

## CareerSource Southwest Florida

### Request to Extend Designation as a Direct Provider of Workforce Services

February 18, 2026

In 2008, with the passing of Senate Bill 428 which modified Chapter 445 of the Florida Statutes, CareerSource Southwest Florida requested and received authorization to be designated as a direct provider of workforce services (other than training services). In 2011, 2014, 2017, 2020 and 2023 three-year extensions were requested and approved. Currently, we request an extension for the period of July 1, 2026, through June 30, 2029. Upon approval the following modifications will be incorporated into our Local Workforce Plan.

**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.**

During the prior period CareerSource Southwest Florida has been the provider of Workforce Innovation and Opportunity Act (WIOA) Adult, WIOA Dislocated Worker, WIOA Youth, Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) services through staff located in the CareerSource Southwest Florida "One-Stop" centers throughout the Local Workforce Development Area (LWDA). This has allowed for better integration of services and a smoother flow of services.

Throughout the years our Leadership Team has developed and now includes the President/CEO, Chief Financial Officer, Chief Operations Officer, Centers Director, Communications Director, Human Resources Director, IT Director, Business Services Director, Program Managers, County Managers and Senior Management Analyst Supervisor. A Leadership Team meeting is scheduled every other month with the CareerSource Southwest Florida County Managers and has effectively provided oversight and guidance to the One-Stop Centers.

**2. The effective date for when the extension would begin.**

The effective date for this extension will be July 1, 2026.

**3. The period of time, not to exceed three years, for when the extension will be in effect.**

This extension is requested for the period of July 1, 2026, through 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 in the best interest of the LWDB's customers that the LWDB continue to provide these services.**

In the previous request, it was noted workforce services, to include Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth; Temporary Assistance for Needy Families (TANF); and Supplemental Nutrition Assistance Program (SNAP) were provided by CareerSource Southwest Florida staff. Reasons for requesting the direct provision of services included reduced costs, consistent staff training and integration. As Center staff now provides services to customers in a more coordinated fashion, extending the direct provision of services will allow for continued improvement. The creation of the online Inquiry Form noted in Section 8 below is an example of the positive impact on customers.

**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.**

Oversight – As noted above in Section 1, Leadership Team meetings with the CareerSource Southwest Florida County Managers have effectively provided oversight and guidance to the One-Stop Centers. The Board sets the strategic priorities and goals for the CareerSource Southwest Florida centers. A system of individual performance standards and objectives ensures organizational goals are met. To ensure effectiveness of the firewall, members of the Leadership Team and any staff involved in writing policy are not involved in the delivery of One-Stop services. The One Stop Operator reports to the Chair of the Board. The Board of Directors provides oversight of the local workforce system and ensures appropriate reviews and monitoring of One-Stop activities. Programs are also monitored three times per year by the Board's monitoring contractor.

Operational Services – The County Managers provide the direct supervision and are responsible for the day-to-day operations and performance outcomes of the One-Stop centers. The County Managers report to the Centers Director weekly and the Chief Operations Officer every other month to review the system and make necessary changes to improve services to customers. This system has proven an effective means of separating oversight from operational activities.

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

- Workforce Innovation and Opportunity Act (WIOA) Adult
- Workforce Innovation and Opportunity Act (WIOA) Dislocated Workers
- Workforce Innovation and Opportunity Act (WIOA) Youth
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)

The Wagner-Peyser and Veterans program staff are a vital part of the team and are employed by Florida Commerce. Functional supervision of Florida Commerce staff is provided jointly by the County Managers and the Florida Commerce Senior Management Analyst Supervisor.

**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.**

By providing services directly, CareerSource Southwest Florida saw a reduction in costs. Annual overhead costs and profit charged by contracted service providers were estimated by reviewing previous years' expenses. Based on these figures, the reduction in costs over a period of three years is estimated to be \$2,186,054. Destination Graduation (DG) is included in TANF & WIOA. As the Direct Service Provider we have been able to quickly implement the braiding of funding into our process to ensure we are able to maximize funding we can quickly improve service delivery.

Other reductions include costs for the bidding process for selection of service providers for workforce programs.

Savings	2023/2024	2024/2025	2025/2026	Total	% Savings	Saved
WIOA-Adult	\$2,123,623	\$3,061,009	\$1,638,656	\$6,823,288	10%	\$682,329
WIOA-DW	\$1,863,856	\$2,167,991	\$2,160,582	\$6,192,429	10%	\$619,243
WIOA-Youth	\$1,899,182	\$1,996,363	\$1,492,183	\$5,387,728	10%	\$538,773
TANF	\$1,610,218	\$2,528,538	\$1,541,658	\$5,680,414	18%	\$315,579
SNAP	\$201,467	\$150,977	\$189,914	\$542,358	18%	\$30,131
					<b>Total</b>	
					<b>Saved</b>	<b>\$2,186,054</b>

**Estimated reduction in cost previous 3-year period: \$2,186,054**

Based on initial allocations for the coming year, cost savings are expected to be an estimated \$1,738,037 at a minimum, for the next three-year period.

Potential Savings	2026/2027	2027/2028	2028/2029	Total	% Savings	Potential
WIOA-Adult	\$1,556,724	\$1,517,806	\$1,479,861	\$4,554,391	10%	\$455,439
WIOA-DW	\$2,052,553	\$2,001,239	\$1,951,208	\$6,005,000	10%	\$600,500
WIOA-Youth	\$1,417,574	\$1,382,135	\$1,347,581	\$4,147,289	10%	\$414,729
TANF	\$1,464,575	\$1,427,961	\$1,392,262	\$4,284,798	18%	\$238,044
SNAP	\$180,418	\$175,908	\$171,510	\$527,836	18%	\$29,324
					<b>Total</b>	
					<b>Potential Savings</b>	<b>\$1,738,037</b>

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

As outlined below, providing direct services has helped CareerSource Southwest Florida realize improvements in business services, continuity, professionalism, services to participants, communication and performance.

A single, region-wide approach to business, media and community outreach has resulted in greater coordination of services to employers and the business community. This has helped to reduce duplication of business services, i.e. reduce the instances of multiple contracted providers contacting business and business organizations with same or similar objectives. Restructuring Business Services included the addition of Account Executives to improve the job referral process, relationships with employers and our employer penetration rate. The Account Executives have worked with Center staff to increase the number of work-based training opportunities. May 2025 a work-based learning representative was added to the business services team to facilitate the eligibility process for all work-based training to include any apprenticeships and pre-apprenticeships.

By being the direct provider of services, the frequency and quality of training have vastly improved. In February of 2024, we transitioned training to our program managers with coordination and tracking through our training coordinator. This training reorganization was necessary to better meet the needs of staff on different training paths. Information is distributed more quickly and consistently, which provides greater continuity of services to our business and individual customers. This has also resulted in timelier attainment of Workforce Professional Tier I Certifications and other staff Continuing Education Units (CEUs). All staff receives the same message whether training is program specific (Welfare Transition Best Practices, SNAP Sanction Process, WP Job Order Process Training, WIOA Youth 101) Training that is beneficial to multiple groups (Stress & Time Management, Active Listening, Case Notes, Case Management, Assessments and Setting Goals) is coordinated through our Training Coordinator due to size of training cohort. Hands-on Employ Florida training provides Center staff, including local Florida Commerce staff, the skills to better assist customers and provide an improved level of service. Much of the training is provided by staff; some is secured through outside experts.

Previously, our Training Manager collaborated with Florida Commerce learning management system to increase training accessibility for our staff. State-level Florida Commerce staff has uploaded our Training Manager's locally created training components to TOPYX which will now be transitioned to the new FLWINS LMI system. This allows us to extend more training to staff. Direct provision of services makes this process possible and offers more training opportunities, especially to our outlying areas.

The Board's SharePoint system and portals have allowed staff greater communication and sharing of information. Staff can access calendars, schedules, announcements, policies, procedures, reports, forms and documents. Information is updated immediately. The implementation of Microsoft 365 has allowed staff to efficiently complete work and allowed for processes to be managed electronically, for example travel approval for staff. Moving to OneDrive offers staff access to all files when working remotely. Shared systems would be much more cumbersome if attempted with subcontracted providers. Of note is our ability to contact everyone in times of emergencies. Rather than sending notices and plans to multiple subrecipients, we communicate directly to all staff on an up-to-date list, avoiding the possibility of breaking the chain of messages when a manager is unavailable or without service.

Centers have completely moved to electronic document management processes. With document scanners and e-signature capability, intake and case management generate less paper and more accessible information. This ability allows us to implement virtual services to our customers and distribute cases from a larger center to a smaller center to ensure workload distribution and timely case management occurs.

An online Inquiry Form was developed locally at the request of committee members. The Inquiry Form allows customers to connect directly with Center staff via our website. Schools, businesses and other agency partners direct potential customers to the Inquiry Form for eligibility assessment. At the beginning of 2026 leadership developed and implemented an on-line scheduling platform for our customers to schedule 30–45-minute appointments with staff on topics such as job search assistance, training and education assistance or general questions. The platform allows staff to schedule follow-up appointments for future planning.

CareerSource Southwest Florida did not meet the employment rate second quarter after exit for Wagner-Peyser Indicators of Performance for the 2024/2025 program year. However, we are continuing to work on processes to ensure we maintain a high level of performance. Currently for the 2025-2026 program year we are at 61%, our Individual Training Account (ITA) Expenditure Rate for WIOA Adults and Dislocated Workers continues to exceed the required 50%. While quality assurance is a continuous process, as the Direct Service Provider CSSWF has implemented several mechanisms to perform oversight and monitor our performance. These mechanisms include a monthly review of cases for the previous year's findings and observations utilizing Florida Commerce monitoring tools. A quality assurance checklist for every new WIOA case, Individual Training Account System Policy, is utilized to ensure all required documents and case notes are present. In 2025 CSSWF hired a Quality Assurance Manager whose role is to perform quality checks for all WIOA, TANF and SNAP cases, identify corrective action measures and work with the Centers Director on implementation.

**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.**

A Notice for Public Comment, along with a draft of this "Request to Extend Designation as Direct Provider of Workforce Services" was made available for more than ten days on our website at [www.careersourcesouthwestflorida.com](http://www.careersourcesouthwestflorida.com). The draft was emailed to the chairs of each of the Boards of County Commissioners within our Local Workforce Development Area (LWDA) and to our Board members. Submitted comments will be considered and attached to this extension request.

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

Signature page follows.

Questions may be directed to Peg Elmore or Rebecca Sandholdt at (239) 225-2500 or [pelmore@CareerSourceSWFL.com](mailto:pelmore@CareerSourceSWFL.com) or [rsandholdt@CareerSourceSWFL.com](mailto:rsandholdt@CareerSourceSWFL.com).

SIGNATURE PAGE

LWDB Number: 24 LWDB Name: CareerSource Southwest Florida

Contact Names: Peg Elmore, President/CEO or  
Rebecca Sandholdt, Chief Operations Officer

Contact Phone Number: (239) 225-2500

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period July 1, 2026, through June 30, 2029.

The signatures below certify agreement to the request for extension submitted by the Local Workforce Development Board and the assurance that the Local Workforce Development Board will operate in accordance with this extension, its Local Workforce Plan, and applicable federal and state laws and regulations.

**Chief Elected Official**

**Chairperson, Local Workforce Development Board  
CareerSource Southwest Florida**

Commissioner Joseph Tisco  
Name (printed or typed)

Mr. Michael Wukitsch  
Name (printed or typed)

Chair, Southwest Florida Workforce  
Development Consortium  
Title

Chair  
Title

\_\_\_\_\_  
Signature

  
Signature

\_\_\_\_\_  
Signature Date

3/11/2026  
Signature Date

**APPROVED AS TO FORM  
AND LEGAL SUFFICIENCY:**

  
**Thomas M. David, County Attorney**

Attest:

**Roger D. Eaton, Clerk of the  
Circuit Court and Ex-officio  
Clerk of the Board of County  
Commissioners**

By: \_\_\_\_\_ Deputy Clerk