



**Broward Workforce Development Board
Strategic Planning Committee**
Monday, January 26, 2026
12:00 p.m. – 1:00 p.m.

Zoom Meeting ID: 892 7431 6303
Zoom Password: 649165
Zoom Call-In: +1 646 876 9923

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

This meeting is being held in person.
This meeting is also accessible via a Zoom video conference.

PROTOCOL FOR TELEPHONE/ZOOM MEETING

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 four 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.

MEETING AGENDA

IDENTIFICATION AND INTRODUCTION OF ANY UNIDENTIFIED CALLERS

SELF-INTRODUCTIONS

APPROVAL OF MINUTES

Approval of the Minutes of the 3/24/25 Strategic Planning Committee Meeting.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	Minutes of the 3/24/25 Meeting

Pages 5 – 9

NEW BUSINESS

1. 2026 BWDB Draft Legislative Agenda

Consideration to 1) approve the 2026 BWDB Draft Legislative Agenda and 2) identify Committee members who can reach out to our local delegation to present our agenda. We are monitoring WIOA reauthorization and will bring updates as bills are introduced.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBITS	2026 BWDB Draft Legislative Agenda 2026 Regular Session Dates 2026 Broward County Legislative Directory 2026 BWDB Legislative Contact Tracker

Pages 10 – 28

2. PY 25/26 Strategic Planning Committee Matrix

Consideration to review and approve the updates to the committee's Strategic Planning Matrix.

RECOMM	Approval
ACTION	Motion for Approval
EXHIBIT	PY 25/26 Strategic Planning Committee Matrix

Pages 29 – 34

3. Topics and Thought Questions for 2026 Board Planning Session

Preparations have begun for the 2026 Board Planning Session scheduled for April. Your input is requested regarding topics and thought questions for Board consideration at the Planning Session.

RECOMM	Discussion
ACTION	Motion for Approval Based on Discussion
EXHIBIT	None

REPORTS

1. BWDB Committee Strategic Planning Matrices

Stemming from the 2025 Board Strategic Planning Session last April, strategic objectives were identified and have been incorporated into the planning matrices of the various board committees to work on during the year.

ACTION	None
EXHIBITS	Employer Services Committee Matrix One-Stop Services Committee Matrix Youth Committee Matrix

Pages 35 – 62

2. 2026 Community Partner Legislative Agendas

Per Board direction, the following legislative positions associated with workforce development are presented as proposed by some of our community partners. Each year, we collect community partner legislative agendas and extract those items related to workforce development.

ACTION	None
EXHIBIT	Workforce Excerpts of 2026 Community Partner Legislative Positions

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3. Broward County Unemployment Information

The unemployment rate in Broward County was 4.6 percent in November 2025. This rate was 1.4 percentage points higher than the region's year-ago rate of 3.2 percent. The region's November 2025 unemployment rate was 0.3 percentage point lower than the state rate of 4.9 percent. Out of a labor force of 1,086,836, up 3,132 (+0.3 percent) over the year, there were 50,346 unemployed Broward County residents. The State has indicated that unemployment and labor force statistics for October 2025 are not available due to a lapse in federal data collection activities, and that it will take several months to release more up-to-date data. The dashboard is a value-added resource that allows businesses to make data-informed decisions.

ACTION	None
EXHIBITS	Broward County Labor Market Information CSBD Economic Dashboard

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MATTERS FROM THE STRATEGIC PLANNING COMMITTEE CHAIR

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**
Monday, March 24, 2025
12:30 p.m. – 2:00 p.m.

Zoom Meeting ID: 880 3657 3547
Zoom Password: 989555
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MEETING MINUTES

**CareerSource Broward Main Conference Room
2890 West Cypress Creek Road, Ft. Lauderdale, FL 33309**

The Committee was reminded of the conflict-of-interest provisions.

ATTENDEES: Dr. Ben Chen, Francois Leconte, Shane Strum, Dr. Stacy Volnick, and Sandy-Michael McDonald, who chaired the meeting.

STAFF: Carol Hylton, Ron Moffett, Mark Klinecicz, Rochelle Daniels, Michael Bateman, and Samantha Vazquez.

APPROVAL OF MINUTES

Approval of the Minutes of the 5/8/24 Strategic Planning Committee Meeting.

On a motion by Francois Leconte and seconded by Shane Strum, the Strategic Planning Committee unanimously approved the minutes of the 5/8/24 Committee meeting.

NEW BUSINESS

1. Draft 2025 BWDB Legislative Agenda

The Public Workforce System is performance-driven and welcomes changes that will make the programs and Broward County stronger. As Congress is planning to reauthorize WIOA, we are recommending small modifications to be incorporated into any WIOA reauthorization legislation. Considered 1) approval of the draft 2025 BWDB Legislative Agenda 2) identifying committee members who can reach out to our local delegation to support our legislative agenda and 3) allowing the President/CEO to support follow-up communications from other public interest groups, such as US Conference of Mayors that address similar concerns.

Committee Chair Sandy-Michael McDonald reviewed all the recommendations to strengthen the public workforce system ahead of the anticipated WIOA reauthorization.

Mr. McDonald invited Carol Hylton, President/CEO, to comment further. Ms. Hylton indicated that the WIOA reauthorization, as it is now, does not have a broad enough definition of the 50% expenditures on training requirement.

Ms. Hylton highlighted that Florida has adopted a broader definition of training, allowing flexibility to include work experience, books, tuition, and case management. She indicated the

importance of retaining that flexibility in federal legislation, as narrowing the definition could prevent local areas from responding effectively to economic changes and participant needs.

Mr. McDonald and Ms. Hylton underscored the importance of preserving current workforce boundaries. Rochelle Daniels, indicated that these are small but meaningful improvements grounded in successful practices already implemented in Florida.

Mr. McDonald concluded by encouraging members to engage in outreach to legislators. He noted that the recommended changes are modest and intended to strengthen existing programs, not overhaul them. He referenced the list of legislative contacts included in the meeting materials and urged members to connect with representatives they know or encounter through conferences and events. He emphasized the importance of reinforcing CareerSource Broward's message and values, and of using every opportunity, formal or informal, to advocate for practical, informed updates to the legislation.

On a motion by Dr. Ben Chen and seconded by Shane Strum, the Strategic Planning Committee unanimously approved 1) the draft 2025 BWDB Legislative Agenda 2) allowing the President/CEO to support follow-up communications from other public interest groups that address similar WIOA reauthorization positions and 3) supporting community partners' workforce-related legislative agendas.

2. 2025 Community Partner Legislative Agendas

Considered support for community partners' workforce-related legislative agendas. To fulfill our role as conveners, we have collected workforce-related excerpts from community partner legislative agendas for reference and consideration. We emphasize apprenticeship programs and Sadowski affordable housing, which are strongly intertwined with workforce development.

Sandy-Michael McDonald reviewed the recommendation. He emphasized that the workforce-related legislative priorities of community partners are all closely aligned with CSBD's role as conveners, particularly in areas such as workforce training and affordable housing.

On a motion by Dr. Stacy Volnick and seconded by Dr. Ben Chen, the Strategic Planning Committee unanimously approved support for the community partners' workforce-related legislative agendas.

3. North Career One-Stop Center Location Options

The lease for our North Career One-Stop Center located in Coconut Creek comes to an end next February 2026. The center is 8,000 square feet and houses 22 staff. We have identified a list of options to pursue 1) renew the lease 2) issue a procurement for a new location in north Broward County or 3) arrange and co-locate at a community partner site. The Committee was asked to review the options and provide input on additional suggestions that should be considered moving forward.

Sandy-Michael McDonald reviewed the recommendation and invited Carol Hylton to comment. Ms. Hylton noted the current site is privately leased and therefore more expensive than the other centers, which are in state-owned buildings. While its location is convenient, she expressed interest in exploring co-location with an educational or community partner to increase accessibility and program synergy.

Committee members agreed that locating within a partner site, such as Broward College or a Family Success Center, could improve access and outcomes. Francois Leconte suggested revisiting Family Success Center options and noted potential alignment with Broward College. Ms. Hylton confirmed that the new college president was open to exploring possibilities.

Dr. Volnick asked if CSBD needed the full 8,000 square feet, and Ms. Hylton responded that 5,000 to 6,000 square feet would likely suffice due to increased virtual services post-COVID. She added that the Central One-Stop Career Center could accommodate larger events if needed.

Mr. McDonald encouraged members to suggest additional partner sites and offered to coordinate with the County to identify possible locations. Ms. Hylton confirmed she would begin discussions with the current landlord but noted that a rent increase is likely.

On a motion by Dr. Ben Chen and seconded by Francois Leconte, the Strategic Planning Committee unanimously approved moving forward with a dual-track approach 1) initiating discussions with the current landlord to explore lease renewal options and concurrently 2) pursuing potential co-location opportunities with educational or community partners located in north Broward.

4. Regional Collaboration Initiatives with CareerSource South Florida

Considered approval of the regional collaboration initiatives CSBD has developed. If approved, we will share them with CareerSource South Florida (CSSF) for inclusion as part of the Regional Plan being jointly developed.

Sandy-Michael McDonald introduced the item and asked Carol Hylton to present it.

Ms. Hylton reviewed the list of proposed regional collaboration initiatives developed by CSBD for inclusion in the joint Regional Plan with CareerSource South Florida. The initiatives included potential joint efforts such as coordinated marketing, shared events like apprenticeship week and veteran-focused initiatives, co-branding signature events, leveraging shared technologies like our dashboard, and aligning seamless support for employers that operate in both regions.

Sandy-Michael McDonald supported the proposed items and recommended expanding the scope of joint marketing to include general awareness campaigns promoting workforce services across the region. He emphasized the need to reintroduce and update employers on available services, noting that a unified message would benefit both local systems.

Francois Leconte expressed strong support for the initiatives, particularly for joint marketing, calling it an effective way to maximize outreach and investment.

The Committee members agreed that the list provides a strong foundation and should be shared with CareerSource South Florida as a starting point for developing the Regional Plan.

5. Updates to the Committee's Strategic Planning Matrix

Consideration to review and approve the final updates to the Committee's PY 24/25 Strategic Planning Matrix.

Sandy-Michael McDonald asked Michael Bateman to present the item.

Mr. Bateman, Vice President of Quality Assurance, reviewed the final updates to the matrix.

Ms. Hylton added that the tours have resulted in deeper partnerships. For example, following a tour with City of Tamarac Mayor Michelle Gomez, CSBD received use of an entire facility in-kind for Paychecks for Patriots and was included in the city's newsletter. She shared that elected officials now refer job seekers and employers to CSBD, contributing to increased morale among staff who take pride in showcasing their work.

On a motion by Dr. Ben Chen and seconded by Francois Leconte, the Strategic Planning Committee unanimously approved the final updates to the Committee's PY 24/25 Strategic Planning Matrix.

REPORTS

1. Broward County Unemployment and Economic Dashboard

The unemployment rate in Broward County was 3.4 percent in January 2025. This rate was 0.3 percentage points higher than the region's year-ago rate. In January 2025, Broward County's unemployment rate was 0.3 lower than the State's rate. Out of a labor force of 1,091,243, up 12,874 (+1.2%) over the year, there were 37,507 unemployed Broward County residents. CSBD's Economic and Workforce Dashboard allows website visitors to review the current and historical economic and workforce status of Broward County. The dashboard is a value-added resource allowing businesses and those looking to move to Broward the ability to make data-informed decisions.

Sandy-Michael McDonald asked Mark Klinecicz to present it.

Mr. Klinecicz noted that the dashboard data had been updated through January 2025, and additional updates through February would be incorporated once received. He also highlighted a notable increase in housing inventory and a corresponding drop in median listing prices, indicating a trend staff will continue monitoring. Mr. Klinecicz reminded the Committee that the dashboard includes links to the Florida Scorecard for deeper insights into county-specific economic indicators.

Francois Leconte inquired whether the housing data included rentals. Mr. Klinecicz confirmed that rental data is included and that average rental prices are trending downward.

Mr. McDonald noted that increasing housing inventory can help drive down rental costs and emphasized the importance of city and CRA involvement in affordable housing efforts.

MATTERS FROM THE STRATEGIC PLANNING COMMITTEE CHAIR

Sandy-Michael McDonald emphasized the importance of maintaining strong, ongoing relationships with legislative officials, not only during times of need but consistently throughout the year. He encouraged the Committee and Board to keep partners informed and engaged in CareerSource Broward initiatives, noting that strong partnerships enhance credibility and open opportunities to advocate effectively on behalf of the workforce system.

MATTERS FROM THE STRATEGIC PLANNING COMMITTEE

None.

MATTERS FROM THE FLOOR

None.

MATTERS FROM THE PRESIDENT/CEO

Carol Hylton invited members to review the legislative contact list and share with us any relationships they have with officials so that we can add them to the list to support future outreach.

She reported on the success of the recent Worlds of Work event, which hosted over 1,000 9th and 10th grade students and featured 70 exhibits across 12 career-themed worlds, including participation from organizations such as the FBI and FPL. The event received television coverage and strong enthusiasm from the school district, with discussions already underway for future expansion. FPL has begun follow-up engagement with CSBD to address workforce needs. The event venue, Amerant Arena, was provided in-kind through a developing partnership.

Ms. Hylton noted ongoing preparations for the upcoming April 24th Board Planning Session, which will include speakers Mark Wilson, Dr. Henry Mack, and guests Matt Rocco and Kirk Brown.

She also shared that CSBD was just notified of a grant award of \$300,000 for AI incumbent worker training that must be spent by June. A special board meeting via Zoom was scheduled for Wednesday to accept the funds and meet the two-thirds vote requirement for board-affiliated participation in the grant.

ADJOURNMENT – 1:07 p.m.

THE NEXT MEETING IS TO BE DETERMINED.
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Broward Workforce Development Board (BWDB)

Draft 2026 Legislative Agenda

Introduction

The public workforce system remains lean, effective, and efficient. Every dollar invested by the federal government through the Workforce Innovation and Opportunity Act (WIOA) generates more than \$15 in overall economic value. These returns do not account for additional public savings from reduced reliance on TANF, Medicaid, and other public assistance programs as individuals enter the workforce, nor do they include the significant value of leveraged funding that supports local initiatives such as summer youth employment, work-based learning, and apprenticeship programs.

1. Fully Fund the Workforce System

Concern: The workforce system has been funded at less than recommended levels for many years.

Recommendation: Fund the workforce system at authorized levels to maximize its impact on job placement and business support, enabling more individuals to secure employment and businesses to thrive. The public workforce system is lean, effective, and efficient - each federal dollar invested through WIOA generates more than \$15 in overall economic value. Further, the provision of workforce services is critical as we address the AI revolution and need to assure American workers have the skills for the jobs of the future as many current jobs become obsolete.

2. Modify Florida's 50% ITA Expenditure Requirement to Align with the One Big Beautiful Bill (OB BB) Act's Pell Eligibility

Concern: Florida currently requires that local boards expend at least 50% of Adult and Dislocated Worker funds on training. Boards spent significant amounts of funds on short-term training, which training was not PELL eligible. The OB BB will now allow students to pay for short-term training with PELL grants. This will affect Boards' ability to meet the 50% requirement.

Recommendation: 1) Support legislation that recognizes work experience activities as training, similar to State of Florida policy, not career services as they are currently categorized. 2) Allow local boards to take advantage of WIOA flexibility to direct funds where they will best serve their local communities, and 3) When calculating funds spent on training, include PELL in the calculation to count towards the 50% ITA expenditure requirement.

3. Support Legislation That Expands Apprenticeship Programs

Concern: While apprenticeship programs are proven to connect jobseekers to high-demand careers and provide employers with a skilled talent pipeline, apprenticeship opportunities remain limited. Barriers include administrative complexity for employers—particularly small and mid-sized businesses.

Recommendation: Support legislation that 1) makes it easier for employers to create registered apprenticeships and 2) allow pre-apprenticeship completion to count as training for adults.

4. Preserve Local Control By Maintaining Designation of Local Areas

Concern: While the bill, *A Stronger Workforce For America (ASWA)*, did not pass, new legislation will be introduced and, as in past and current workforce legislation, it should support local area designation. The previous WIOA reauthorization proposal did not preserve local autonomy nor contain the flexibility for workforce boards to deliver services tailored to local needs.

Recommendation: Local Workforce Board input, control, and oversight in partnership with local elected officials is the engine that drives local workforce development. WIOA's governance structure has resulted in program delivery integrity because of performance, accountability, fiscal oversight, procurement standards, and broad local board composition requirements. Being able to respond to unique economic, demographic, and employer characteristics of local communities, as opposed to larger centralized regions that tend to focus on the more concentrated population centers, will result in local workforce systems that continue to best serve our communities.

2026 REGULAR SESSION DATES

August 1, 2025	Deadline for filing claim bills (Senate Rule 4.81(2))
November 21, 2025	5:00 p.m. — All requests for drafts of general bills, memorials, and joint resolutions, including requests for companion bills must be submitted
January 9, 2026	5:00 p.m. — All drafts of general bills, memorials, and joint resolutions, including drafts for companion bills, must be approved to file in final form
January 13, 2026	Regular Session convenes (Article III, section 3(b), State Constitution) 12:00 noon, deadline for filing bills for introduction (Senate Rule 3.7(1))
February 28, 2026	Motion to reconsider made and considered the same day (Senate Rule 6.4(4)) All bills are immediately certified (Senate Rule 6.8)
March 3, 2026	50 th day – Last day for regularly scheduled committee meetings (Senate Rule 2.9(2))
March 13, 2026	60 th day – Last day of Regular Session (Article III, section 3(d), State Constitution)



2026

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Committee Assignments:

Appropriations Committee on Transportation, Tourism, and Economic Development, VICE CHAIR;
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STRATEGIC PLANNING COMMITTEE

Strategic Planning Matrix for PY 25/26

Jim Ryan

Board Chair

Frank Horkey

SPC 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; promote regionalism and collaborative partnerships.

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
2.0 Explore a multi-year plan approach as a strategy for regionalism.	2.0.1 Work with CareerSource South Florida to create a Regional Plan based on guidance from CareerSource Florida.	Regional Plan with CareerSource South Florida (CSSF) developed.	3/26	In Progress: <ul style="list-style-type: none"> CSBD is developing a Regional Plan with CareerSource South Florida. CSBD created a cross functional group to help with collaboration between the two regions to support economic development, workforce coordination, and regional collaboration. Discussed strategies on how CSBD can collaborate with CSSF to develop a Regional Plan. A list of identified areas of collaboration were developed, which were approved by the Strategic Planning Committee on 3/24/2025. CSBD is in discussions with CSSF about their Regional Plan.
	2.0.2 Discuss regional strategies the other Big Six Regions are developing for their Regional Plan to determine whether they can be incorporated in our plan.	Regional Plan strategies of other big regions researched and discussed with CSSF.	3/26	In Progress: <ul style="list-style-type: none"> CSBD reached out to other regions and reviewed their regional plans.

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
(Cont.) 2.0 Explore a multi-year plan approach as a strategy for regionalism.	2.0.3 Continue serving as a member of the South Florida Regional Planning Council where we share our expertise and perspectives, regarding Workforce Development, Workforce Housing, Workforce Transportation and Opportunities for joint services to partner organizations - and bring workforce strategies they identify to the governing boards for consideration.	Regular Participation in the South Florida Regional Planning Council and Sharing of Workforce Strategies with the BWDB	3/26	<p>Ongoing:</p> <ul style="list-style-type: none"> CSBD staff regularly attends the South Florida Regional Planning Council meetings and task workgroups. The Council provides regional planning and specialized research and analysis on topics of regional concern including affordable housing, transit / transportation, environmental protection, community resilience, military base support, and Florida's coral reef. CSBD was instrumental in the development of the Council's 2025 South Florida Comprehensive Economic Development Strategy (CEDS) Annual Update Report.

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
6.0 Develop a local workforce board Legislative Agenda for board members for advocacy purposes.	6.0.1 Provide BWDB Legislative Agenda to board members for advocacy purposes.	BWDB Legislative Agenda developed.	1/26	In Progress: Annually, CSBD staff develops a BWDB Legislative Agenda. This year's draft will be given to the Strategic Planning Committee (SPC) for review and approval on 1/26/2026.
	6.0.2 Research and identify excerpts from community partners' legislative agendas.	Excerpts of community partner legislative agendas shared with board members.	1/26	In Progress: Community partner legislative agendas were reviewed and excerpts related to workforce development are being presented to the committee on 1/26/2026.
	6.03 Create a list matching board members to legislators with whom they have an existing relationship.	List of Legislative Delegation and Legislative Contact Tracker provided to board members for matching purposes.	1/26	In Progress: CSBD updated the list of the Broward County Legislative Delegation and the related tracker, which will be provided to the Strategic Planning Committee in its 1/26/2026 meeting.
	6.04 Work with our legislative delegation and public interest groups, such as NAWB and Workforce Development Council of USCM, to promote our position.	Share the BWDB Legislative Agenda with NAWB and USCM	3/26	Ongoing To promote what we do and share our workforce positions over the course of the year, the following meetings have occurred: <ul style="list-style-type: none"> • Carol Hylton and CSBD staff met Florida House Representative Marie Woodson. • Ms. Hylton is on the Board of Directors of NAWB, including NAWB's Membership and Forum Committees, and attends their meetings. • Rochelle Daniels attends the Workforce Development Council of USCM meetings.

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
6.05 Invited Elected Officials to our Centers.	Invitations sent to Elected Officials to tour all centers.	Invitations sent to Elected Officials to tour all centers.	3/26	Ongoing: Carol Hylton and CSBD staff met with the following elected officials to promote our services, including providing tours of our centers: <ol style="list-style-type: none"> 1. Mayor Felicia Brunson of West Park, Florida. 2. Mayor Philip Levine of Lauderdale Lakes. 3. Florida House Representative Marie Woodson at a Hollywood Chamber event. 4. City of Lauderdale Lakes Commissioner Sharon Thomas 5. Mayor Michelle Gomez of Tamarac, Florida 6. Broward County Mayor Beam Furr and the Broward County Board of County Commissioners honored CSBD with an official Proclamation. 7. Commissioner Sandra Welch from the City of Coconut Creek. 8. Commissioner Ben Sorensen from Fort Lauderdale. 9. Mayor Jackie Railey of Coconut Creek, Florida. 10. Mayor Denise Grant of Lauderhill, Florida. 11. Mayor Samson Borgelin of North Lauderdale, Florida. 12. Commissioner Jacqueline Guzman from Sunrise, Florida. 13. Commissioner Anthony Caggiano from Margate, Florida.
6.1 Develop an informational / legislative packet to educate the local delegation, county and city officials, community partners and leaders regarding workforce issues and programs.	6.1.1 Create and provide an informational / legislative packet.	Compile informational / legislative packet with talking points for distribution to the local delegation, community partners, and county and city officials and leaders.	2/26	Completed: A packet inclusive of CSBD service highlights has been assembled for use when meeting with local officials, partners, and leaders.



EMPLOYER SERVICES COMMITTEE

Strategic Planning Matrix for PY 25/26

Jim Ryan

Francois Leconte

Carol Hylton

Board Chair

ESC Chair

President/CEO



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FUTURE READY

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.

Employer Services Committee Goal:

To provide a broad range of workforce information, job matching, and employee training services customized to meet industry demands; develop initiatives that educate employers on best practices critical for maintaining a strong, stable workforce; and foster collaborative partnerships with the business community.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #1:

Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.0 Work with our outreach team to identify processes that can be optimized through AI and, where applicable, assist employers with incumbent worker training.	1.0.1 Meet with the outreach team to explore opportunities for enhancing employer services through AI, including reviewing current workflows and identifying areas for improvement.	<ol style="list-style-type: none"> 1) Conduct a minimum of two meetings with the CSBD outreach team to explore opportunities for enhancing employer services through AI. 2) Implement a minimum of three employer-facing processes that could benefit from AI integration. 	2/26	<p>In Progress:</p> <p>Staff held three meetings and identified opportunities to enhance employer services using AI. As a result, CSBD is now using AI to:</p> <ol style="list-style-type: none"> 1) Map employer job descriptions to occupations on the Targeted Occupations List to better align OJT opportunities with in-demand occupations. 2) Check email communications to improve tone and clarity. 3) Translate the electronic job seeker check-in module into Spanish and Haitian Creole at recruitment events, improving check-in efficiency and employer engagement. <p>CSBD will engage board member Michael Goldstein to explore the feasibility of further expanding our use of AI in the following areas:</p> <ol style="list-style-type: none"> 1) Standardizing employee onboarding and training, including integrated assessments to ensure consistent understanding across all centers. 2) Improving employee access to policy guidance through faster, more intuitive AI-supported retrieval. 3) Creating automated introductory prompts for employers and job seekers newly registered in Employ Florida.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #1:

Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.0 Work with our outreach team to identify processes that can be optimized through AI and, where applicable, assist employers with incumbent worker training.	1.0.2 Coordinate with the Business Services team to promote the availability of AI-related incumbent worker training (IWT) grants.	Develop a minimum of 15 AI IWT grants.	1/26	<p>In Progress: Staff has developed AI IWT grants with the following employers:</p> <ol style="list-style-type: none"> 1. Locality Bank 2. Advanced Roofing 3. 2Lyons Aerospace 4. Broward Health 5. School Board of Broward County 6. ACR Electronics 7. Cleva Technologies 8. Beghelli, Inc. 9. All Pro Fabricators 10. South Beach Lady Charters 11. HOMES Inc. 12. Mr. Wireman 13. HANDY, Inc. <p>These grants are assisting employers train staff in areas such as AI-driven data analysis, software development, systems automation, and other emerging technologies that strengthen business operations and workforce competitiveness.</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #1:

Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.1 Assess the feasibility of developing a guide/playbook targeted toward small and medium-sized employers in Broward County that are seeking guidance to implement and use AI in their businesses.	1.1.1 Issue a Request for Quotes (RFQ) to procure a qualified public or private university partner to assess, design, and draft the AI Playbook.	<p>1) RFQ is published and responses are received, evaluated, and an organization is selected.</p> <p>2) Conduct three engagement sessions with local CEOs and business owners to gather insights on AI use and implementation needs.</p> <p>3) Finalize the playbook and hold three post-delivery workshops or briefings with employers to share key findings from the playbook.</p>	3/26	<p>In Progress:</p> <p>The AI Playbook for Small and Medium Employers RFQ was advertised on 6/9. The rating committee selected Gilead Sanders, the #1 ranked entity.</p> <p>The AI Playbook Survey launched on 10/24 to capture employer perspectives on AI adoption and workforce needs.</p> <p>Staff convened three AI Employer Roundtables in October, November, and December to gather direct input from local CEOs and business leaders on practical AI applications, implementation challenges, and workforce implications. In total, more than 100 employers participated across the three sessions.</p> <p>Discussion during the roundtables focused on practical AI adoption, including defining clear use cases, aligning tools with existing workflows, and upskilling current staff. Employers also addressed common workforce misconceptions and emphasized the role of AI in supporting employees and improving efficiency. Feedback received from the discussions will be used in the development of the playbook.</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

**CareerSource Broward Strategic Goal #1:
Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.2 Educate employers attending Workforce Wednesdays and our Employer Forums regarding available AI tools and how they can be effectively deployed to help them stay up to date with the AI revolution.	1.2.1 Integrate AI-focused content in four Workforce Wednesday (WFW) sessions and/or employer forums.	Feature an AI subject matter expert in four WFW sessions/employer forums to present on AI implementation strategies for employers interested in implementing AI in their operations.	3/26	<p>In Progress</p> <p>The Aviation Industry Employer Forum was held on 11/4 and featured Juan Ortega, CEO and Co-Founder of Authority AI, who presented on practical AI implementation strategies. The presentation sparked active discussion and positive feedback.</p> <p>Additionally, Mr. Ortega presented at the Workforce Wednesday Seminar on 11/19, reinforcing practical AI implementation concepts for employers across industries. The session provided an opportunity to promote participation in the AI Playbook Roundtable and Survey to gather additional employer input.</p> <p>Staff are planning an additional Workforce Wednesday session featuring an AI subject matter expert in February to continue advancing this effort.</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

**CareerSource Broward Strategic Goal #1:
Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.3 Act as a resource and a convener in providing employers with AI solutions.	1.3.1 Coordinate employer engagement sessions — such as forums, roundtables, or workshops — focused on practical uses of AI in business operations.	Integrate discussion and feedback related to the development of the AI Playbook for Employers into a minimum of four employer forums and other employer events during the program year.	3/26	<p>Completed:</p> <p>Discussion and feedback about the playbook were included in the following employer events:</p> <ol style="list-style-type: none"> 1) AI Playbook Roundtable – 10/30 2) Aviation Industry Employer Forum – 11/4 3) AI Playbook Roundtable – 11/14 4) Workforce Wednesday Seminar – 11/19 5) AI Playbook Roundtable – 12/4 <p>Employers who attended the events, as well as those who participated in the Paychecks for Patriots Job Fair, were asked to complete the AI Playbook Survey.</p> <p>Additionally, CSBD launched an AI Resource Webpage to help employers explore practical tools, training opportunities successfully integrate AI into their businesses.</p> <p>To further promote AI employer integration, staff will continue to include discussions regarding the AI Playbook and AI Resources Webpage at upcoming Workforce Wednesday Seminars and employer forums.</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #3:

Encourage employers by engaging and identifying their needs, and educating and connecting them to the workforce system to produce innovative workforce solutions.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
3.0 Use employer activities to educate employers on a) the benefits of hiring older workers and b) creative hiring practices that attract older workers.	3.0.1 Invite a guest speaker on age-inclusive hiring, including Veterans, into our Workforce Wednesday (WFW) Seminars and upcoming employer forums.	Guest speaker on the subject of age-inclusive hiring at a minimum of four WFW seminars and forums.	2/26	<p>In Progress:</p> <p>Elio Patino, Project Director for the AARP Foundation's Senior Community Service Employment Program, presented on age-inclusive hiring during the 10/29 Workforce Wednesday session. His presentation sparked strong discussion on building multigenerational teams and was well-received by attendees who valued the insights on engaging experienced workers in today's labor market. The event was featured across CSBD's social media platforms, extending its reach and reinforcing the importance of multigenerational hiring among local employers.</p> <p>December's Workforce Wednesday featured Janet Granger, a national expert on the generational workforce, who presented on improving communication and collaboration across age groups, with a focus on the benefits of hiring and engaging younger talent within multigenerational workplaces.</p> <p>Staff are planning a follow-up Workforce Wednesday session in January that builds on these themes, pairing Ms. Granger's perspective on the value of youth hiring with CSBD staff highlighting the Summer Youth Employment Program as a practical pathway employers can use.</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #3:

Encourage employers by engaging and identifying their needs, and educating and connecting them to the workforce system to produce innovative workforce solutions.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
3.0 Use employer activities to educate employers on a) the benefits of hiring older workers and b) creative hiring practices that attract older workers.	3.0.2 Research effective age-diverse hiring practices, including industry-specific approaches, and identify examples that can be shared with employers through outreach, seminars, or digital content..	Develop and launch a creative digital campaign (e.g., short podcast series, video highlights, or myth-busting posts) that shares researched age-inclusive hiring strategies.	3/26	In Progress: <ol style="list-style-type: none"> 1) CareerSource Broward launched a four-part social media series that featured testimonials and myth-busting tips celebrating the value of experienced workers and showcasing how CSBD helps employers tap into the power of seasoned talent to strengthen their workforce. 2) October's Workforce Wednesday Seminar focused on building multigenerational teams and was promoted through flyers and targeted social media posts, generating strong interest among employers. 3) A new episode of The Source podcast, released in December, highlights multigenerational workforce success stories, including a young participant who shared his experience navigating CSBD programs. The episode is part of a coordinated digital marketing campaign aligned with a Workforce Wednesday session focused on generational hiring and the Summer Youth Employment Program.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #3:

Encourage employers by engaging and identifying their needs, and educating and connecting them to the workforce system to produce innovative workforce solutions.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
3.1 Consider the feasibility of serving employers located in CSBD's regional partner's area, regardless of their employees' county of residence.	3.1.1 Initiate discussions with workforce board leadership at CareerSource South Florida (CSSF) to explore shared service delivery options.	CSBD to schedule and conduct a meeting with CSSF.	2/26	Pending: This item remains pending as both boards await further direction from CareerSource Florida regarding the Regional Plan timeline. Discussions to date have focused on identifying potential areas of collaboration, such as joint employer forums, shared marketing efforts, and regional grant opportunities, which will be explored once formal planning begins.
	3.1.2 Create a summary of the strategies and action steps from the meeting with CSSF, including potential partnership opportunities to serve regional employers.	Implement the strategies developed.	3/26	

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #3:

Encourage employers by engaging and identifying their needs, and educating and connecting them to the workforce system to produce innovative workforce solutions.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
3.2 Explore partnering with Miami to coordinate events and/or activities that would serve both workforce areas in the region.	3.2.1 Connect with Miami's workforce board staff to discuss joint priorities and identify potential event themes or target industries for collaboration.	Identify at least one event or activity concept that aligns with shared regional goals.	1/26	<p>Pending:</p> <p>This item remains pending as both boards await further direction from CareerSource Florida regarding the Regional Plan timeline. Discussions to date have focused on identifying potential areas of collaboration, such as joint employer forums, shared marketing efforts, and regional grant opportunities, which will be explored once formal planning begins.</p>
	3.2.2 Pilot a co-hosted event (e.g., virtual job fair, employer roundtable, or information session) that targets employers and job seekers across both regions	Hold a minimum of one joint event, if CSSF is in agreement.	3/26	



ONE-STOP SERVICES COMMITTEE

Strategic Planning Matrix for PY 25/26

Jim Ryan

BWDB Board Chair

Rick Shawbell

OSSC 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.

One-Stop Services Committee Goal:

To maximize employment and training opportunities for all job seekers, including those with multi-faceted barriers.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #1:

Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.0 – Explore IKEA's utilization of AI to enhance customer experience, streamline internal processes, and drive innovation, and determine whether CSBD can adopt some of their utilization strategies in servicing businesses and job seekers.	1.0.1 – Conduct research of IKEA's utilization of AI.	Research completed and results summarized in a document.	9/25	Completed: Research of IKEA's usage of AI and summary completed.
	1.0.2 – Establish an internal workgroup to conduct an analysis to determine the feasibility of implementation.	Workgroup meeting conducted and targets established.	10/25	Completed: The internal workgroup is incorporating this into CSBD's AI Taskforce. The Taskforce recommends the following for further assessment of feasibility. 1) Enhanced Chatbot features that will expand the responsiveness to customer inquiries 2) Using AI to create marketing messaging that speaks to different audiences. The remaining IKEA recommendations were not feasible due to a large project scope and cost, or because they don't relate to CSBD's services.
	1.0.3 – If feasible, processes/procedures are developed and implemented.	New processes/procedures are developed and staff are trained prior to implementation.	12/25	In Progress: To prepare job seekers and employers for the shifts in skills and roles driven by AI, CSBD: <ul style="list-style-type: none"> • Updated the curriculum of our job search workshops to cover AI tools for a successful job search • Incorporated a new tool in our job search assistance process. An AI FAQ one-pager has been created to assist customers unfamiliar with the tools available via AI in enhancing their job search skills. • Incorporated AI into our Workforce Wednesday presentations titled: The Power of AI: Building a Smarter, More Productive Workforce

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #1:

Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
1.1 – Identify AI tools and new technologies as they become available to improve the delivery of services in the One-Stop centers, as well as create more efficiencies.	1.1.1 – Establish a cross-functional AI Taskforce.	Staff are identified and a 1) meeting schedule is set 2) charter is developed to determine scope and 3) project plan is developed that identifies next steps, milestones and deliverables.	8/25	Completed: Staff have been identified and the first meeting was held on 8/11. The task force will meet biweekly. The team charter and project plan are complete.
	1.1.2 – Research specific AI tools that align with workforce development.	Research is conducted, and recommendations are submitted.	1/26	In Progress: The task force prioritized utilizing AI to: 1) Assist staff with accessing real-time policy and procedural questions using CSBD's Intranet, 2) Train staff to make them more efficient in using AI to assist job seekers, 3) Support training for new and existing staff, 4) Schedule Appointments and event/workshop registration and 5) Use customer demographics to get suggestions on services for customers in special circumstances.
	1.1.3 – Train staff to utilize AI tools to assist customers in job search.	Training completed for all frontline staff.	2/26	In Progress: During August, all frontline staff were trained on the usage of Microsoft Co-Pilot to aid in 1) resume review and development 2) interview prep 3) to create emails and letters that enhance the customer and success coach relationship 4) getting targeted labor market information for occupations or industries and 5) prompt writing. The Microsoft Co-Pilot training will be recorded and added to the onboarding training plans for new employees.

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, Providing Information and Intelligence to Stakeholders with Feedback from the Community.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
2.0 – Work with SHRM, other HR professionals, and employers to promote the benefits of hiring older workers.	2.0.1 – Conduct additional research on the benefits of hiring older workers	Top benefits of hiring older workers campaign is created and approved.	10/25	<p>Completed: Research has been completed. SHRM and other HR groups had several publications on the benefits of hiring senior workers. Based on this and other reputable sources, we have identified the following as the top 10 reasons:</p> <ol style="list-style-type: none"> 1) Deep Experience 2) Refined Skills 3) Higher Retention Rates 4) Patience to train the next generation of workers 5) Experience with Face-to-Face Communication 6) Problem-Solving Skills 7) Perspective 8) Strong Work Ethic 9) Professionalism / Maturity 10) Better customer relationship building <p>CSBD has launched a social media campaign to showcase the benefits mentioned above. This has been added to the schedule to be refreshed quarterly.</p>
	2.0.2 – Develop strategies to promote the benefits of hiring older workers to SHRM and other HR professionals.	Information is shared with HR professionals and employers via social media, e-blasts, workforce Wednesdays, and with the chambers of commerce.	12/25	<p>In Progress: CSBD has shared information on the benefits of hiring older workers by:</p> <ul style="list-style-type: none"> • Inviting employers to our Workforce Wednesday session titled Building an All-Ages Workforce: Expanding Your Talent Pipeline. This session was facilitated by Elio Patino of AARP • Launching a social media campaign designed to inspire hiring managers to think of this untapped workforce. • Conducted community presentations to organizations serving seniors, such as the Area Agency of Aging and Broward County Elderly and Veteran Services.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.0 – Create a one-page Quick FAQs for job seekers on the basics of AI and an AI playbook for employers.	4.0.1 – Examine websites that offer tips for using AI in your job search.	Research is conducted, and best practices for using AI in job search are developed.	10/25	Completed: Research is completed on using AI for Job Search.
	4.0.2 – One-page summary document created and approved for job seekers.	1) Staff are trained on how to assist customers with it, 2) Information is shared in one-stop centers with customers and via social media 3) Content is added to relevant job seeker workshops.	11/25	In Progress: <ul style="list-style-type: none"> The Job Search Workshop Curriculum has been updated to include AI Tools. A Job Seeker AI FAQ/Quick User Guide has been developed and staff training on AI Tools has been completed.
	4.0.3 – Advertise request for quotes for the creation of an AI Toolkit for employers.	RFQ responses are received, evaluated by a committee, and an organization is selected.	9/25	Completed: The AI Playbook for Small and Medium Employers RFQ was advertised on 6/9, and seven proposals were received. The rating committee selected Gilead Sanders. Gilead Sanders, LLC., has been chosen for the development of the AI playbook.
	4.0.4 – AI Toolkit created and dispersed to medium and small businesses.	Digital and hard copies of the toolkit were distributed and advertised.	1/26	In Progress: Gilead Sanders, LLC., has completed two roundtable focus groups with the third and final roundtable focus group scheduled for Dec. 4, 2025. The target completion date for the AI Playbook is early February 2026.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.1 – Assist workers at risk of being displaced by AI in developing strategies for the next phase of their careers.	4.1.1 – Identify occupations that are most likely to be negatively impacted by AI.	Target occupations developed.	9/25	Completed: The occupations in Broward County most vulnerable to disruption or transformation by AI include: 1) Customer Service Reps 2) Data Entry Clerks 3) Telemarketers 4) Bookkeeping/ Accounting Clerks 5) Paralegals 6) Claims Adjusters 7) Editors 8) Translators
	4.1.2 – Develop materials to provide information to individuals employed and searching for jobs in these occupations.	Materials created that provide information on transferable skills and skill upgrade training to build upon the skills they already possess.	12/25	In Progress: <ul style="list-style-type: none"> Skills Upgrade campaign on short-term training opportunities was launched in Oct. One-page guides on navigating change for each occupation listed above have been created. They are being finalized for print by the Communications Department.
	4.1.3 – Plan is developed to share information to assist individuals at risk of being displaced due to AI.	Information is shared with 1) staff and 2) job seekers.	12/25	In Progress: The guidance provided to this population will include information on reskilling, self-assessment tools to identify transferable skills, and emerging occupations/industries. As print materials for each occupation are received, they will be distributed to staff and customers.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.2—Continue to outreach to the prosperity zip codes so they are aware of our Job Placement and Work-Based Training services.	4.2.1 – CSBD will research a local consortium of organizations and municipalities that are developing strategies for the prosperity zip codes.	CSBD will join a minimum of 2 groups/events.	1/26	Completed: <ul style="list-style-type: none"> • Carol Hylton and Nadine Jackson represent CSBD on the “Talent Supply and Education Committee”. The goal of this pillar is to prepare a future-ready workforce by aligning education, training, and lifelong learning with the needs of high-demand industries. • CSBD has partnered with the Rotary Club to assist individuals experiencing homelessness by providing a pre-assessment tool to assess work readiness. As participants are identified, they will refer to CSBD. • CSBD has staff represented on the Broward Partnership for the Homeless Program Services Committee and the Broward County Housing Authority’s Program Coordinating Committee. Matching employment opportunities with housing and homelessness services, creating a more comprehensive safety net for distressed communities.
	4.2.2 – Refresh marketing for a revamped geo-fencing campaign in the prosperity zones.	Marketing campaign launched with a unique QR code.	10/25	Completed: <p>CSBD partnered with the Sun Sentinel to conduct geo-fencing advertising in the distressed zip codes. The messaging highlighted CSBD services, Employ Florida, and short-term training that can result in higher wages.</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.2 Continued — Continue to outreach to the prosperity zip codes so they are aware of our Job Placement and Work-Based Training services.	4.2.3 – Identify events occurring in the prosperity zip codes for CSBD staff to attend and share marketing materials.	CSBD staff attend at least four events in the prosperity zip codes.	1/26	<p>Completed: CSBD expanded our reach by attending the following events:</p> <p>7/19 -The Sistrunk Empowerment Summit, hosted by the City of Fort Lauderdale. This summit focused on organizations sharing information to revitalize economically disadvantaged corridors.</p> <p>8/21 – The Sunshine Health resource fair in Lauderhill.</p> <p>9/15 – Broward Addiction and Recovery to those transitioning out of treatment.</p> <p>9/23 – Salvation Army residents in temporary housing programs.</p> <p>10/13 – Northwest Council of Elected Officials, which includes Lauderdale Lakes and Lauderhill</p> <p>10/16 – Women Empowerment Conference - Sistrunk</p>

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.3 – Identify ways to engage Broward County seniors so that they are aware of our services.	4.3.1 – Partner with local senior centers and groups.	Hold a minimum of 3 information sessions for this population.	2/26	<p>In Progress: CSBD presented on services available to older job seekers in utilizing a modified version of Employ Florida called Silver, which is a user-friendly version of our job search database, highlighting how senior workers benefit employers for: 1) Broward County Elderly Veteran Services 2) Area Agency on Aging</p> <p>We are currently coordinating additional sessions.</p>
	4.3.2 – Outreach to EF registered job seekers 50 and over and invite them to a Senior-focused job search workshop.	A minimum of 2 workshops are held in the one-stop centers.	3/26	<p>In Progress: Workshop material and curriculum development are in progress.</p> <p>The first session is targeted for Jan 2026.</p>



YOUTH COMMITTEE

Strategic Planning Matrix for PY 25/26

Jim Ryan

Dawn Liberta

Carol Hylton

BWDB Board Chair

Youth Chair

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.

Youth Committee Goal:

To promote the successful entry of youth into the workplace through the provision of training, education, and experiential activities.

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, Providing Information and Intelligence to Stakeholders with Feedback from the Community.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
2.0 – Work with employers serving as host work experience sites to consider developing apprenticeships or OJTs	2.0.1 – Compile a list of current employers with active work experience or OJT contracts.	List of employers developed.	10/2025	Completed: The list of employers has been created and is being updated as new employers are contracted for WEX or OJT.
	2.0.2 – Review the list of currently active OJT contracts to see if they have work appropriate for youth.	Contracts reviewed and target list developed.	10/2025	Completed: The list of active contracts has been created, and staff have assessed the list to determine which employers to target once youth are identified.
	2.0.3 – Using AI, develop talking points and outreach materials that showcase the benefits to employers to encourage them to consider developing apprenticeships or OJTs for young adults.	Talking points and materials are created.	11/2025	Completed: CSBD received a Network Navigator grant that funds staff to promote apprenticeships. Using AI, we developed scripts that highlight benefits to the employer of developing apprenticeships and OJTs, such as: 1) boosting productivity/employee retention 2) Apprenticeships and OJT as cost-effective training options and 3) a way to develop the future workforce.
	2.0.4 – Assign Business Relations staff to outreach to employers on behalf of youth.	Hold meetings between the Youth Program Manager and Business Relations staff to discuss work-ready youth participants and their employment goals.	3/2026	In Progress: Biweekly meetings have been set between the Business Services Supervisor and Youth Program Manager. The purpose of these meetings is to develop strategies to match and market work-ready youth to employers interested in developing apprenticeships and OJTs. This initiative will continue until youth in the pipeline have been placed.
	2.0.5 – Develop apprenticeship or OJT training plans with employers.	A minimum of 2 OJTs or apprenticeships will be developed.	3/2026	In Progress: To date, CSBD has placed 3 young adults into OJTs: 1) Marine Mechanic Assistant, Tow Boat USA 2) Lift Technician, Bradford Marine 3) Mechanical Technician, Bradford Marine

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and to connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.0 – Explore additional ways for us to promote career exploration in our targeted industries to youth in K-12.	4.0.1 – Continue to share target industry videos developed by CSBD with Broward Schools.	All industry videos are shared with Career Champions, CTACE Staff, and BRACE Advisors.	10/2025	Completed: The final Information Technology video of the series was shared with SBBC staff.
	4.0.2 – Provide Broward County Public Schools a link to the 2025 WOW Book.	A link to the WOW Book is available on the School Board website for students and teachers.	3/2026	In Progress: Staff is assessing how to change the WOW book into a digital flip book for ease of use. The WOW Book for 2026 will be designed for easy conversion to a digital flip book and will also include information on apprenticeships.
	4.0.3 – CSBD will attend Career Days in schools located in the distressed zip codes.	A minimum of 3 events are attended with representation at each level of school: elementary, middle, and high school.	3/2026	In Progress: CSBD Staff attended career events at 1) SunEd Alternative High School on 10/7 and 2) Oriole Elementary on 11/4. We covered the following topics: 1) What career exploration means 2) Skills Self-assessment - to know what you like to do, and 3) CSBD services.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and to connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.1 – Develop strategies to make youth aware of apprenticeship opportunities.	4.1.1 – AI is used to develop a social media campaign to highlight the current apprenticeships and how they benefit job seekers.	The Earn While You Learn or No College Debt apprenticeship campaign launched via Instagram and Facebook.	11/2025	In Progress: Using AI, recommendations for a social media campaign that is geared for the young adult audience is under development. At the same time we are also working on the campaigns that will be launched using our social media platforms.
	4.1.2 – Add links to apprenticeship opportunities in Broward on the CSBD youth page.	Links to apprenticeship opportunities in Broward have been added to the CSBD Youth Services page.	12/2025	In Progress: 1) Links to local apprenticeship opportunities have been added to our webpage. 2) We are researching online video resources and assessing the feasibility of including them on our Youth Services page. 3) We are developing an apprenticeship awareness campaign designed to interest youth in apprenticeships that will launch once our webpage has been updated.
	4.1.3 – Develop a youth-centered podcast series.	The podcast is developed on the topic of Apprenticeships / Skilled Trades.	2/2026	In Progress: Staff has met with the Communications Department and added this to the podcast schedule. Production will begin in January 2026.
	4.1.4 – Reach out to sponsors and employers who have Registered Apprenticeships and refer youth job seekers who are interested in these opportunities.	A minimum of 10 youth referrals are made to local Apprenticeship opportunities.	3/2026	In Progress: We are researching sponsors and employers with available apprenticeship openings and compiling a referral list for youth.
	4.1.5 – Invite organizations with current apprenticeship programs to the WOW 2026 and provide information on how to apply.	Highlight a minimum of 3 apprenticeship programs at the WOW Event.	3/2026	In Progress: We have begun early planning of WOW 2026 and have added this to the project plan being used to track objectives for this event.

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

**CareerSource Broward Strategic Goal #4:
Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and to connect them to the workforce system using the state's job bank.**

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.2 - Identify ways to expose youth to the benefits of training in a skilled trade.	4.2.1 – Research the benefits of training in a skilled trade.	Research conducted using AI and the top 10 benefits identified.	10/2025	Completed: The benefits of training in a skilled trade have been identified. They are: 1. High Demand 2. Competitive Wages 3. Shorter Training Time 4. Low or No Student Debt 5. Career Flexibility/Portable Skills 6. Industry-Recognized Credentials 7. Career Advancement Opportunities 8. Portable Skills 9. Hands-On Learning 10. Entrepreneurship Opportunities
	4.2.2 – Use AI to assist in developing a How to Get Started Guide to help youth who are interested.	How to get started guide is developed and placed on our website and shared via social media.	1/2026	In Progress: AI provided recommendations for creating a How to Get Started guide. We are working with the Communications Department to finalize a hard copy and a digital version for social media and our website.
	4.2.3 – Share information with School Board and other youth service providers.	BRACE Advisors, Career Champions, Youth Providers, and other community partners serving youth received the information.	2/2026	In Progress: We've finalized the recipient distribution list, and once the document is complete, it will be shared with the target groups

STATE STRATEGIC GOAL: Lead the Nation in Economic Growth and Prosperity by Supporting Talent and Business Development.

CareerSource Broward Strategic Goal #4:

Encourage job seekers to choose CSBD for comprehensive employment, education, and training services, and to connect them to the workforce system using the state's job bank.

Objective	Next Steps	Benchmark / Performance Measures	Due Date	Comments
4.3 – If feasible, implement a 2-Gen approach to inform parents and youth about opportunities in the targeted industries to assist them in becoming upwardly mobile.	4.3.1 - Assess the feasibility of incorporating Xello into WIOA Youth Program Services.	Demo is completed, an assessment of the pros and cons is reviewed, and a recommendation is made on whether to move forward.	12/2025	Completed: CSBD staff reviewed the demo of Xello and learned that they partner with school districts. All former and current Broward County Schools students already have access to the online training modules. We are coordinating demos for the Youth Providers so that they are aware of this resource.
	4.3.2 - Request to attend the School Board's Senior Career Event, which parents and high school seniors attend.	Approval received for CSBD to attend and present our services.	3/2026	In Progress: CSBD is in contact with Ms. Jaclyn James, SBBC Mentoring Coordinator. She stated the schedule has not been finalized yet, but she is excited to have CSBD participate.
	4.3.3 – WOW Book is shared with parents in our Welfare Transition Program (WTP).	Extra WOW Books will be reviewed with WTP customers via their Success Coach.	3/2026	In Progress: WOW Books are being distributed to the Centers, and staff training on utilization is scheduled for 11/19.

2026 Community Partner Legislative Positions

Workforce Excerpts

Florida Restaurant & Lodging Association (FRLA)

- Support continued funding for VISIT FLORIDA. FRLA further supports extending VISIT FLORIDA'S sunset date to facilitate strategic planning and marketing for the near-term and long-term.

South Florida Manufacturers Association (SFMA)

- SFMA supports SB 528 / HB 483 to ensure Florida's manufacturing continues to grow, innovate, and create jobs across the state. These bills ensure manufacturing remains a strategic priority for Florida, now and in the future. The bill establishes a Chief Manufacturing Officer within FloridaCommerce, creates the Florida Manufacturers' Workforce Development Grant Program, requires a biennial State of Manufacturing Report of the sector in Florida, and launches a statewide marketing and promotional campaign, which in concert will support economic growth, workforce development, and industry competitiveness.

Broward County Public Schools

- Support legislation that ensures competitive compensation and performance-based bonuses for the instructional workforce, and promotes long-term recruitment and retention of high-quality educators, while also establishing paid family leave benefits for school district employees to strengthen recruitment and retention, promote employee well-being, and provide greater stability and continuity in the classroom for students.

Florida Hospital Association (FHA)

- Workforce Development: A strong and sustainable health care workforce is essential to ensuring Floridians receive high-quality care. Florida's hospitals are facing critical shortages across all health professions, from physicians and nurses to allied health professionals. As such, support policies that strengthen workforce pipelines, expand training opportunities, and provide necessary resources to attract and retain health care professionals.

Florida Chamber of Commerce

- Building Florida's Talent Pipeline: Support policies that strengthen pre-k-post-secondary education, skills training, and work-based career and technical learning to meet Florida's current and future workforce demand.

Overview of the CareerSource Broward Region
Not Seasonally Adjusted
January 07, 2026

- The unemployment rate in the CareerSource Broward region (Broward County) was 4.6 percent in November 2025. This rate was 1.4 percentage points greater than the region's year ago rate of 3.2 percent. The region's November 2025 unemployment rate was 0.3 percentage point lower than the state rate of 4.9 percent. The labor force was 1,086,836, up 3,132 (+0.3 percent) over the year. There were 50,346 unemployed residents in the region.

Fort Lauderdale-Pompano Beach-Sunrise Metro Division

- In November 2025, nonagricultural employment in the Fort Lauderdale-Pompano Beach-Sunrise MD was 941,400, an increase of 2,900 jobs (+0.3 percent) over the year.
- The Leisure and Hospitality (+2.1 percent); Financial Activities (+1.9 percent); Government (+1.1 percent); Other Services (+0.5 percent); and Professional and Business Services (+0.4 percent) industries grew faster in the metro area than statewide over the year.
- The Fort Lauderdale-Pompano Beach-Sunrise MD had the highest annual job growth compared to all the metro areas in the state in the Financial Activities (+1,400 jobs) industry.
- The Fort Lauderdale-Pompano Beach-Sunrise MD had the third highest annual job growth compared to all the metro areas in the state in the Leisure and Hospitality (+2,100 jobs) industry.
- The Fort Lauderdale-Pompano Beach-Sunrise MD was tied for the third highest annual job growth compared to all the metro areas in the state in the Government (+1,200 jobs) industry.
- The Fort Lauderdale-Pompano Beach-Sunrise MD had the third fastest annual job growth rate compared to all the metro areas in the state in the Leisure and Hospitality (+2.1 percent) industry.
- The industries gaining jobs over the year were Leisure and Hospitality (+2,100 jobs); Financial Activities (+1,400 jobs); Government (+1,200 jobs); Professional and Business Services (+700 jobs); Trade, Transportation, and Utilities (+400 jobs); and Other Services (+200 jobs).
- The industries losing jobs over the year were Construction (-1,700 jobs); Manufacturing (-900 jobs); Education and Health Services (-300 jobs); and Information (-200 jobs).

Note: All data are subject to revision.

Source: Florida Department of Commerce, Bureau of Workforce Statistics and Economic Research.

Unemployment Rates			
(not seasonally adjusted)	Nov-25	Oct-25	Nov-24
CareerSource Broward (Broward County)	4.6%	-	3.2%
Florida	4.9%	-	3.5%
United States	4.3%	-	4.0%

Nonagricultural Employment by Industry (not seasonally adjusted)	Ft. Lauderdale-Pompano Beach-Deerfield Beach Metropolitan Division				Florida			
	Nov-25	Nov-24	change	percent change	Nov-25	Nov-24	change	percent change
Total Employment	941,400	938,500	2,900	0.3	10,134,300	10,069,700	64,600	0.6
Mining and Logging	#N/A	#N/A	#N/A	#N/A	5,600	5,600	0	0.0
Construction	54,300	56,000	-1,700	-3.0	651,800	658,300	-6,500	-1.0
Manufacturing	31,500	32,400	-900	-2.8	428,400	430,600	-2,200	-0.5
Trade, Transportation, and Utilities	210,500	210,100	400	0.2	2,055,700	2,045,200	10,500	0.5
Wholesale Trade	55,000	54,100	900	1.7	405,800	400,400	5,400	1.3
Retail Trade	112,800	112,900	-100	-0.1	1,186,100	1,186,600	-500	0.0
Transportation, Warehousing, and Utilities	42,700	43,100	-400	-0.9	463,800	458,200	5,600	1.2
Information	19,400	19,600	-200	-1.0	160,700	155,800	4,900	3.1
Financial Activities	75,100	73,700	1,400	1.9	691,300	690,000	1,300	0.2
Professional and Business Services	175,000	174,300	700	0.4	1,627,600	1,628,900	-1,300	-0.1
Education and Health Services	124,200	124,500	-300	-0.2	1,621,400	1,569,000	52,400	3.3
Leisure and Hospitality	100,800	98,700	2,100	2.1	1,317,400	1,316,000	1,400	0.1
Other Services	38,300	38,100	200	0.5	381,800	383,000	-1,200	-0.3
Government	112,200	111,000	1,200	1.1	1,192,600	1,187,300	5,300	0.4

Population	2024	2023	change	percent change
CareerSource Broward (Broward County)	2,037,472	2,002,786	34,686	1.7
Florida	23,372,215	22,904,868	467,347	2.0

Average Annual Wage	2024	2023	change	percent change
CareerSource Broward (Broward County)	\$71,492	\$69,239	\$2,253	3.3
Florida	\$69,492	\$66,446	\$3,047	4.6

Note: All data are subject to revision.

Source: Florida Department of Commerce, Bureau of Workforce Statistics and Economic Research.