 0        | 0        | 14         | 3          | 48          | 269          | 17.84%        | 11   | 13               |     |
| 14               | 492         | 27         | 2         | 10         | 0        | 0        | 27         | 10         | 76          | 568          | 13.38%        | 16   | 14               |     |
| 15               | 780         | 32         | 2         | 9          | 1        | 0        | 59         | 11         | 114         | 894          | 12.75%        | 17   | 15               |     |
| 16               | 141         | 9          | 1         | 1          | 0        | 0        | 20         | 1          | 32          | 173          | 18.50%        | 9    | 16               |     |
| 17               | 236         | 20         | 2         | 12         | 0        | 0        | 12         | 8          | 54          | 290          | 18.62%        | 8    | 17               |     |
| 18               | 278         | 22         | 4         | 6          | 0        | 0        | 11         | 3          | 46          | 324          | 14.20%        | 15   | 18               |     |
| 19               | 46          | 6          | 1         | 2          | 0        | 0        | 3          | 0          | 12          | 58           | 20.69%        | 4    | 19               |     |
| 20               | 223         | 17         | 1         | 5          | 0        | 0        | 16         | 6          | 45          | 268          | 16.79%        | 13   | 20               |     |
| 21               | 648         | 24         | 1         | 8          | 0        | 0        | 25         | 2          | 60          | 708          | 8.47%         | 20   | 21               |     |
| 22               | 871         | 42         | 8         | 19         | 0        | 1        | 95         | 13         | 178         | 1049         | 16.97%        | 12   | 22               |     |
| 23               | 1177        | 41         | 6         | 29         | 1        | 0        | 110        | 22         | 209         | 1386         | 15.08%        | 14   | 23               |     |
| 24               | 464         | 12         | 2         | 4          | 0        | 0        | 21         | 2          | 41          | 505          | 8.12%         | 21   | 24               |     |
| <b>Statewide</b> | <b>8768</b> | <b>433</b> | <b>56</b> | <b>167</b> | <b>4</b> | <b>2</b> | <b>603</b> | <b>108</b> | <b>1373</b> | <b>10141</b> | <b>13.54%</b> |      | <b>Statewide</b> |     |

Total Employers Served: 1,373  
 Statewide Employer Penetration Rate: 13.54%

STATE OF FLORIDA  
DIVISION OF ADMINISTRATIVE HEARINGS

CENTRAL FLORIDA REGIONAL )  
WORKFORCE DEVELOPMENT BOARD, )  
INC., d/b/a WORKFORCE CENTRAL )  
FLORIDA, )  
 )  
Petitioner, )  
 )  
vs. ) Case No. 11-4158  
 )  
AGENCY FOR WORKFORCE )  
INNOVATION, )  
 )  
Respondent. )  
\_\_\_\_\_ )

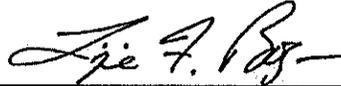
ORDER CLOSING FILE

This cause having come before the undersigned on the Joint Stipulation to Relinquish Jurisdiction to the Department, filed on November 8, 2011, and the undersigned being fully advised, it is, therefore,

ORDERED that:

1. The final hearing scheduled for January 23, 2012, is canceled.
2. The file of the Division of Administrative Hearings is closed. Jurisdiction is relinquished to the Agency for Workforce Innovation.

DONE AND ORDERED this 9th day of November, 2011, in  
Tallahassee, Leon County, Florida.



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LINZIE F. BOGAN  
Administrative Law Judge  
Division of Administrative Hearings  
The DeSoto Building  
1230 Apalachee Parkway  
Tallahassee, Florida 32399-3060  
(850) 488-9675  
Fax Filing (850) 921-6847  
www.doah.state.fl.us

Filed with the Clerk of the  
Division of Administrative Hearings  
this 9th day of November, 2011.

COPIES FURNISHED:

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107 East Madison Street, MSC 110  
Tallahassee, Florida 32399

Charles W. Sell, Esquire  
Law Offices of Charles Sell  
20 North Orange Avenue, Suite 700  
Orlando, Florida 32801

Lisa Marie Raleigh, Esquire  
Office of the Attorney General  
The Capitol, Plaza Level-01  
Tallahassee, Florida 32399

Workforce Central Florida  
 FY2011 - 2012 Budget

|   | Current Budget      |
|---|---------------------|
| <b>Services to Central Florida Employers</b>                |                     |
| Job Vacancy Management                                      | 250,000             |
| Outplacement services (50% of cost)                         | 33,000              |
| Specialized Recruitment Assistance                          | 250,000             |
| Lending Library, Mobile Express, Recruitment                | 71,000              |
| Outreach to employers                                       | 350,000             |
| Re-Employment Connections (50% of costs)                    | 5,625,000           |
| Employed Worker Training grants                             | 219,826             |
| Distance Learning   | 50,000              |
| Other Direct Staff Costs to provide services to employers   | 950,000             |
| <b>TOTAL EMPLOYERS</b>                                      | <b>\$7,798,826</b>  |
| <b>Services to Central Florida Job Seekers</b>              |                     |
| Resource Room Operations                                    | 500,000             |
| Outplacement services (50% of cost)                         | 30,000              |
| Targeted services to veterans                               | -                   |
| Targeted services to the disabled                           | 100,000             |
| RFP - contracts to serve long-term unemployed               | 1,500,000           |
| Training Scholarships                                       | 2,015,204           |
| Re-Employment Connections (50% of costs)                    | 5,625,000           |
| Specialized Placement Assistance                            | 500,000             |
| Specialized employability skills training                   | 500,000             |
| Support Services  | 1,353,500           |
| Recruitment events  | 18,000              |
| Mobile Express for job seekers                              | 50,000              |
| Outreach to Job Seekers                                     | 200,000             |
| Distance Learning   | -                   |
| Zucan ITA's   | 70,000              |
| Other Direct Staff Costs to provide services to job seekers | 4,500,000           |
| <b>TOTAL JOB SEEKERS</b>                                    | <b>\$16,961,704</b> |
| <b>Special Projects</b>                                     |                     |
| Summer Youth Job Connection 2011                            | 2,800,000           |
| New & Emerging Industries                                   | 1,614,500           |
| STEM Initiatives  | 1,193,000           |
| Entrepreneurial Initiatives                                 | 110,000             |

|  |                     |
|--|---------------------|
| Outreach to special targeted groups for special projects         | 100,000             |
| New TANF management reports development, website update, surveys | 180,000             |
| Other Direct Staff Costs to deliver these special projects       | 2,675,000           |
| <b>TOTAL SPECIAL PROJECTS</b>                                    | <b>\$8,672,500</b>  |
|  |                     |
|  |                     |
| Total Program Support  | 7,040,885           |
| Total Administration   | 2,030,000           |
| <b>TOTAL PROGRAM SUPPORT/ADMIN</b>                               | <b>\$9,070,885</b>  |
| <b>Total</b>   | <b>\$42,503,915</b> |

Workforce Central Florida  
 FY2011 - 2012 Budget

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November 4, 2011

Kevin Neal, Interim CEO  
Workforce Central Florida Administrative Office  
707 Mendham Blvd., Suite 250  
Orlando, FL 32825

Re: Nomination for Workforce Central Florida Board of Directors Seat

I would like to nominate Mr. Paul Bough for a Workforce Central Florida Board of Directors seat. One of the important industries that Workforce Central Florida must work with is the construction industry. Mr. Bough is a Senior Project Manager with URS Corporation, a large local and international engineering & construction management firm with a presence in Orlando for over 30 years. As such, he can provide insight into the construction industry and its hiring practices. Mr. Bough has over 30 years experience in the industry, with experience ranging from carpenter, to Sr. Project Manager on multi-million dollar projects. I have personally known and worked with Mr. Bough for over 4 years.

The following are some of Mr. Bough's specific qualifications for serving as a Workforce Central Florida board member:

- For the past four years, Mr. Bough has served as Owner's Representative for the City of Orlando on the City's Venues projects. In this capacity, he has been involved in workforce issues and M/WBE issues, and has worked closely with Janeiro Coulter, the Director of the City's "Blueprint" Initiative and Blueprint Employment Office.
- During 2006 and 2007, Mr. Bough served as Project Manager for a Miami-Dade County Public Schools Workforce Development Initiative. In this capacity, he worked closely with South Florida Workforce staff, with the County's M/WBE office, with local labor unions, and with the School District staff. The initiative involved public outreach, construction training development & training placement, and development of hiring incentives for contractors doing business with MDCPS.
- Mr. Bough has worked as a project manager in the Florida construction industry since 1982. He has an in-depth knowledge of contractor hiring trends and practices. He also has an understanding of union and non-union construction training programs in Florida.

For further recommendations, I refer you to the following list of City of Orlando staff, and local industry leaders.

Personal References for Paul Bough:

Byron Brooks  
Chief Administrative Officer,  
City of Orlando  
(407) 246-3091  
[Byron.brooks@cityoforlando.net](mailto:Byron.brooks@cityoforlando.net)

Janeiro Coulter  
Community Venues Special Project Manager,  
Blueprint Initiative & Blueprint Employment Office Director,  
City of Orlando  
(407) 246-3180  
[Janeiro.coulter@cityoforlando.net](mailto:Janeiro.coulter@cityoforlando.net)

Kevin Walsh  
Minority Business Enterprise Official,  
City of Orlando  
(407) 246-2623  
[Kevin.walsh@cityoforlando.net](mailto:Kevin.walsh@cityoforlando.net)

John Morris  
Chief Facilities Officer,  
Orange County Public Schools  
(407) 317-3700  
[John.morris@ocps.net](mailto:John.morris@ocps.net)

Jay Berlinsky  
Principal, SC Advisors  
(407) 447-2620  
[jberlinsky@sc-advisors.com](mailto:jberlinsky@sc-advisors.com)

Tim Ackert  
Director of Construction, Orlando Venues,  
City of Orlando  
(407) 246-3629  
[tim.ackert@cityoforlando.net](mailto:tim.ackert@cityoforlando.net)

I believe Mr. Bough would be a valuable asset to the Workforce Central Florida Board, and strongly recommend him for a board seat. Please advise if additional information is required.

Sincerely,  
**URS Corporation**



Steve Noppinger, PE  
Vice President



## THE FLORIDA SENATE

Tallahassee, Florida 32399-1100

**COMMITTEES:**  
Agriculture, *Chair*  
Governmental Oversight and Accountability,  
*Vice Chair*  
Higher Education, *Vice Chair*  
Budget  
Budget - Subcommittee on Education Pre-K - 12  
Appropriations  
Budget - Subcommittee on Higher Education  
Appropriations  
Reapportionment  
Regulated Industries  
Rules

**JOINT COMMITTEE:**  
Legislative Budget Commission

SENATOR GARY SIPLIN  
19th District

# MEMORANDUM

**To:** The Honorable Rick Scott  
Governor of the State of Florida  
**From:** State Senator Gary Siplin, District 19  
**Subject:** Recommendations for Appointments to the Workforce Central Florida Board  
**Date:** November 1, 2011

---

Dear Governor Scott:

Please accept my recommendations of the following individuals as you make needed changes to the leadership of the Workforce Central Florida Board of Directors:

***Vernice Atkins-Bradley, President/CEO, Votum Construction, LLC (Orange County)***

- *B.S. in Legal Studies from the University of Central Florida and Juris Doctorate from Barry University Law School*
- *Spent 10 years as the Director of Community Affairs & Business Development for Turner Construction*
- *Chair-Elect of the African American Chamber of Commerce in Central Florida*

***Rev. Randolph Bracy, Jr. (Orange County)***

- *Senior Pastor of the New Covenant Baptist Church of Orlando*
- *President of The Covenant Community Development Corporation, which has overseen the development of the Rio Grande Charter School of Excellence, the Covenant on the Lakes Apartments for senior living, and the present 30,000 square foot church facility*
- *Former President of the Orange County NAACP*
- *B.S. in Biology from Bethune-Cookman College, M.Ed. in Guidance and Counseling from Florida A&M University, Ed.D. in Higher Education Administration from the University of Florida, and a M.Div. from Colgate-Rochester Divinity School (Rochester, NY)*

Senate's Website: [www.flsenate.gov](http://www.flsenate.gov)

MIKE HARIDOPOLOS  
President of the Senate

MICHAEL S. "MIKE" BENNETT  
President Pro Tempore

November 1, 2011

Page 2

***Lavern Kelly, KNA Services, Owner (Orange County)***

- *Owner of KNA Services, a consulting and advocacy firm*
- *B.S. in Business Law and Political Science from American International College*
- *Appointed to serve on the Governor's Minority Business Advisory Board by both Governor Jeb Bush and Governor Charlie Crist*
- *Formerly served as President of the Florida Association of Minority Contractors, Inc.*
- *Program Chairperson for the Central Florida Chapter of the National Coalition of 100 Black Women*

***E. Juan Lynum, Attorney at Law (Orange County)***

- *B.S. in Business Administration from Florida A&M University, as well as an M.B.A. in Accounting from Rider University (Lawrenceville, NJ) and a Juris Doctorate from Florida A&M College of Law*
- *At age 24, Lynum was the youngest sales manager at Bristol-Myers Squibb, where he was employed after graduating from Florida A&M University*
- *Has studied global business in Budapest and Paris, as well as international marketing in Spain*

***Quandra Love, Finance Manager, The Walt Disney Company (Orange County)***

- *B.S. in Accounting from University of Central Florida*
- *Has worked with the Walt Disney Company for 12 years after spending part of her career as a Finance Area Supervisor for UPS in Charlotte, North Carolina, where she oversaw 151 employees and contractors*
- *Currently oversees the reporting of Disney's financial statements to the U.S. Securities and Exchange Commission (SEC)*

## BOARD ROSTER

| Private Sector   | Seat # | Name   | Effective Date of Appointment | Gender | Ethnicity | Older Individual |
|--|--------|--|-------------------------------|--------|-----------|------------------|
| LAKE – 3 seats; 13.33% of total private sector seats (297,052 of 2,227,831)  |        |  |                               |        |           |                  |
|  | 001    | John A. Moore, CEO, South Lake Hospital  | 10-5-2011                     | M      | W         |                  |
|  | 002    | Catherine Hanson, Broker/Owner, Catherine Hanson Real Estate, Inc.                                       | 10-5-2011                     | F      | W         | X                |
|  | 003    | Greg Beliveau, President/Owner, LPG Urban and Regional Planners  | 10-5-2011                     | M      | W         | X                |
| ORANGE – 10 seats; 51.44% of total private sector seats (1,145,956 of 2,227,831)   |        |  |                               |        |           |                  |
|  | 004    | Richard Walsh, President, Knob Hill Companies  | 9/29/2011                     | M      | W         | X                |
|  | 005    | Thomas Katheder, VP, Legal Dept., Walt Disney Parks and Resorts  | 10-5-2011                     | M      | W         |                  |
|  | 006    | Tom Yochum, Director of Community Services & Business Strategy, Lowndes, Drosdick, Doster, Kantor & Reed | 10-5-2011                     | M      | W         | X                |
|  | 007    | Kevin Shaughnessy, Partner, Baker& Hostetler, LLC  | 10-5-2011                     | M      | W         |                  |
|  | 008    | Eric Jackson, Partner, TTR Systems   | 10-5-2011                     | M      | B         |                  |
|  | 009    | Deborah Clements, Community Relations Manager, Progress Energy   | 10-5-2011                     | F      | W         |                  |
|  | 010    | Dr. Robert Spooner, President/CEO, African American Chamber of Commerce of Central Florida               | 10-21-2011                    | M      | B         |                  |
|  | 011    |  |                               |        |           |                  |
|  | 012    |  |                               |        |           |                  |
|  | 013    |  |                               |        |           |                  |
| OSCEOLA – 2 seats; 12.06% of total private sector seats (268,685 of 2,227,831)   |        |  |                               |        |           |                  |
|  | 014    | Iris Diaz, First Vice President Branch Manager, Sun Trust Bank   | 10-21-2011                    | F      | H         |                  |
|  | 015    | Sheila Cappel, Plant Manager, PepsiCo-Gatorade   | 10-5-2011                     | F      | W         |                  |
| SEMINOLE – 4 seats; 18.97% of total private sector seats (422,718 of 2,227,831)  |        |  |                               |        |           |                  |
|  | 016    | Wendy Brandon, CEO, Central FL Regional Hospital   | 9/29/2011                     | F      | W         |                  |
|  | 017    | Melanie Cornell, Principal, HKS Architects, Inc.   | 10-5-2011                     | F      | W         | X                |
|  | 018    | Mark Wylie, President/CEO, Central Florida Chapter Associated Builders and Contractors, Inc.             | 10-5-2011                     | M      | W         |                  |
|  | 019    | Richard Sweat, President, .decimal   | 10-5-2011                     | M      | W         |                  |
| SUMTER – 1 seat based on population 4.19% of total private sector seats (93,420 of 2,227,831) plus 1 seat to meet minimum 2 seats per county requirement in Interlocal Agreement |        |  |                               |        |           |                  |
|  | 020    | Leland Madsen, Administrator, Bedrock Resources, Inc.  | 10-21-2011                    | M      | W         | X                |
|  | 021    |  |                               |        |           |                  |

| <b>Public Sector Seats Required per DEO (see letter dated July 2011)</b> | <b>Seat #</b> | <b>Name</b>   | <b>Effective Date of Appointment</b> | <b>Gender</b> | <b>Ethnicity</b> | <b>Older Individual</b> |
|--|---------------|---|--------------------------------------|---------------|------------------|-------------------------|
| Education  | 001           | Sanford Shugart, President/CEO, Valencia College  | 10-5-2011                            | M             | W                | X                       |
| Education, adult education and post-secondary                            | 002           | William F. Merck II, VP for Administration and Finance and Chief Financial Officer, University of Central Florida | 10-5-2011                            | M             | W                | X                       |
| DCF  | 003           | Suzanne Vitale, Central Florida Regional Managing Director, Department of Children & Families                     | 10-21-2011                           | F             | H                |                         |
| Vocational Rehab   | 004           | Brian Michaels, District Administrator, Division of Blind Services, Dept. of Education                            | 10-21-2011                           | M             | W                |                         |
| HUD, employment and training programs                                    | 005           |   |                                      |               |                  |                         |
| Senior Community Service Employment programs                             | 006           | Lorna Garrow, Employment & Training Coordinator, Experience Works, Inc.   | 10-21-2011                           | F             | W                | X                       |
| Economic Development   | 007           | Eric Ushkowitz, Economic Development Administrator, Orange County Government                                      | 10-5-2011                            | M             | W                |                         |
| Economic Development   | 008           | Larry Dale, President/CEO, Sanford Airport Authority  | 10-5-2011                            | M             | W                | X                       |
| Labor  | 009           | Jack Plettinck, International Union of Painters & Allied Trades (IUPAT)   | 10-21-2011                           | M             | W                | X                       |
| Labor  | 010           |   |                                      |               |                  |                         |
| CSBG, employment and training programs                                   | 011           |   |                                      |               |                  |                         |
| CBO – Veterans   | 012           |   |                                      |               |                  |                         |
| CBO - Disabled   | 013           |   |                                      |               |                  |                         |
| Migrant and Seasonal Farmworker  | 014           | Joseph A. Sarnovsky, Vice President & CFO, Seminole State College   | 10-5-2011                            | M             | W                |                         |
| Other (1)  | 015           | Tirso Moreno, General Coordinator, Farmworker Association of Florida  | 10-5-2011                            | M             | H                |                         |
| Other (1)  | 016           | Bob Brown, President/CEO, Heart of Florida United Way   | 10-5-2011                            | M             | W                | X                       |

Gender: Males – 20, Females – 8

Ethnicity: White – 23, Black – 2, Hispanic – 3

Older Individual - 12