



**Broward Workforce Development Board  
Strategic Planning Committee**  
Tuesday, July 12, 2022  
12:00 p.m. – 1:30 p.m.

**Zoom Meeting ID: 878 5473 7752**  
**Zoom Password: 264973**  
**Zoom Call In: 1-646-876-9923**

**CareerSource Broward Boardroom, 2890 W. Cypress Creek Road, Ft. Lauderdale, FL 33309**

**Due to Covid, in the interest of keeping our board, staff, and public safe, this meeting is also being held via Zoom video conference using the link below.**

<https://us02web.zoom.us/j/87854737752?pwd=ZEIpd2k0WW1XQkJKUjczZDV0SG5OZz09>

**PROTOCOL FOR TELEPHONE/ZOOM USERS**

1. Please state your name when making or seconding a motion. Such as “I move the item, and your name – “Jane Doe”. Please also identify yourself when asking a question.
2. Put your phone/microphone on mute when not speaking. Don’t forget to take it off when you wish to speak. Telephone users must press \*6 to mute or unmute yourself.
3. Votes in the affirmative should be “aye” and in opposition should be “no” (delays in responding sometimes make it difficult to determine the intent of the vote).
4. Please be in a quiet area free of background noise, so we may hear you clearly when you are speaking. When using Zoom, please make sure the background is appropriate or choose one of their virtual backgrounds.
5. If you are calling and must leave the call, please don’t put your phone on hold. In some cases, we will get music or recorded messages and we will not be able to conduct business.
6. If you are using your phone for audio, please identify yourself on the screen and state the last 4 digits of the number you are calling from.
7. Please note the chat function has been disabled.

***The Committee is reminded of the conflict of interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) your name and position on the Board, 2) the nature of the conflict and 3) who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting whether or not you are able to attend the meeting if you have a conflict with any agenda items.***

## MEETING AGENDA

### IDENTIFICATION AND INTRODUCTION OF ANY UNIDENTIFIED CALLERS

### SELF-INTRODUCTIONS

### APPROVAL OF MINUTES

Approval of the Minutes of the 10/5/21 meeting.

<b>RECOMM</b>	Approval
<b>ACTION</b>	Motion for Approval
<b>EXHIBIT</b>	Minutes of the 10/5/21 Meeting

Pages 5 – 11

### NEW BUSINESS

#### 1. Strategies to Address Possible Board Realignment Under the REACH Act

Consideration to adopt and implement a set of strategies to address the possible re-alignment of the CSBD workforce area boundaries. CareerSource Florida (CSF) has employed Ernst & Young, LLP, to make recommendations regarding the reduction of local workforce development areas and the redrawing of local boundaries. Their recommendation will be presented to the CSF Board in December. This initiative is spurred by the Reimagining Education and Career Help Act, referred to as the REACH Act passed in last year's legislative session. CSF and DEO are in the process of requesting a waiver from USDOL to be able to re-designate the local workforce area boundaries, as the Governor's authority to redraw the boundaries is limited by current law.

<b>RECOMM</b>	Approval
<b>ACTION</b>	Motion for Approval
<b>EXHIBIT</b>	Memo #01-22 (LS) Reach Act Alignment Evaluation 2022 Broward Legislative Delegation Directory 2022 BWDB Legislative Contact Tracker

Pages 12 – 34

## 2. PY 22-23 Strategic Planning Committee Matrix

Consideration to approve the PY 22-23 Strategic Planning Committee Matrix.

<b>RECOMM</b>	Approval
<b>ACTION</b>	Motion for Approval
<b>EXHIBIT</b>	PY 22-23 Strategic Planning Committee Matrix

Pages 35 – 40

## REPORTS

### 1. Economic Data

To follow-up on a request from the 10/5 Strategic Planning Committee meeting regarding what types of economic data sources the Greater Fort Lauderdale Alliance uses, CSBD staff contacted their Director of Research and Business Intelligence, who stated they use EMSI and data from DEO. The product we use is JobsEQ, because it collects data from a wider set of sources, has better trending and forecasting abilities, more metrics and greater profile functionality, and a better user interface.

<b>ACTION</b>	None
<b>EXHIBIT</b>	None

### 2. Broward County Unemployment Information – May 2022

The unemployment rate in Broward County was 2.5 percent in May 2022. This rate was 2.6 percentage points lower than the region's rate a year-ago rate of 5.1%. In May 2022, Broward County's unemployment rate was 0.9 percentage point lower than the national rate (3.4 percent). Out of a labor force of 1,055,691, up 29,821 (+2.9 percent), there were 26,816 unemployed Broward County residents.

<b>ACTION</b>	None
<b>EXHIBIT</b>	None

**MATTERS FROM THE STRATEGIC PLANNING COMMITTEE**

**MATTERS FROM THE FLOOR**

**MATTERS FROM THE PRESIDENT/CEO**

**ADJOURNMENT**

**THE NEXT COMMITTEE MEETING IS TO BE DETERMINED.**



**Broward Workforce Development Board  
Strategic Planning Committee**  
Tuesday, October 5, 2021  
12:30 p.m. – 1:30 p.m.

**Zoom Meeting ID** 814 4552 2162  
**Zoom Password:** 568285  
**Zoom Call in:** 1 646 876 9923

## **MEETING MINUTES**

### **ATTENDANCE:**

**Committee attendees:** Dr. Ben Chen, Frank Horkey, Gary Arenson, Heiko Dobrikow, Francois Leconte, Cynthia Gaber, Dr. Lisa Knowles, and Michael Carn

**Committee absences:** Mayor Frank Ortis, Josie Bacallao, Kristen Cavallini-Soothill, and Pam Sands

**Staff attendees:** Carol Hylton, Ronald Moffett, Rochelle Daniels, Michael Bateman, Melanie Magill, and Elizabeth Messler

### **APPROVAL OF MINUTES**

Approval of the minutes of the 2/1/21 meeting.

**On a motion made by Gary Arenson and seconded by Frank Horkey, the Strategic Planning Committee unanimously approved the minutes of the 2/1/21 Strategic Planning, Policy Development, Legislative Advocacy & Regionalism Committee meeting.**

### **NEW BUSINESS**

#### **1. 2022 BWDB Legislative Agenda.**

CSBD aligns its workforce legislative agenda with that of the Florida Workforce Development Association (FWDA). This year, the FWDA is not recommending adopting an agenda and instead FWDA members are encouraged to make concerted efforts to become better known to their legislative delegations. This is something that we have always done. We have a number of ideas for better educating our delegation. Considered approval of 1) additional legislative strategies to educate and apprise the County's Legislative and Intergovernmental Offices and 2) coordination with our CSBD Council member lobbyists to assist in providing input to the implementation of HB 1507.

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Carol Hylton noted that FWDA lobbyist, Marti Coley, did not recommend that we adopt a formal legislative agenda this year due to so much that is still in the process of rulemaking with the passing of HB 1507. Instead, Ms. Coley encouraged CSBD to meet with legislative delegation members, so they get to know who we are and the good work we do.

Ms. Hylton announced we want to invite our legislators to tour our one-stop centers and provide them with data to inform them of how we are assisting their constituents with employment. For those unable to visit us, we plan to cross-reference Board members with legislative delegation members, see if any new relationships have been added, and then partner to go visit the legislators. We will bring our new CSBD newsletter that provides a quick way to know us through employer, job seeker, and community partner perspectives, along with links to videos, testimonials, and recruitment events. We also want to provide a presentation to the Broward League of Cities and invite a representative from the Governor's Office to our Board Planning Session.

Ms. Hylton noted some concerns with the implementation of HB 1507 surrounding its "no wrong door" strategy, which may allow community partners to enroll an individual into WIOA training. Our concern is that while an individual may be eligible, they may not be suitable for the training and possess the qualifications to be successful.

Ms. Hylton noted another concern is the letter grades for workforce regions. A couple of years ago, CSBD chose not to be part of a CareerSource Florida performance initiative because it did not align with our federal performance measures. Since it has not yet been decided how they will implement the letter grades, we want to emphasize that they align with our federal performance measures since these affect our funding. Ms. Hylton stated that we want to approach Broward County's Legislative and Intergovernmental Offices to talk to them about our concerns.

Gary Arenson inquired whether there is any coordination with the other workforce regions to voice these concerns as a group regarding the implementation of HB 1507. Ms. Hylton stated yes.

Frank Horkey inquired whether the Board would still have a legislative agenda. Ms. Hylton stated that since we usually adopt FWDA's legislative agenda and they are not doing one, we plan to focus, as the FWDA recommended, on building relationships with the legislative delegation.

Dr. Ben Chen inquired whether the state will be forming a committee to come up with letter grades. If so, Dr. Chen hopes that they will ask for local opinion and/or ask local regional directors to be part of the committee. Ms. Hylton noted that in recent months, the State has given information to the regions and asked for our feedback.

Regarding a "no wrong door" policy strategy listed on page 10, Heiko Dobrikow questioned the meaning of "sufficient funds" to out-station staff to assess WIOA requirements. Ms. Hylton explained this referred to the salary expense for out-stationing any employees.

Mr. Arenson inquired about the Sadowski Act. Ms. Hylton stated that not all our partners have completed their legislative agenda items. Therefore, we can schedule a meeting

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once we review our community partners legislative agendas if there are workforce issues we need to support.

Mr. Horkey asked for a clarification on the motion, that we do not yet have a legislative agenda, only an outline of one. At the next committee meeting, Ms. Hylton stated that we will expand on this and bring employment related community partner legislative items with a recommendation for the committee to support or monitor.

Mr. Horkey moved to amend the motion with “the outline of the legislative agenda to be drafted.”

**On a motion made by Heiko Dobrikow and seconded by Gary Arenson, the Strategic Planning Committee unanimously approved the outline of the legislative agenda to be drafted and to pursue the 1) additional legislative strategies to educate and apprise the County’s Legislative and Intergovernmental Offices and 2) coordinate with our CSBD Council member lobbyists to assist in providing input to the implementation of HB 1507.**

## **2. Request for Quotes for an Economist**

Considered approval to release a Request for Quotes (RFQ) for up to \$25,000 of formula funds for an economist to provide us with a study, which will augment the economic data we get from the State. The information gained will 1) assist us in better localizing our labor market information to guide our resource investment recommendations for our Four-Year Plan 2) help us assess economic conditions in our workforce area 3) assess our workforce capabilities as this is a fundamental driver of local economic development and will help us work with our education partners in identifying areas for training for emerging jobs, thereby expanding the supply of prepared workers 4) answer board member questions, such as occupations seeing the most worker attrition and 5) provide us with information specific to our area, which we often need when we pursue discretionary grants.

Ms. Hylton stated that we are seeking more grants and have started preparing for our Four-Year Plan and both require additional localized labor market information. CSBD would like an economist to do a study on Broward County as this will help impact what we do going forward.

Mr. Horkey asked for clarification on “formula funding.” Ms. Hylton clarified that formula funds are program funds, rather than general or administrative funds.

Dr. Chen inquired about the origin of the cost of \$25,000 for the economist. Rochelle Daniels stated that upon researching this item, she estimates the cost at \$25,000, since there is also some State information available. Rochelle stated that we would reach out to a list of economists we used in the past and also the university system.

Michael Carn suggested reaching out to the economic development agency on our board to see what types of data they gather. Ms. Daniels indicated she will talk to Bob Swindell to see what economic development data The Greater Ft. Lauderdale Alliance can provide.

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Mr. Leconte suggested changing the wording that we specifically want an economist, to an economic study, so as not to exclude other entities.

Mr. Horkey moved to amend the motion by replacing “economist” with “economic study of our local region’s workforce issues.”

**On a motion made by Frank Horkey and seconded by Francois Leconte, the Strategic Planning Committee unanimously approved releasing a Request for Quotes (RFQ) for up to \$25,000 of formula funds for an economic study of our local region’s workforce issues, which will augment the economic data we get from the State.**

### **3. Input on the Board 2022 Planning Session**

Considered approval of the thought questions for the 2022 Board Planning Session and 2) the development of additional questions. This information will help us prepare for next year’s planning session so we can 1) discuss workforce issues affecting our community 2) review the goals and objectives of the preceding year and 3) make planning recommendations for the upcoming year, including for our state required Four-Year Strategic Plan.

Ms. Hylton noted the next Board Planning Session will be held in April 2022. She discussed the thought questions as possible topics. Ms. Hylton asked for suggestions on other topics.

Mr. Horkey commented that there are two studies coming up, a management study and now an economic study, and it would be good to have them completed before the planning session so they can be included. Frank requested that the RFQs set appropriate time frames. Ms. Daniels stated that the management study would more likely go to the Organizational Resources Committee (ORG) and then to the Executive Committee and Board. Ms. Hylton affirmed that the results of the management study would be better addressed by the ORG Committee.

Mr. Horkey inquired whether the proposers for conducting the economic study would be an item coming back to the Committee. Ms. Hylton noted that for this RFQ, if the rating committee makes a recommendation for funding, we will move forward with negotiating the contract. Ms. Daniels noted that this is in Ms. Hylton’s purview as President/CEO.

Mr. Dobrikow suggested a thought question on developing strategies to attract new talent to Broward, particularly in light of the challenges of a 10-year labor shortage.

**On a motion made by Gary Arenson and seconded by Francois Leconte, the Strategic Planning Committee unanimously approved the thought questions for the 2022 Board Planning Session.**

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#### **4. The CEDS SWOT – Workforce Development Perspective**

CSBD has been included in the South Florida Regional Planning Council's (SFRPC) Comprehensive Economic Development Strategy (CEDS) Development Group. They have forwarded their Strengths, Weaknesses, Opportunities, and Threats (SWOT) survey to us for input. We have considered the SWOT from the perspective of workforce development and are seeking the Strategic Planning Committee's input before submitting the survey to the SFRPC

Ms. Hylton stated that we have received the CEDS SWOT survey asking for our input for their 2022-2027 update. The goal of our committee is to identify the primary regional economic development issues over the next five years and how to address them. Ms. Hylton asked for additional input from the committee before it is submitted to the larger group.

Mr. Dobrikow commented that another weakness is attracting the international labor force, which is out of the hands of CSBD and may require partnerships.

Mr. Arenson noted that the unemployment rate is derived from survey information. Ms. Hylton stated that Ms. Daniels mentioned earlier how the State unemployment data is very general and that is why the economic study will help us. Mr. Arenson recommended correlating this information as a possible weakness for the labor shortage. Mr. Dobrikow noted that he already spoke to Ms. Hylton about not knowing what the real labor deficit is. Heiko believes the answer would be the number of jobs by industry that would be open in Broward, if all those employable returned to work.

Dr. Chen commented that our youth services should be added as a strength, including the out-of-school youth and Summer Youth Employment Program (SYEP), which makes CSBD very unique. Dr. Chen added that we should also monitor the hotel occupancy rate and TSA airport check-in numbers. Mr. Dobrikow noted that this information is already available on Visit Lauderdale's website.

Mr. Horkey commented that he thinks section #3-b on page 29, "growing small business and entrepreneurship," is important. Mr. Horkey questioned the difference in classification between a weakness and an opportunity. Michael Bateman clarified that opportunities and threats are usually outside of our control and could affect us, whereas strengths and weaknesses are likely to be more within our control. Mr. Horkey suggested moving transportation to a threat. Mr. Dobrikow asked that affordable workforce housing be added as a threat.

Mr. Horkey moved to amend the motion by adding the suggested edits discussed.

**On a motion made by Frank Horkey and seconded by Francois Leconte, the Strategic Planning Committee unanimously approved amending our CEDS-SWOT Survey responses as follows: 1) add as a Weakness, the difficulty of attracting the international labor force 2) add as a Strength, our youth services, including out-of-school youth and SYEP 3) move transportation to a Threat 4) add as a Threat, affordable workforce housing and 5) add to Section 5, the metrics for the hotel occupancy rate and TSA airport check-in numbers.**

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## REPORTS

### 1. Board Strategic Planning Committee Matrix

Strategic Planning Committee matrix, which reflects the committee's objectives and tasks by CSBD for 2022.

Mr. Bateman discussed the 2022 matrix, which reflects the committee objectives that include developing a legislative agenda and supporting material and collateral to help the committee and Board members have productive conversations with the Broward County Delegation and the county's legislative and intergovernmental offices. Mr. Bateman noted a new item, 2.0 that CSBD should be included in The Prosperity Partnership strategic planning process, as part of what was Broward County's 6-Pillars initiative. Mr. Dobrikow thanked the committee for adding the Prosperity Partnership.

**On a motion made by Frank Horkey and seconded by Gary Arenson, the Strategic Planning Committee unanimously approved to move the Board Strategic Planning Committee Matrix out of Reports to Action, in order to amend the document as follows: add 1) the plan for an economic study as an additional objective or strategy and show that it was added later in the year as a result of the Board Planning Session and 2) the plan to invite the Legislature's minority leader to the Board Planning Session.**

### 2. Broward County Unemployment Information – August 2021

The unemployment rate in Broward County was 4.9 percent in August 2021. The rate was 4.6 percentage points lower than the region's rate a year ago of 9.5 percent. In August 2021, Broward County's unemployment rate was .1 percent lower than the state rate (5.0 percent) and .4 percent lower than the national rate (5.3 percent). Out of a labor force of 1,054,310, there were 46,437 unemployed Broward County residents.

Ms. Hylton noted that the Hospitality industry had gained the most jobs in August.

## MATTERS FROM THE STRATEGIC PLANNING COMMITTEE

None

## MATTERS FROM THE FLOOR

None

## MATTERS FROM THE PRESIDENT/CEO

Ms. Hylton stated that she will write a letter to the Administration to amplify the labor shortage we are experiencing now. Mr. Horkey also suggested asking them to address immigration at a national level to help workforce development.

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Mr. Horkey inquired about the next committee meeting date. Ms. Hylton noted that we are trying to obtain our community partners' legislative agendas first and will set a short meeting for mid-November.

**ADJOURNMENT 1:51 p.m.**

<p><b>THE NEXT COMMITTEE MEETING IS TO BE DETERMINED.</b></p>
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**Memorandum #01 – 22 (LS)**

**To:** Carol Hylton, President/CEO  
**From:** Rochelle Daniels, General Counsel  
**Subject:** Local Workforce Development Area Designation and Boundaries  
**Date:** July 6, 2022

**SUMMARY**

Consideration to adopt and implement a set of strategies to address the possible re-alignment of the CSBD workforce area boundaries. CareerSource Florida (CSF) has employed Ernst & Young, LLP, to make recommendations regarding the reduction of local workforce development areas and the redrawing of local boundaries. Their recommendation will be presented to the CSF Board in December. This initiative is spurred by the Reimagining Education and Career Help Act, referred to as the REACH Act passed in the last legislative session. The state has also requested a waiver from USDOL to be able to re-designate the local workforce area boundaries, as the Governor's authority to redraw the boundaries is limited by current law.

**BACKGROUND**

The State legislature enacted the REACH Act in last year's legislative session. It is a wide-ranging bill that shifts many decisions currently made locally to the state. The REACH Act directs the CSF Board to re-draw local workforce area boundaries, among other changes to the way we conduct our business.

The Florida Department of Economic Opportunity (DEO) and the CSF Board are moving quickly to implement REACH Act requirements. To this end, CSF has engaged Ernst & Young, LLP, to conduct a study regarding the re-designation of the local workforce area boundaries. CSF and DEO are in the process of also requesting USDOL for a waiver of the Workforce Innovation and Opportunity Act (WIOA) local area designation requirements, which, if granted, would allow the Governor to redraw all the local area boundaries. The Ernst & Young study is scheduled to be presented at the CSF Board of Directors' meeting in December 2022.

**DISCUSSION**

Under the WIOA, any local area which was considered a workforce area under the Workforce Investment Act of 1998 for the 2 years prior to the passage of WIOA was entitled to be designated upon request of their local chief elected officials if:

- a. The local area met federal performance measures, and did not miss a measure 2 years in a row.
- b. The local area maintained fiscal integrity, as described in WIOA.

After the initial WIOA designation period, boards that met the above description, and continue to meet performance and maintain fiscal integrity must be designated by the Governor, if requested by their chief local elected official(s).

At the state level, Ernst & Young in concert with CSF has held listening sessions on re-designation and is scheduled to hold another session in the fall. These sessions will be considered the opportunity for local area input. However, options have not been presented for discussion. It is anticipated that the CSF Board will approve the study recommendations, when presented, at their December meeting.

To be able to provide input into the final CSF Board decision, discussion regarding how to best impact the study in favor of retaining CSBD's current boundaries is needed.

## **RECOMMENDATION**

Discussion and approval of strategies to address CSBD workforce area designation.

Attachments: CSBD Talking Points  
Applicable Law

## CSBD Talking Points

### Workforce Board Realignment Considerations

1. The Brookings Institute, in a recent paper addressing the role of federal state and local government, tells us that for many of our citizens and residents decisions made by policy makers close to home have the largest impact on day-to-day life. This is because localities play a prominent role in setting policies that affect the economy in their immediate vicinity. While states can certainly help, in the area of workforce, job seekers and employers look close to home and not in the state capitals.

Together, state and local governments make key investment decisions—about infrastructure, education, and many other areas—that help determine the long-run capacity of the local economy.

#### Considerations:

For the above reasons in considering the boundaries of a local workforce area, it is important to address natural local divides, and geographically consider the size of the population and natural boundaries.

2. One issue that sometimes trouble state lawmakers is the flexibility of a piece of legislation, such as WIOA, which acknowledges that state local areas do not operate in a uniform manner. This can be frustrating when a state official is trying to understand why some services available in one workforce area are not as readily available in another.

#### Considerations:

But in a state as large as Florida, the economy, local investments, and the needs of employers and job seekers are very different when comparing local areas; for example, like our own, Broward County, with that of Polk County. The quality of life is different and the cost of living is different. In fact, while people often talk about South Florida, lumping together Dade/Monroe, Broward and Palm Beach Counties, these are really three very different areas, with large populations, different demographics, very different politics, and even different labor markets.

3. WIOA legislation requires that the local governmental units in a workforce area assume the liability for any mismanagement of the funds.

#### Considerations:

For governmental units to do this, the counties/cities within that area need to have a compatible relationship.

4. Local governments enact laws and ordinances that define how economic, education and workforce activity takes place. The choices made across local jurisdictions in the same state often vary widely. As with all decisions, one must consider unintended consequences of those decisions.

Considerations:

For example, looking only at our current boundaries in Broward County, we are able to generate approximately \$2 million a year of general revenue that supports a summer youth program for approximately 800 economically disadvantaged youth. However, it is unlikely those funds would be awarded if the area was merged.

5. Funding

Considerations:

Another consideration in looking at designation has to be funding. WIOA and the other federal funding streams have many strategic expectations and regulatory requirements. Local areas need sufficient allocations to be able to provide the staff to support their required governing boards, enough staff to manage the programs, and sufficient funds to staff and deliver the required programs related to those various funding streams.

6. Performance

Considerations:

More and more today, grants are tied to performance metrics. Federal and state governments want a return on their investments. Merging a local area with a non-performing area may result in the non-performing area dragging down the performing area. Local area performance rolls up to the state and that may have a negative impact on the state's overall performance.

In the same vein, if there are performing areas, which are sufficiently funded with few or no issues – why intend to “fix what is not broken”? Or, should the emphasis be on supporting area boundaries that meet all fiscal, program and performance requirements?

7. Federal Law

WIOA stipulates that where a workforce area existed under previous workforce legislation, and is meeting performance and has no fiscal issues, Governors must designate those areas upon request of the local elected officials. (paraphrased)

Considerations:

In looking at local area boundaries, should those areas meeting the above conditions be carved out of the redrawing of any new local workforce area boundaries?

8. Regionalism often comes up in the conversations among lawmakers. Phrases like cost-benefit analysis, optimal transportation policy, affordable housing, and land-use rules are common topics of conversations when looking at the counties and cities that make up the geography of a state.

Considerations:

But regionalism is not always compatible with the politics, resources, or the policies of political jurisdictions that share boundaries. Consider from a state perspective the number of states that share borders, but have no communications regarding labor market migration between the two states, transportation policies to make crossing borders more user friendly to the citizens and residents of those two states. These constraints occur not only at an interstate level but at an intra-state level between counties and cities. These differences need to be noted, so that when changing boundaries of a workforce area the result is not fractious but rather harmonious.

Consideration should also be given to whether abutting areas want to regroup and create a new area.

9. The Urban Institute tells us that the actions that need to be taken to support a strong workforce and improve economic growth happens locally. “In cities and counties around the country, people seek education and skills to improve their job prospects and secure a successful career. Local employers seek workers with the skills necessary to help them operate and grow their businesses. And local leaders seek opportunities to strengthen their economies and communities by building up their workforces and expanding employment opportunities.”

“Strong collaboration among government, local employers and industry, training providers and educational institutions, service and advocacy organizations, philanthropy, and other local organizations is often needed to support and deliver effective workforce services (Cordero-Guzman 2014, 7).”

Building a strong workforce requires local leaders and stakeholders to understand who lives and works in their communities.

[https://www.urban.org/sites/default/files/publication/78496/2000648-understanding-local-workforce-systems\\_1.pdf](https://www.urban.org/sites/default/files/publication/78496/2000648-understanding-local-workforce-systems_1.pdf)

Considerations:

The coordination and collaboration referred to must be nurtured and developed over a period of time. For local areas where this is not the case, “reshuffling the deck” may be the answer but, for areas where these institutions are aligned, care should be given to not inadvertently eliminate relationships that have been built over long periods of time.

10. Business needs two main items to grow and prosper in a community: customers and workforce. Businesses look to locate and stay in communities that understand local trends in their workforce. When a community understands the strengths and weaknesses of its workforce, it can then install measures and strategies to take advantage of both to the benefit of the workforce and the business community.

What this tells us, is that pairing thriving urban areas with rural areas can result in the scarce rural resources moving to the more influential and populated urban areas, leaving the rural areas worse off than prior to the melding of the areas.

11. Political decentralization aims to give citizens or their elected representatives more power in public decision-making. It also supports democratization by giving citizens, or their representatives, more influence in the formulation and implementation of policies.  
[http://www.ciesin.org/decentralization/English/General/Different\\_forms.html](http://www.ciesin.org/decentralization/English/General/Different_forms.html)

Considerations:

This is a central theme of WIOA, which requires Governors to support a local workforce delivery system. The idea is that decisions made with greater participation will be better informed and more relevant to diverse interests of the community compared to those made by states or national political authorities.

At the local level, we do strive to align with the Governor's agenda while bringing to the table the concerns of the local workforce area. For the state to flourish and for a re-designation of the local areas, funding, politics, transportation and the sharing of common goals between local governmental units are all things to consider; but, perhaps the most important, is the willingness and agreement of the governmental units. Otherwise, the desired benefits of re-designation may not be realized.

## APPLICABLE LAW

In 2015 – 2016 following the passage of WIOA, a local area which had been a local area under the Workforce Force Investment Act of 1998 could request designation as a local area under WIOA and the Governor was required to approve the request as long as that local area had met federal performance measures and had sustained fiscal integrity during the 2 years preceding WIOA enactment.

### WIOA §106(b)(2) Initial Designation

(2) During the first 2 full program years following the date of WIOA enactment, the Governor shall approve a request for initial designation as a local area from any area that was designated as a local area under WIA for the 2-year period preceding the date of WIOA enactment performed successfully, and sustained fiscal integrity.

Following the 1<sup>st</sup> 2 years of initial designation the governor is required to continue approving requests for designation from local area that continue to meet federal performance measures and sustain fiscal integrity of their funds.

### WIOA §106(b)(3) Subsequent Designation

(3) SUBSEQUENT DESIGNATION. — After the period for which a local area is initially designated under paragraph (2), the Governor shall approve a request for subsequent designation as a local area from such local area, if such area—

- (A) performed successfully;
- (B) sustained fiscal integrity;

### 20 CFR §679.250 What are the requirements for initial and subsequent designation of workforce development areas that had been designated as local areas under the Workforce Investment Act of 1998?

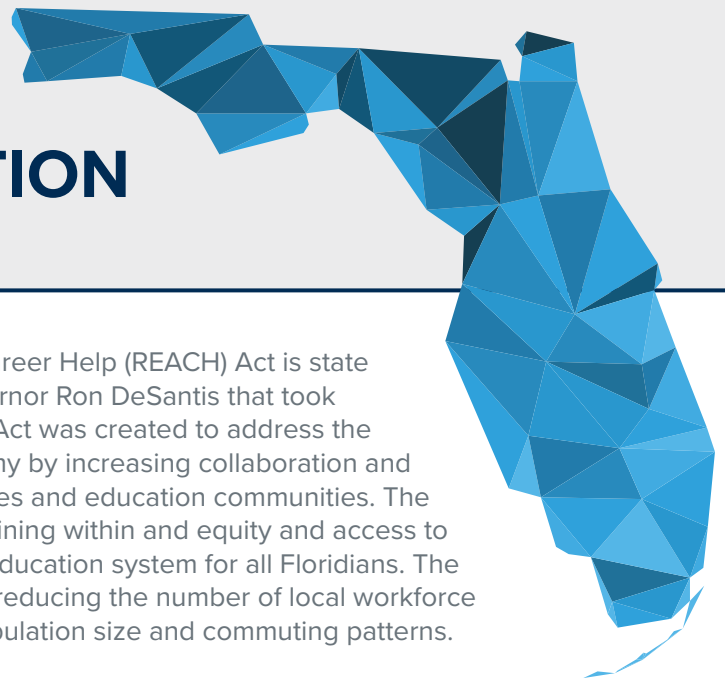
- (a) If the chief elected official and Local WDB in a local area submits a request for initial designation, the Governor must approve the request if, for the 2 program years preceding the date of enactment of WIOA, the following criteria are met:
  - (1) The local area was designated as a local area for purposes of WIA;
  - (2) The local area performed successfully; and
  - (3) The local area sustained fiscal integrity.
- (b) Subject to paragraph (c) of this section, after the period of initial designation, if the chief elected official and Local WDB in a local area submits a request for subsequent designation, the Governor must approve the request if the following criteria are met for the 2 most recent program years of initial designation:
  - (1) The local area performed successfully
  - (2) The local area sustained fiscal integrity...
- (e) For purposes of subsequent designation under paragraphs (b) and (d) of this section, the local area and chief elected official must be considered to have requested continued designation unless the local area and chief elected official notify the Governor that they no longer seek designation.

What if the governor does not grant designation?

20 CFR **§ 679.290** What right does an entity have to appeal the Governor's decision rejecting a request for designation as a workforce development area?

- (a) A unit of local government (or combination of units) or **a local area which has requested but has been denied** its request for designation as a workforce development area under § 679.250 **may appeal the decision to the State WDB**, in accordance with appeal procedures established in the State Plan and § 683.630(a) of this chapter.
- (b) If a decision on the appeal is not rendered in a timely manner or, under the procedures set forth **if the appeal to the State WDB does not result in designation, the entity may request review by the Secretary of Labor** at § 683.640 of this chapter.

# REACH ACT ALIGNMENT EVALUATION



## WHAT

The Reimagining Education and Career Help (REACH) Act is state legislation signed into law by Governor Ron DeSantis that took effect on July 1, 2021. The REACH Act was created to address the evolving needs of Florida's economy by increasing collaboration and cooperation among state businesses and education communities. The Act also is designed to improve training within and equity and access to a more integrated workforce and education system for all Floridians. The REACH Act charges the state with reducing the number of local workforce development boards based on population size and commuting patterns.

## WHO

Under the REACH Act, this ecosystem for talent pipeline development includes CareerSource Florida, the state workforce development board; Florida's 24 local workforce development boards and the 100 career centers they oversee; the Department of Economic Opportunity; the Department of Education; the State College System; the State University System; and the Department of Children and Families. CareerSource Florida, in collaboration with the Governor's REACH Office, is leading the process to implement the legislation focusing on an inclusive process that engages all stakeholders.

## WHEN

As part of the REACH Act alignment evaluation process, CareerSource Florida has contracted with EY (Ernst & Young LLP) to conduct research and discovery. This includes listening to stakeholders, analyzing data, and examining solutions implemented in other states. Initial observations from Phase I will be reported to the CareerSource Florida Board of Directors June 9, 2022, with EY's summary report due June 30. It is envisioned that a second phase beginning in July will include a deeper analysis and more robust engagement with stakeholders and customers across the state. Alignment considerations are anticipated to be provided to the CareerSource Florida Board of Directors by the end of the year.

## WHY

The alignment evaluation process can help lead Florida's local workforce development boards in the response to the evolution in consumer preferences, workplace expectations, business needs, how people look for work, and even where and how they work. The goal is to deliver even more relevant services through system transformation and therefore improved outcomes for customers. The REACH Act emphasizes a customer-focused approach in exploring ways to better assist job seekers and businesses.

## WHERE

The alignment evaluation process encompasses all parts and partners across Florida, including CareerSource Florida, the 24 local workforce development boards, businesses and job seekers, to ensure equity and access for all Floridians.

## HOW

CareerSource Florida is committed to an open and transparent process of listening to stakeholders and finding transformative solutions for workforce development in Florida. Visit the REACH Act webpage on [careersourceflorida.com](https://careersourceflorida.com) for updates on the ongoing engagement process. Please complete the Alignment Feedback Form on the webpage to provide input or comments.



**2022**

***BROWARD LEGISLATIVE DELEGATION***

# **DIRECTORY**

Broward Legislative Delegation  
115 South Andrews Avenue, Room 429  
Fort Lauderdale, Florida 33301

(954) 357-6555

[DelegationInfo@broward.org](mailto:DelegationInfo@broward.org)

[www.broward.org/legislative](http://www.broward.org/legislative)



BrowardLegislativeDelegation



BrowardLegDel

Rep. Michael Gottlieb  
**Chair**

Rep. Patricia H. Williams  
**Vice Chair**

Andrea C. Knowles, MPA  
**Executive Director**

Sydni B. Wilson  
**Administrative Coordinator**

Louis Reinstein, Esq.  
**Delegation Counsel**

# Chair



## Representative Michael Gottlieb

[michael.gottlieb@myfloridahouse.gov](mailto:michael.gottlieb@myfloridahouse.gov)

House District 98

### District Office

Building A  
1601 NW 136th Avenue  
Sunrise, FL 33323  
954-655-5498

### Tallahassee Office

1003 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5098

### Committee Assignments:

Civil Justice & Property Rights Subcommittee • Judiciary Committee • Justice Appropriations Subcommittee, **Ranking Democrat** • Post-Secondary Education & Lifelong Learning Subcommittee • Professions & Public Health Subcommittee • Rules Committee

### Staff:

Linda Segall,  
Shannon Wilson

# Vice Chair

## Representative Patricia H. Williams

[pat.williams@myfloridahouse.gov](mailto:pat.williams@myfloridahouse.gov)

House District 92

### District Office

6400 NW 6th Way, Rm 160  
Fort Lauderdale, FL 33309  
(954) 202 3201  
Fax: (954) 202-3203

### Tallahassee Office

407 HOB  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5092

### Committee Assignments:

Appropriations Committee • Children, Families & Seniors Subcommittee • Post-Secondary Education & Lifelong Learning Subcommittee • Early Learning & Elementary Education Subcommittee • Education & Employment Committee, **Ranking Democrat** • PreK-12 Appropriations Subcommittee



### Staff:

Nadlie Charles  
Robert Moore

## Andrea C. Knowles, MPA

### Executive Director

[AKnowles@broward.org](mailto:AKnowles@broward.org)

### Sydni B. Wilson

Administrative Coordinator

[SBWilson@broward.org](mailto:SBWilson@broward.org)



Senate Staff emails: [lastname.firstname@flsenate.gov](mailto:lastname.firstname@flsenate.gov)

House Staff emails: [firstname.lastname@myfloridahouse.gov](mailto:firstname.lastname@myfloridahouse.gov)

# Senators

## Senator Tina S. Polsky

[polsky.tina@flsenate.gov](mailto:polsky.tina@flsenate.gov)

**Senate District 29**



**Staff:**

John "JJ" Piskaldo  
Daphne Fernandez  
David Siegel

**District Office**

5301 N. Federal Highway Ste. 135  
Boca Raton, FL 33487  
(561) 443-8170

**Tallahassee Office**

222 Senate Office Building  
404 South Monroe Street  
Tallahassee, FL 32399  
(850) 487-5029

**Committee Assignments:**

Agriculture • Appropriations Subcommittee on Education •  
Community Affairs • Education • Ethics and Elections • Judiciary



## Senator Lauren Book

**Minority (Democratic) Leader**

[book.lauren@flsenate.gov](mailto:book.lauren@flsenate.gov)

**Senate District 32**

**District Office**

967 N. Nob Hill Road  
Plantation, FL 33324  
(954) 424-6674

**Tallahassee Office**

228 Senate Office Building  
404 South Monroe Street  
Tallahassee, FL 32399  
(850) 487-5032

**Staff:**

Zoraida Druckman  
Angel Gonzalez  
Sean LeHockey

**Committee Assignments:**

Children, Families, and Elder Affairs, **Vice Chair** • Regulated Industries, **Vice Chair** • Appropriations • Appropriations Subcommittee on Health and Human Services • Health Policy • Rules • Joint Legislative Budget Commission



## Senator Rosalind Osgood

[osgood.rosalind@flsenate.gov](mailto:osgood.rosalind@flsenate.gov)

**Senate District 33**

**District Office**

8491 West Commercial Blvd.  
Tamarac, FL 33311  
(954) 321-2705  
Fax: TBD

**Tallahassee Office**

206 Senate Office Building  
404 South Monroe Street  
Tallahassee, FL 32399  
(850) 487-5033

**Committee Assignments:**

**Staff:**

Julie Fishman  
Dominique Ritchie

# Senators

## Senator Gary Farmer

[farmer.gary@flsenate.gov](mailto:farmer.gary@flsenate.gov)

**Senate District 34**



### District Office

111 E. Las Olas Blvd., #913  
Fort Lauderdale, FL 33301  
(954) 467-4227

### Tallahassee Office

224 Senate Office Building  
404 South Monroe Street  
Tallahassee, FL 32399  
(850) 487-5034

### Staff:

Jacob Flaherty  
Matthew Singer  
Diane Randolph

### **Committee Assignments:**

Appropriations Subcommittee on Health and Human Services •  
Community Affairs • Government Oversight and Accountability • Rules



## Senator Shevrin D. "Shev" Jones

[jones.shevrin@flsenate.gov](mailto:jones.shevrin@flsenate.gov)

**District 35**

### District Office

606 NW 183rd Street  
Suite #606  
Miami Gardens, FL 33169  
(305) 493-6002

### Tallahassee Office

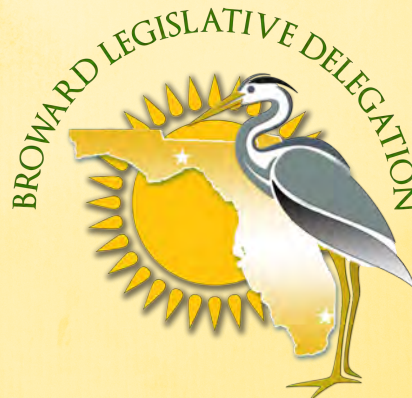
214 Senate Office Building  
404 South Monroe Street  
Tallahassee, FL 32399  
(850) 487-5035

### Staff:

Miles Davis  
Marina Moore-Braynon  
Emily Rodrigues

### **Committee Assignments:**

Education, **Vice Chair** • Appropriations Subcommittee on Health and  
Human Services • Finance and Tax • Health Policy • Transportation •  
Joint Administrative Procedures Committee



# House of Representatives

## Representative Chip LaMarca

[chip.lamarca@myfloridahouse.gov](mailto:chip.lamarca@myfloridahouse.gov)

House District 93

District Office

1827 NE 24th Street  
Lighthouse Point, FL 33064  
(954) 784 4531

Tallahassee Office

303 HOB  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5093



Staff:

Samantha Verner  
Stephanie Jarkow

**Committee Assignments:**

Public Integrity & Elections Committee • Tourism, Infrastructure & Energy Subcommittee **Vice Chair** • Early Learning & Elementary Education Subcommittee • Education & Employment Committee • Environment, Agriculture & Flooding Subcommittee • Infrastructure & Tourism Appropriations Subcommittee

## Representative Daryl Campbell

[daryl.campbell@myfloridahouse.gov](mailto:daryl.campbell@myfloridahouse.gov)

House District 94

District Office

128 Southeast 1st Street  
Fort Lauderdale, FL 33301  
(954) 467-4205

Tallahassee Office

1301 The Capitol 402 S.  
Monroe Street  
Tallahassee, FL 32399  
(850) 717-5094



Staff:

Diego Lazcano  
Athena Guice

**Committee Assignments:**

State Affairs Committee • Environment, Agriculture & Flooding Subcommittee • Agriculture & Natural Resources Appropriations Subcommittee • State Administration & Technology Appropriations Subcommittee

## Representative Anika Omphroy

[anika.omphroy@myfloridahouse.gov](mailto:anika.omphroy@myfloridahouse.gov)

House District 95

District Office

6800 Sunset Strip  
Sunrise, FL 33313  
(954) 747-7933  
Fax: (954) 747 7935

Tallahassee Office

1003 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5095



Staff:

Varrol Bailey  
Shnydine Toussaint

**Committee Assignments:**

Agriculture & Natural Resources Appropriations Subcommittee, **Ranking Democrat** • Appropriations Committee • Commerce Committee • Environment, Agriculture & Flooding Subcommittee • Regulatory Reform Subcommittee • Secondary Education & Career Development Subcommittee • Redistricting Committee

25

House Staff emails: [firstname.lastname@myfloridahouse.gov](mailto:firstname.lastname@myfloridahouse.gov)

# House of Representatives

## Representative Christine Hunschofsky

[christine.hunschofsky@myfloridahouse.gov](mailto:christine.hunschofsky@myfloridahouse.gov)

**House District 96**



**Staff:**

Beth Lerner  
Brianna Schofield

**District Office**

4800 West Copans Road  
Coconut Creek, FL 33063  
(954) 956-5600  
Fax: (954) 956-5602

**Tallahassee Office**

1001 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5096

**Committee Assignments:**

Early Learning & Elementary Education Subcommittee  
• Education & Employment Committee • Environment,  
Agriculture & Flooding Subcommittee • Finance & Facilities Subcommittee  
• State Administration & Technology Appropriations Subcommittee •  
Congressional Redistricting Committee

## Representative Dan Daley

[dan.daley@myfloridahouse.gov](mailto:dan.daley@myfloridahouse.gov)

**House District 97**



**Staff:**

Sarah Pariseau  
Stephanie Desir-Jean

**District Office**

Building A  
1601 NW 136th Avenue  
Sunrise, FL 33323  
(954) 845-6005

**Tallahassee Office**

1301 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5097

**Committee Assignments:**

Commerce Committee • Environment, Agriculture & Flooding  
Subcommittee • Infrastructure & Tourism Appropriations Subcommittee  
• Local Administration & Veterans Affairs Subcommittee • Regulatory  
Reform Subcommittee • Public Integrity & Elections Committee • State  
Legislative Redistricting Committee, *Ranking Democrat*

## Representative Evan Jenne

**Minority (Democratic) Leader**

[evan.jenne@myfloridahouse.gov](mailto:evan.jenne@myfloridahouse.gov)

**House District 99**



**Staff:**

Kristina Pickens  
Robert Marriaga

**District Office**

3107 Stirling Road  
Suite 306  
Hollywood, FL 33312  
(954) 893-5000

**Tallahassee Office**

316 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5099

**Committee Assignments:**

Redistricting Committee

House Staff emails: [firstname.lastname@myfloridahouse.gov](mailto:firstname.lastname@myfloridahouse.gov)

# House of Representatives



## Representative Joseph "Joe" Geller

[joe.geller@myfloridahouse.gov](mailto:joe.geller@myfloridahouse.gov)

House District 100

### District Office

100 Dania Beach Blvd., Ste 200  
Dania Beach, FL 33004  
(954) 924-3708  
Fax: (954) 924-3710

### Tallahassee Office

405 HOB  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5100

### Committee Assignments:

Appropriations Committee • Commerce Committee •  
Redistricting Committee, **Ranking Democrat** • Rules Committee

### Staff:

Joel Ramos  
Daniel Rub

## Representative Marie Woodson

[marie.woodson@myfloridahouse.gov](mailto:marie.woodson@myfloridahouse.gov)

House District 101

### District Office

Building #73, Suite 120  
7200 Pines Boulevard  
Pembroke Pines, 33024  
(954) 965-3700

### Tallahassee Office

1301 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5101

### Committee Assignments:

Children, Families & Seniors Subcommittee • Local Administration  
& Veterans Affairs Subcommittee • Secondary Education  
& Career Development Subcommittee • State Legislative Redistricting  
Subcommittee • State Affairs Committee •  
Health Care Appropriations Subcommittee

### Staff:

Yenisbel Vilorio  
Luetisha Clark



## Representative Felicia S. Robinson

[felicia.robinson@myfloridahouse.gov](mailto:felicia.robinson@myfloridahouse.gov)

House District 102

### District Office

3964 NW 167th Street  
Miami Gardens, FL  
33054-6291  
(305) 620-3711

### Tallahassee Office

1302 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5102

### Committee Assignments:

Children, Families & Seniors Subcommittee • Health & Human Services  
Committee • Secondary Education & Career Development Subcommittee  
• State Administration & Technology Appropriations Subcommittee •  
Local Administration & Veterans Affairs Subcommittee 27

### Staff:

Marie Rattigan  
Dollie West



House Staff emails: [firstname.lastname@myfloridahouse.gov](mailto:firstname.lastname@myfloridahouse.gov)

# House of Representatives



## Representative Tom Fabricio

[tom.fabricio@myfloridahouse.gov](mailto:tom.fabricio@myfloridahouse.gov)

**House District 103**

### District Office

Suite 161  
11300 NW 87th Court  
Hialeah, FL 22018-4521  
(305) 364-3064

### Tallahassee Office

1101 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5103

### **Committee Assignments:**

Agriculture & Natural Resources Appropriations Subcommittee •  
Government Operations Subcommittee • Commerce Committee • Justice  
Appropriations Subcommittee • Insurance & Banking Subcommittee •  
State Administration & Technology Appropriations Subcommittee •  
Congressional Redistricting Subcommittee

### **Staff:**

Nikita Mizgirev  
Maria Bozo



## Representative Robin Bartleman

[robin.bartleman@myfloridahouse.gov](mailto:robin.bartleman@myfloridahouse.gov)

**House District 104**

### District Office

Suite 225  
1725 Main Street  
Weston, FL 33326-3671  
(954) 217-4833

### Tallahassee Office

1302 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5104

### **Committee Assignments:**

Children, Families & Seniors Subcommittee • Public Integrity & Elections  
Committee • Local Administration & Veterans Affairs Subcommittee •  
PreK-12 Appropriations Subcommittee • State Affairs Committee

### **Staff:**

Nicholas Hessing  
Gianni Milanese



## Representative David Borrero

[david.borrero@myfloridahouse.gov](mailto:david.borrero@myfloridahouse.gov)

**House District 105**

### District Office

Suite 301C  
1405 SW 107th Avenue  
Miami, FL 33174-2541  
(305) 222-4116

### Tallahassee Office

1102 The Capitol  
402 South Monroe Street  
Tallahassee, FL 32399  
(850) 717-5105

### **Committee Assignments:**

Children, Families & Seniors Subcommittee • Education & Employment  
Committee • Government Operations Subcommittee • Professions & Public  
Health Subcommittee • Secondary Education & Career Development  
Subcommittee • State Administration & Technology Appropriations  
Subcommittee

### **Staff:**

Miguel Granda,  
Raquel Zinga  
Alyssa Porta

# State Executive Branch



**Governor**  
**Ron DeSantis**

ron.desantis@eog.myflorida.com  
www.flgov.com

Plaza Level 05, The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399  
(850) 488-7146  
Fax: (850) 487-0801



**Lieutenant Governor**  
**Jeanette Nuñez**

LtGovernorJeanettenunez@eog.myflorida.com  
www.flgov.com

Plaza Level 05, The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399  
(850) 488-4711  
Fax: (850) 921-6114



**Attorney General**  
**Ashley Moody**

ashley.moody@myfloridalegal.com  
www.myfloridalegal.com

Plaza Level 01, The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399  
(850) 414-3300  
Fax: (866) 966-7226



**Chief Financial Officer**  
**Jimmy Patronis**

CFO.patronis@myfloridacfo.com  
www.myfloridacfo.com

Plaza Level 11, The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399  
(850) 413-3100  
Fax: (850) 413-2950



**Commissioner**  
**Agriculture & Consumer Services**  
**Nicole "Nikki" Fried**

Nikki.Fried@FDACS.gov  
www.FDACS.gov

Plaza Level 10, The Capitol  
400 South Monroe Street  
Tallahassee, FL 32399  
(850) 617-7700  
Fax: (850) 487-0801

# United States Senate



## **Senator Marco Rubio**

[www.rubio.senate.gov/public](http://www.rubio.senate.gov/public)

[Lea\\_Padron@rubio.senate.gov](mailto:Lea_Padron@rubio.senate.gov)

**284 Russell Senate Office Building  
Washington, D.C. 20510  
(202) 224-3041  
Fax (202) 228-5171**

**7400 SW 87th Ave  
Suite 270  
Miami, FL 33173  
(305) 596-4224**



## **Senator Rick Scott**

[www.rickscott.senate.gov/contact\\_rick](http://www.rickscott.senate.gov/contact_rick)

[help@rickscott.senate.gov](mailto:help@rickscott.senate.gov)

[Ryan\\_Hnatiuk@rickscott.senate.gov](mailto:Ryan_Hnatiuk@rickscott.senate.gov)

**716 Hart Senate Office Building  
Washington, DC 20510  
Phone: (202) 224-5274**

**415 Clematis Street  
Suite 201  
West Palm Beach, FL 33401  
(561) 514-0189**

# U.S. House of Representatives



[cherfilus-mccormick.house.gov](http://cherfilus-mccormick.house.gov)

## **Congresswoman Sheila Cherfilus-McCormick**

**Congressional District 20**

2365 Rayburn H.O.B.  
Washington, D.C. 20515  
(202) 225-1313  
Fax:

5701 NW 88th Avenue  
Suite 200  
Tamarac, FL 33321  
(954) 733-2800  
Fax: (954) 722-9399



[teddeutch.house.gov](http://teddeutch.house.gov)

## **Congressman Ted Deutch**

**Congressional District 22**

2447 Rayburn H.O.B.  
Washington, D.C. 20515  
(202) 225-3001  
Fax: (202) 225-5974

7900 Glades Road, Ste. 250  
Boca Raton, FL 33434  
(561) 470-5440  
Fax: (561) 470-5446

5790 Margate Blvd  
Margate, FL 33064  
(954) 255-8336

9500 W. Sample Road, Ste. 201  
Coral Springs, FL 33065  
(954) 255-8336



[wassermanschultz.house.gov](http://wassermanschultz.house.gov)

## **Congresswoman Debbie Wasserman Schultz**

**Congressional District 23**

1114 Longworth H.O.B.  
Washington, D.C. 20515  
(202) 225-7931  
Fax: (202) 226-2052

5701 NW 88th Avenue  
Suite 270  
Tamarac, FL 33321  
(954) 733-2800  
Fax: (954) 722-9399



[wilson.house.gov](http://wilson.house.gov)

## **Congresswoman Frederica Wilson**

**Congressional District 24**

208 Cannon H.O.B.  
Washington, D.C. 20515  
(202) 225-4506  
Fax: (202) 226-0777

18425 NW 2nd Ave., Ste. 355  
Miami Gardens, FL 33169  
(305) 690-5905  
Fax: (305) 690-5951

2600 Hollywood Blvd  
Old Library, 1st Floor  
Hollywood, FL 33020  
(954) 921-3682

West Park City Hall  
1965 S. State Road 7  
West Park, FL 33023  
(954) 989-2688

2nd & 4th Thursdays 9a-5p

## 2022 Legislative Contact Tracker

LEGISLATOR - FL SENATOR	LEGISLATOR STAFF	TELEPHONE	EMAIL	BWDB CONTACT
Sen. Tina S. Polsky (Dist. #29)	John "JJ" Piskaldo Daphne Fernandez David Siegel	561-443-8170, 850-487-5029	<a href="mailto:polsky.tina@flsenate.gov">polsky.tina@flsenate.gov</a>	
Sen. Lauren Book (Dist. #32)	Zoraida Druckman Angel Gonzalez Sean LeHockey	954-424-6674, 850-487-5032	<a href="mailto:book.lauren@flsenate.gov">book.lauren@flsenate.gov</a>	Heiko Dobrikow
Sen. Rosalind Osgood (Dist. #33)	Julie Fishman Dominique Ritchie	954-321-2705, 850-487-5033	<a href="mailto:osgood.rosalind@flsenate.gov">osgood.rosalind@flsenate.gov</a>	
Sen. Gary Farmer (Dist. #34)	Jacob Flaherty Matthew Singer Diane Randolph	954-467-4227 850-487-5034	<a href="mailto:farmer.gary@flsenate.gov">farmer.gary@flsenate.gov</a>	Heiko Dobrikow
Sen. Shevrin "Shev" D. Jones (Dist. #35)	Miles Davis Marina Moore-Braynon Emily Rodrigues	305-493-6002, 850-487-5035	<a href="mailto:jones.shevrin@flsenate.gov">jones.shevrin@flsenate.gov</a>	Ben Chen Heiko Dobrikow <i>On 12/8/21, Carol Hylton and Dr. Ben Chen met with Sen. Shevrin Jones via Zoom.</i>
LEGISLATOR - FL HOUSE REPRESENTATIVE	LEGISLATOR STAFF	TELEPHONE	EMAIL	BWDB CONTACT
Rep. Patricia Williams (Dist. #92) <b>VICE CHAIR</b>	Nadlie Charles Robert Moore	954-202-3201 850-717-5092	<a href="mailto:pat.williams@myfloridahouse.gov">pat.williams@myfloridahouse.gov</a>	Ben Chen <i>On 11/12/21, Carol Hylton, Dr. Ben Chen and Tony Ash met with Rep. Patricia Williams via Zoom.</i>
Rep. Chip LaMarca (Dist. #93)	Samantha Verner Stephanie Jarkow	954-784-4531, 850-717-5093	<a href="mailto:chip.lamarca@myfloridahouse.gov">chip.lamarca@myfloridahouse.gov</a>	Ben Chen Heiko Dobrikow <i>On 11/9/21, Carol Hylton, Dr. Ben Chen and Tony Ash met with Rep. Chip LaMarca via Zoom.</i>
Rep. Daryl Campbell (Dist. #94)	Diego Lazcano Athena Guice	954-467-4205, 850-717-5094	<a href="mailto:daryl.campbell@myfloridahouse.gov">daryl.campbell@myfloridahouse.gov</a>	
Rep. Anika Omphroy (Dist. #95)	Varrol Bailey Shnydine Toussaint	954-747-7933, 850-717-5095	<a href="mailto:anika.omphroy@myfloridahouse.gov">anika.omphroy@myfloridahouse.gov</a>	<i>On 9/16/21, Carol Hylton and Tony Ash met with Rep. Anika Omphroy via Zoom.</i>

## 2022 Legislative Contact Tracker

LEGISLATOR - FL HOUSE REPRESENTATIVE	LEGISLATOR STAFF	TELEPHONE	EMAIL	BWDB CONTACT
Rep. Christine Hunschofsky (Dist. #96)	Beth Lerner Brianna Schofield	954-956-5600, 850-717-5096	<a href="mailto:christine.hunschofsky@myfloridahouse.gov">christine.hunschofsky@myfloridahouse.gov</a>	Heiko Dobrikow
Rep. Dan Daley (Dist. #97)	Sarah Pariseau Stephanie Desir-Jean	954-845-6005, 850-717-5097	<a href="mailto:dan.daley@myfloridahouse.gov">dan.daley@myfloridahouse.gov</a>	Ben Chen
Rep. Michael "Mike" Gottlieb (Dist. #98) <b>CHAIR</b>	Linda Segall Shannon Wilson	954-655-5498, 850-717-5098	<a href="mailto:michael.gottlieb@myfloridahouse.gov">michael.gottlieb@myfloridahouse.gov</a>	Heiko Dobrikow
Rep. Evan Jenne (Dist. #99)	Kristina Pickens Robert Marriaga	954-893-5000, 850-717-5099	<a href="mailto:evan.jenne@myfloridahouse.gov">evan.jenne@myfloridahouse.gov</a>	
Rep. Joseph "Joe" Geller (Dist. #100)	Joel Ramos Daniel Rub	954-924-3708, 850-717-5100	<a href="mailto:joe.geller@myfloridahouse.gov">joe.geller@myfloridahouse.gov</a>	
Rep. Marie Woodson (Dist. #101)	Yenisbel Vilorio Luetisha Clark	954-965-3700, 850-717-5101	<a href="mailto:marie.woodson@myfloridahouse.gov">marie.woodson@myfloridahouse.gov</a>	
Rep. Felicia Robinson (Dist. #102)	Marie Rattigan Dollie West	305-620-3711, 850-717-5102	<a href="mailto:felicia.robinson@myfloridahouse.gov">felicia.robinson@myfloridahouse.gov</a>	
Rep. Tom Fabricio (Dist. #103)	Nikita Mizgirev Maria Bozo	305-364-3064, 850-717-5103	<a href="mailto:tom.fabricio@myfloridahouse.gov">tom.fabricio@myfloridahouse.gov</a>	
Rep. Robin Bartleman (Dist. #104)	Nicholas Hessing Gianni Milanese	954-217-4833, 850-717-5104	<a href="mailto:robin.bartleman@myfloridahouse.gov">robin.bartleman@myfloridahouse.gov</a>	
Rep. David Borrero (Dist. #105)	Miguel Granda Raquel Zinga Alyssa Porta	305-222-4116, 850-717-5105	<a href="mailto:david.borrero@myfloridahouse.gov">david.borrero@myfloridahouse.gov</a>	

2022 Legislative Contact Tracker

U.S. HOUSE REPRESENTATIVE	LEGISLATOR STAFF	TELEPHONE	EMAIL	BWDB CONTACT
US Congresswoman Sheila Cherfilus-McCormick (Dist. #20)		954-733-2800, 202-225-1313	<a href="mailto:cherfilus-mccormick.house.gov">cherfilus-mccormick.house.gov</a>	
US Congressman Ted Deutch (Dist. #22)		954-255-8336, 202-225-3001	<a href="mailto:teddeutch.house.gov">teddeutch.house.gov</a>	
US Congresswoman Debbie Wasserman Shultz (Dist. #23)		954-733-2800, 202-225-7931	<a href="mailto:wassermanschultz.house.gov">wassermanschultz.house.gov</a>	
US Congresswoman Frederica Wilson (Dist. #24)		305-690-5905 202-225-4506	<a href="mailto:wilson.house.gov">wilson.house.gov</a>	
U.S. SENATE	LEGISLATOR STAFF	TELEPHONE	EMAIL	BWDB CONTACT
Senator Rick Scott		561-514-0189, 202-224-5274	<a href="mailto:help@rickscott.senate.gov">help@rickscott.senate.gov</a> <a href="mailto:Ryan_Hnatiuk@rickscott.senate.gov">Ryan_Hnatiuk@rickscott.senate.gov</a>	
Senator Marco Rubio		305-596-4224, 202-224-3041	<a href="http://www.rubio.senate.gov/public">www.rubio.senate.gov/public</a> <a href="mailto:Lea_Padron@rubio.senate.gov">Lea_Padron@rubio.senate.gov</a>	



BROWARD WORKFORCE DEVELOPMENT BOARD

# STRATEGIC PLANNING COMMITTEE

Strategic Planning Matrix for PY22/23

Frank Horkey,  
Board Chair

Mayor Frank Ortis,  
Strategic Planning Chair

Carol Hylton,  
President/CEO

**CareerSource Broward Mission:**

To provide innovative solutions through the professional delivery of quality services, which consistently and effectively meet workforce needs.

**CareerSource Broward Vision:**

To be the premier workforce agency facilitating better jobs and providing quality workers that enhances the quality of life and builds a sustainable economy for Broward County.

**Strategic Planning Committee Goal:**

To formulate strategic plans, shape and champion local policy, aligned with state and federal workforce development legislation and statewide administrative issues and collaborative partnerships.

**STATE STRATEGIC GOAL: Lead the nation in global competitiveness by promoting Florida's innovation, pro-business climate and opportunity.**

**CareerSource Broward Strategic Goal #2: Maintain our role as workforce development leaders through advocacy by the board, collaboration, and providing information and intelligence to stakeholders with feedback from the community.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
<p>2.0</p> <p>Build closer relationships with our state and congressional legislative delegations to inform and educate them about the work we do with the funds awarded</p>	<p>2.0.1</p> <p>Invite our legislative delegation and their aides to a Board meeting.</p>	<p>Provide the legislative delegation and their aides the schedule of our Board meetings and invite them to attend.</p>	<p>8/22</p>	
	<p>2.0.2</p> <p>Explore participating in the Greater Fort Lauderdale Chamber of Commerce/FPL Washington Summit in September 2022.</p>	<p>Register for the Washington Summit.</p>	<p>9/22</p>	
	<p>2.0.3</p> <p>Visit our legislative delegation officials when they are in their local offices to hear about their priorities, the needs of their job seeker and business constituents</p>	<p>A schedule is completed with dates and times that Executive staff will meet with legislative delegation members.</p> <p>Conduct meetings to engage the legislative delegation.</p>	<p>8/22</p> <p>9/22</p>	
	<p>2.0.4</p> <p>Contact state and local legislators to invite them to visit CSBD's Career Centers.</p>	<p>Broward County Legislative Delegation members were invited to our career centers.</p>	<p>7/22</p>	

**STATE STRATEGIC GOAL: Lead the nation in economic growth and prosperity by supporting talent and business development****CareerSource Broward Strategic Goal #2: Maintain our role as workforce development leaders through advocacy by the board, collaboration, and providing information and intelligence to stakeholders with feedback from the community.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
2.1 Help further the workforce initiatives of our Council member governments.	2.1.1 Review Council member governments' upcoming projects and strategic plans to see how CSBD services will help further their initiatives.	Obtain list of Council Member City/County upcoming workforce related initiatives and identify opportunities for coordination with CSBD to defray some of the cost of the projects and meet with appropriate officials to implement coordination strategies.	Ongoing	
	2.1.2 Provide an elected officials' moment during Board Meetings to highlight local workforce related initiatives	Query our Council members and schedule time on the Board Agenda for them or a representative from their City or the County to make a presentation.	6/23	

**STATE STRATEGIC GOAL: Lead the nation in global competitiveness by promoting Florida's innovation, pro-business climate and opportunity.**

**CareerSource Broward Strategic Goal #6: Develop and utilize a legislative agenda to improve employment services and opportunities in Florida.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
<p>6.0</p> <p>Develop a local workforce board talking points on issues coming before state and federal Legislators to educate them on issues of concern to the workforce system</p>	<p>6.0.1</p> <p>Provide BWDB Legislative Agenda to board members for advocacy purposes.</p>	<p>Develop the BWDB Legislative Agenda.</p>	<p>1/23</p>	
	<p>6.0.2</p> <p>Create a list matching board members to legislators with whom they have an existing relationship.</p>	<p>List of Legislative Delegation Contact Tracker will be provided to board members.</p>	<p>1/23</p>	
<p>6.1</p> <p>Develop talking points on legislative issues to educate County and City advocates regarding workforce issues</p>	<p>6.1.1</p> <p>Create and provide talking points to be included in legislative packets.</p>	<p>Develop talking points and distribute to the Council Members, City and County advocates to educate them regarding workforce programs.</p>	<p>1/23</p>	

**STATE STRATEGIC GOAL: Lead the nation in global competitiveness by promoting Florida's innovation, pro-business climate and opportunity.**

**CareerSource Broward Strategic Goal #7: To anticipate political, environmental, and economic changes in the near and long-term future and prepare for those changes.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
<p>7.0</p> <p>Provide input as appropriate to the State's local Board Boundary Re-alignment</p>	<p>7.0.1</p> <p>Discuss implications of the State's actions to reduce the number of local boards</p>	<p>Provide information on realignment to the Council and Board and receive direction from Council and the board regarding appropriate action and steps</p>	<p>12/22</p>	
	<p>7.0.2</p> <p>Work with the Florida Workforce Development Association</p>	<p>Attend meetings as appropriate</p>	<p>12/22</p>	
	<p>7.0.3</p> <p>Communicate the value of Broward County remaining a workforce development area to educate the Broward Delegation. Include information on services provided to constituents, local performance and contributions to our local economy</p>	<p>Prepare an impact statement for distribution to the Broward County Delegation.</p>	<p>8/22</p>	
	<p>7.0.4</p> <p>Use the economic study and other indicators to highlight how Broward County's workforce priorities and needs differ from that of our neighboring regions.</p>	<p>Develop an abstract based on the study</p>	<p>8/22</p>	