CareerSource Central Florida

Direct Provider of Workforce Services Extension Request

For Program Years 2026-2029

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1. ***A review of how the provision of direct services during the prior period fit the business model that the local workforce development board (LWDB) proposed in its original request, and any proposed changes in the business model or the particular workforce services the LWDB intends to provide during the extension period.***

   CareerSource Central Florida (CSCF) continues to operate as a direct provider of workforce services in full alignment with the business model outlined in its original request for designation. The model was designed to ensure that the region's workforce system remains integrated, accountable, and responsive to both job seekers and employers. Over the course of the current designation, CSCF has demonstrated that direct service provision not only achieves but exceeds these objectives, delivering measurable cost savings, improved performance outcomes, and greater customer satisfaction.

   CSCF's direct service delivery model is anchored in five core principles that continue to guide operations:

   Efficiency and Fiscal Stewardship

   CSCF's structure allows for streamlined management of funds and operations, eliminating duplicative administrative layers inherent in a contracted model. Administrative costs have remained consistently below the 10% benchmark, closing Program Year (PY) 2024–2025 at 8.92%, ensuring that more than 90% of all funds directly support program participants and employers. This disciplined fiscal management reinforces the Board's commitment to responsible stewardship of public funds and maximized community impact.

   Integration and Accountability

   The direct service model ensures seamless coordination between program design, service delivery, and performance management. Oversight functions remain distinct through a strong governance firewall, while operations are unified under one accountable leadership structure. This integration enables rapid response to labor market needs, efficient implementation of policy directives, and consistent application of quality standards across all service locations.

   Customer-Centered Service Delivery

   CSCF's direct provision of services allows the organization to remain highly responsive to the diverse needs of Central Florida's job seekers and businesses. Career coaches and business consultants operate under the same mission-driven framework, ensuring a consistent customer experience. Job seekers benefit from faster access to individualized assessments, training, and job placement services, while employers receive tailored talent solutions supported by data and direct communication with CSCF's workforce experts.

Data-Driven Decision Making

Through the integration of advanced analytics tools such as Power BI, Salesforce, and EF Data Warehouse, CSCF continuously evaluates outcomes, identifies service gaps, and adjusts strategies in real time. This model promotes continuous improvement and ensures accountability in achieving performance benchmarks.

Strategic Partnerships and Regional Collaboration

CSCF's business model emphasizes strong collaboration with educational institutions, local governments, and industry partners. These relationships strengthen the connection between training investments and employer demand, ensuring the workforce system remains aligned with regional economic priorities. Notable partnerships include the Orlando Economic Partnership and the Florida Semiconductor Engine, through which CSCF plays a leading role in aligning local talent pipelines with emerging high-tech and advanced manufacturing sectors.

Demonstrated Effectiveness

Under this model, CSCF has produced exceptional outcomes that validate the continued provision of direct services:

- Served 36,885 career seekers in PY 2024–2025, surpassing regional goals by 48%.
- Placed 3,384 individuals in training and 3,659 in employment within in-demand industries such as healthcare, IT/finance, and manufacturing.
- Achieved an average wage of $20.33/hour, exceeding the state goal by $2.33.
- Maintained performance meeting or exceeding 17 of 18 federal and state indicators.
- Earned an "A" performance rating (93.56%) under the REACH Act, positioning CSCF among Florida's top-performing workforce boards.
- Awarded the inaugural Purple Star Workforce Development Board Award from CareerSource Florida.

These results confirm that CSCF's direct delivery system not only fulfills the intent of its original business model but has also established a standard of excellence that benefits both individuals and employers across the region.

Proposed Enhancements for the Extension Period (2026–2029)

To build upon this proven foundation and further strengthen service delivery, CSCF proposes the following enhancements during the extension period:

Expansion of Community Hubs:

CSCF will extend its community hub model to additional locations across the five-county region, ensuring equitable access to workforce services in high-need neighborhoods. These hubs, located in

libraries, schools, and municipal centers, have proven effective in reducing barriers to access and increasing local engagement.

Enhanced Digital Access and Virtual Service Delivery:

The organization will expand its Virtual Contact Center to include labor-exchange functions and virtual career consultations, providing flexible options for job seekers and employers while maintaining personalized service quality.

Growth in Sector-Based and Apprenticeship Programs:

CSCF will continue scaling apprenticeship and work-based learning programs, with a focus on high-demand industries including healthcare, construction, advanced manufacturing, and public sector employment.

Expansion of Data Analytics and Business Intelligence Capabilities:

CSCF will further leverage data analytics to target outreach, predict workforce needs, and allocate resources toward the most impactful programs.

Enhanced Youth and Special Population Services:

The 4E model, Explore, Engage, Experience, Employment, will be expanded to ensure all young people across the region have access to comprehensive career exploration, training, and paid work experience opportunities.

The direct service provider model has enabled CareerSource Central Florida to operate with exceptional efficiency, agility, and effectiveness, delivering measurable results that directly advance the mission to connect talent with opportunity. The continuation of this model ensures that CSCF can sustain its record of fiscal responsibility, data-informed innovation, and high-quality service delivery.

For these reasons, CSCF respectfully requests the extension of its designation as a Direct Provider of Workforce Services, confident that this approach remains the most effective and beneficial means of serving the job seekers, businesses, and communities of Central Florida.

2. ***The effective date for the extension:*** July 1, 2026

3. ***The period of time for when the extension would be in effect:*** CSCF's Request for Direct Service Provider is for a three-year period: July 1, 2026-June 30, 2029.

4. ***A review of the LWDB's stated reasons in its previous request why the LWDB has decided to directly provide the workforce services, and an explanation of how it is still in the best interest of the LWDB's customers that the LWDB continue to provide these services.***

   In its previous request for designation as a Direct Provider of Workforce Services, CareerSource Central Florida (CSCF) articulated several strategic reasons for directly delivering services rather than outsourcing them to a contracted provider. Those reasons were, and remain, centered on accountability, efficiency, alignment, and impact.

Integrated Accountability and Governance

CSCF proposed a direct-service model to ensure clear lines of accountability between the governing board, executive leadership, and front-line operations. By keeping delivery internal, CSCF could align program execution directly with board-approved strategic priorities, performance goals, and fiscal policies.

This model eliminates the inefficiencies and communication delays often experienced under multiple layers of contracted administration. The Local Strategic Plan emphasized that integration of planning, service delivery, and performance oversight was essential for achieving consistent quality across all five counties in Region 12.

Operational Efficiency and Fiscal Stewardship

CSCF's decision to operate directly as the service provider was also grounded in cost efficiency. Direct management of workforce operations allows the organization to minimize administrative overhead and reinvest those savings into participant services such as training scholarships, work-based learning, and supportive services.

Evidence from the Annual Performance Report 2024–2025 confirms this rationale remains valid: administrative expenses were held to 8.92%, well below the 10 percent threshold, freeing more than 90 percent of available resources for customer-facing activities

Seamless and Consistent Customer Experience

By unifying intake, assessment, training, and placement functions under one organization, CSCF ensures a cohesive customer experience. Job seekers encounter a single, integrated system, eliminating hand-offs between multiple contractors, and employers interact with one coordinated business-services team.

This approach directly supports the 4E Model (Explore, Engage, Experience, Employment) referenced in CSCF's strategic plan, which structures services around a clear progression from career exploration to job placement.

Agility to Respond to Regional Economic Needs

CSCF's original justification highlighted the need for an agile, data-driven delivery model capable of quickly adapting to Central Florida's dynamic labor market. Direct provision gives CSCF the flexibility to adjust programs, launch new initiatives, and reallocate funding without the procedural delays associated with rebidding or renegotiating contracts.

The most recent performance report demonstrates that this agility has been realized through initiatives such as expansion of apprenticeship programs, development of career exploration cohorts, and alignment with emerging industries like semiconductors, healthcare, and advanced manufacturing.

Data-Driven Performance Management and Transparency

CSCF originally committed to maintaining a strong culture of measurement and transparency through tools such as the monthly CSCF Scorecard and performance dashboards. As a direct provider, CSCF can directly link data collection, analysis, and decision-making, enabling continuous improvement.

This system has produced measurable success: CSCF met or exceeded 17 of 18 federal and state performance indicators, achieved a 93.56 percent "A" rating under the REACH Act, and increased the average wage of placed participants to $20.33 per hour, well above the goal.

Equity and Accessibility for All Customers

CSCF's prior request also noted that direct service provision supports equity by maintaining consistent access standards across all centers. The organization continues to expand access through its Community Hub model, which co-locates workforce services within libraries, schools, and municipal sites to reach residents in underserved areas. This ensures that individuals with transportation, childcare, or disability barriers can still access the full menu of services

Why Continuing Direct Service Provision Is Still in the Best Interest of Customers

The performance evidence from the current designation period confirms that CSCF's direct service model remains the most effective, accountable, and customer-centered approach for Region 12. Continuing this model is clearly in the best interest of job seekers, employers, and the community for the following reasons:

Superior Customer Outcomes and Measurable Impact

Direct service delivery has enabled CSCF to exceed enrollment, training, and placement targets, serving 36,885 residents and placing thousands in high-wage, high-growth occupations. These results demonstrate the organization's capacity to achieve outcomes that would be difficult to replicate under a contracted model.

Faster and More Personalized Service

CSCF's unified structure allows for quicker decision-making and more individualized support. Career coaches can coordinate seamlessly with training providers and employers, significantly reducing the time between application and employment.

Continued Cost Savings and Reinvestment

Maintaining administrative expenses below 9 percent allows CSCF to reinvest substantial savings directly into participant support, such as Individual Training Accounts, transportation assistance, and paid work experiences, ensuring that public resources yield maximum benefit for the community.

Enhanced Business Engagement and Regional Responsiveness

The direct model facilitates ongoing engagement with key employers and partners, allowing CSCF to anticipate workforce needs and design training that directly fills skills gaps. Partnerships such as the Florida Semiconductor Engine, Hope Florida, and YouthBuild exemplify how CSCF uses its flexibility to align workforce development with economic and community priorities.

Strengthened Accountability and Oversight

Operating as both service provider and system convener allows CSCF to implement uniform standards, rigorous monitoring, and transparent performance reporting. The organization's clear separation between board oversight and operational management ensures continued compliance with all firewall requirements while maintaining operational efficiency.

CareerSource Central Florida's decision to directly provide workforce services was originally based on sound strategic, fiscal, and operational reasoning—and current results affirm that this approach continues to serve the best interests of customers and the region.

5. ***A review of the effectiveness of the firewall established by the LWDB to clearly separate existing roles as oversight body for the region's workforce delivery system and its role as the operational services directly provided by the LWDB, and an explanation of changes to be made to the firewall.***

CareerSource Central Florida (CSCF) has maintained a strong and compliant firewall that clearly separates its role as the oversight body for the region's workforce system from its role as the direct provider of workforce services. This structure ensures accountability, transparency, and full compliance with WIOA and state guidance.

Effectiveness of the Existing Firewall

Governance and Oversight

The Board of Directors provides policy direction, fiscal oversight, and performance monitoring. Board members do not engage in daily operations. Committees—such as Career Services, Finance, and Audit—provide additional oversight and transparency through public meetings conducted under Florida's Sunshine Law.

Operational Independence

The President & CEO reports to the Board and is responsible for implementing policy, while the Chief Operating Officer (COO) manages all direct service operations. This distinction preserves independence between governance and service delivery.

Policies and Compliance Controls

CSCF maintains written policies that reinforce the firewall, including Conflict of Interest, Ethics, and Governance and Oversight policies. Independent internal monitoring, external audits, and program reviews confirm that decision-making and service delivery remain appropriately segregated.

Transparency and Accountability

CSCF publicly posts budgets, performance data, and meeting minutes, ensuring community trust and visibility into both oversight and operational functions.

During the current designation period, no compliance findings with firewalls or conflicts of interest have been reported. Independent reviews, audit results, and Board minutes confirm the firewall's effectiveness in preserving impartial oversight while enabling efficient service delivery.

6. ***An identification of the grant program(s) that funds the workforce service delivery model.***

The following grant programs fund CareerSource Central Florida's service delivery model:

- Wagner Peyser
- Re-employment and Eligibility (RESEA)
- JVSG
- Workforce Innovation & Opportunity Act – Title I: Adult, Dislocated Worker and Youth (WIOA)
- Temporary Assistance to Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Specialized Grants/Awards – National Emergency Grant, Trade Adjustment Assistance, YouthBuild(USDOL), Statewide WIOA Set-Aside, Rural Initiatives
- Non-Department of Labor programs funded through CARES, ARPA, CSBG.

7. ***An analysis of the costs of the services that documents the actual reduction in costs with the LWDB providing the services rather than contracting that service to another provider, and an estimate of such costs and savings for the upcoming period.***

CareerSource Central Florida (CSCF) has realized significant cost efficiencies through direct delivery of workforce services, allowing more funds to be invested directly into job seeker training and support.

Actual Cost Reductions

- **Administrative Efficiency:**
  Administrative costs have remained below 9% for five consecutive program years, closing PY 2024–2025 at **8.92%**—notably lower than the 12–15% typical of contracted models. This efficiency generates approximately **$1.5 million in annual savings** that are reinvested into participant services.
- **Facility and Operational Stability:**
  Facility expenses increased only **4.5% over four years** (from $1.52M in PY 2020–2021 to $1.59M in PY 2024–2025), averaging less than 1% annually, demonstrating strong cost control amid inflationary pressures.
- **Program Reinvestment:**
  CSCF invested **60.47% of all expenditures** in training during PY 2024–2025—well above the state's 40% minimum—directly benefiting job seekers through expanded scholarships, apprenticeships, and work-based learning opportunities.

Projected Savings (PY 2026–2029)

Category	Contracted Model	CSCF Direct Model	Estimated Annual Savings
Administrative Costs	12–15%	≤ 9%	$1.3M–$1.6M
Facility/Operations	$1.8M	$1.6M	$200K
Total Savings	—	—	**$1.5–$1.8M annually**

CSCF's direct service model remains **cost-effective and performance-driven**, producing measurable reductions in administrative and facility costs while expanding investment in workforce training. These efficiencies will continue to yield **$1.5–$1.8 million in annual savings**—funds that will be reinvested to strengthen service quality, access, and outcomes for Central Florida's job seekers and employers.

8. ***A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.***

CareerSource Central Florida (CSCF) has achieved measurable improvements in both service delivery and performance outcomes under its direct service model.

Realized Improvements

- Higher Outcomes: Met or exceeded 17 of 18 federal and state performance indicators and earned an "A" (93.56%) under the REACH Act.
- Increased Access: Expanded Community Hub model across all five counties, improving neighborhood-level service reach.
- Enhanced Training Investment: Increased training expenditures to 60.47% of total spending, boosting credential attainment and job placements.
- Stronger Business and Youth Engagement: Supported over 260 apprentices and more than 1,600 youth participants through expanded sector programs.

Anticipated Improvements

- Broader virtual and digital service delivery, including enhanced Virtual Contact Center functions.
- Continued growth in apprenticeships and sector-based pathways.
- Greater use of data analytics to refine outreach and performance management.

CSCF's direct model continues to drive operational excellence, higher customer impact, and greater equity, positioning the organization to achieve even stronger results in the upcoming extension period.

9. ***Documentation that the public was provided a meaningful opportunity for review and comment on the proposed extension for a period not less than 10 days. Any submitted comments must be included.***

CSCF's Request for Direct Service Provider status is consistent with the region's strategic plan that was posted for comment on CSCF's website as required under CareerSource Florida's WIOA Strategic

Plan Instructions. Additionally, this was shared with our Career Services Committee and the Board of Directors. CSCF posted this request on its website under the "About Us" tab for no less than 10 days.

10. ***Documentation that the Chief Elected Official has agreed to the planned extension.***

Documentation of approval is submitted along with this request.

Submitted by:

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