

CareerSource Suncoast Request for Extension to Provide Direct Services

As the Local Workforce Development Board for Area 18, Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), is hereby applying to extend its designation as a direct service provider of certain workforce services.

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.

The original business model proposed at start-up of direct service provision allowed for more direct communication between administrative staff and program staff in the career centers. With more direct accountability, program managers quickly realized the need to train and improve overall staff skill levels and customer service. Previously, sub-contractors claimed to provide expertise in all program areas but proved ineffective. However, the original model left program silos in place, and had a Chief Operating Officer (COO) with the service provider and Board. Several interim models were tested that would have created additional senior management positions, but this ran contrary to the intent of consolidating functions and increasing efficiencies.

Administrative and Financial functions have been consolidated into one position of Chief Financial & Administrative Officer (CFAO), and program operations under one Chief Operating Officer. This eliminated two positions - a COO with the service provider and an administrative officer. Team structure, priorities, and policies are evaluated continuously to ensure best use of resources. As the direct provider of services, CSS continues the process of training career center staff to be proficient in all programs. This provides a better client experience and allows for staff to shift to areas as funding increases or decreases. As a direct provider of services, CSS is aligned to change quicker and easier to workforce needs in our local area, reduce costs, provide consistent staff training and integration within the career centers. CSS's goal is to provide the best client experience for both the employer and job seeker.

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

July 1, 2026, is the effective date for the extension.

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

The extension would be in effect, for the allowed 3-year period, 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 still in the best interest of the LWDB's customers that the LWDB continue to provide these services.

As stated in the original application, over a 10-year period, CareerSource Suncoast had procured both private non-profit and for-profit organizations to operate the One-Stops and provide services. Direct and indirect compensation or fees to other organizations reduced the amount of funding available to provide training and support to clients.

CareerSource Suncoast continues to remain dedicated to continuous improvement focusing on customer service and outcomes, streamlining processes and services, improving organizational

structure, innovation on program delivery, and delivering quality services and support to CSS job seekers and businesses in the local area.

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 RWB, and an explanation of changes to be made to the firewall.

The business model now in place clearly separates administrative and oversight functions from the program and operating functions through CareerSource's Leadership Team which consists of the Chief Executive Officer, Chief Operating Officer, Chief Financial and Administrative Officer, and Chief Talent Development Officer. This Leadership Team along with the Directors set goals for the staff and for each of the career centers. Directors report to the leadership team on the operations in the career centers. The Leadership Team reports to the CSS Executive Committee and Board of Directors.

CSS maintains a strong internal monitoring process with good internal controls. A Quality Assurance Manager provides ongoing monthly programmatic monitoring. CSS has also implemented the use of the automated monitoring tool to assist with maintaining programmatic compliance. CSS contracts services with independent vendors to conduct annual financial audits and monitoring in addition to the annual state monitoring provided by the state of Florida. Our policies reflect internal controls and accountability for our employees, directors, and managers. Our internal controls are reviewed annually to ensure effective firewalls are in place. Performance and financial audits/monitoring are shared with the Commission Coordinating Council, Executive Committee, and full Board of Directors providing oversight to these functions.

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

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth, and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program, Employment & Training (SNAP)
- Reemployment Services and Eligibility Assessment (RESEA)
- Wagner-Peyser Employment Services (WP) - Jointly managed FloridaCommerce & CSS
- Disabled Veterans Outreach Program (DVOP) - Jointly managed FloridaCommerce & CSS
- Local Veterans Employment Representative (LVER) - Jointly managed FloridaCommerce & CSS
- Trade Adjustment Assistance Training Services (TAA) – Jointly managed FloridaCommerce & CSS
- Non-Custodial Parent Employment Program (NCPEP) – State General Revenue
- Rural Initiatives – State General Revenue

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.

CSS develops an annual budget to effectively manage and sustain the CSS programs operations. The ability to be direct providers of services has allowed CSS to minimize administrative and overhead cost and prevent duplication of staff positions. This allows CSS to redirect more funding

to program services. These past three program years; 2022-2023, 2023-2024, and 2024-2025 CSS has saved an additional **\$1,408,456** in profit and overhead costs that would have gone to the service provider and left the region and state. These funds have been reinvested in the local workforce region by increasing funds available for occupational skills training, work-based training funds and providing services to local employers. Local Workforce Development Board - CareerSource Suncoast #18 is a private, non-profit 501(c)3, with administrative costs limited to 10%, and no profit.

Refer to the attached **Exhibit "A"** spreadsheet for more details regarding the realized savings.

8. A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.
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Direct operation of programs and services has given CareerSource Suncoast the flexibility to respond quickly to the business community and needs of our local area. It has allowed us to innovate quickly and create new programs. CSS has cross trained coaches to work with multiple workforce programs to better service clients and produce improved outcomes.

During program year 2023- 2024 CareerSource Suncoast:

- \$15,3331.13 average annual wage increase for individuals served in WIOA Adult and Dislocated Worker programs.
- 1,615 Employ Florida Participants served
- 194 WIOA Adult, Dislocated Worker and Youth clients served
- 66.7% of adult served by the WIOA Dislocated Worker program obtained an industry-recognized credential
- 76% of adults served in the WIOA Adult program obtained an industry-recognized credential

During program year 2024- 2025 CareerSource Suncoast:

- \$16,910.13 average annual wage increase for individuals served in WIOA Adult and Dislocated Worker programs.
- 1,653 Employ Florida Participants served
- 221 WIOA Adult, Dislocated Worker and Youth clients served
- 50%of adult served by the WIOA Dislocated Worker program obtained an industry-recognized credential
- 76% of adults served in the WIOA Adult program obtained an industry-recognized credential

During the current 2025-2026 program year as of December 31,2025, CareerSource Suncoast has provided 8,282 services to 1,921 unique clients. The year prior (July 1, 2024, to June 30, 2025),CSS provided 12,376 services to 2,534 unique clients. This puts CSS on track to exceed the number of services provided with more than a quarter remaining in the year.

During the current 2025-2026 program year as of December 31,2025 ,CareerSource Suncoast has provided 9,176 employer services to 6,593 unique employers. The year prior (July 1, 2024, to June 30, 2025),CSS provided 8,435 services to 5,540 unique employers already exceeding the number of employers and services provided from the previous year.

Funding previously lost to an out-of-state provider through indirect charges and profit rates is now being invested locally, allowing us to increase employer outreach with designated Business Services Staff. CSS has enhanced our relationships with the local economic development corporations. On the Job Training (OJT) funds have been used to deliver work-based training in

the region. Over the years, we have continually helped to increase the number of employed workers receiving skills training and providing on the job training grants. Upgrading skills at existing businesses keeps them strong and competitive and has helped with retention, wage increases, and putting many job seekers to work. Additionally, the CSS Apprenticeship Navigator continues to build employer relationships with a focus on developing and expanding apprenticeship opportunities in the region.

During the past year CSS has:

- Reduced the number of findings during FloridaCommerce programmatic monitoring by 50%.
- Consistently having no findings or observations with FloridaCommerce Financial Monitoring.
- No significant findings on independent financial audits.
- Consistently exceeds the out-of-school youth and paid-work experience expenditure requirements.

In PY2024-2025 CareerSource Suncoast (CSS) met four (4) and exceeded twelve (12) out of eighteen (18) negotiated goals for performance indicators.

For four (4) performance indicators, CareerSource Suncoast met the target by scoring at least 96% of the negotiated goal. CareerSource Suncoast came within less than 4% exceeding those negotiated goals. It is important to note that CSS improved the dislocated worker performance metric 'Employed 4th Quarter after exit' from 88.66% in PY2023-2024 to 125% of performance goal met in PY 2024-2025, exceeding the negotiated performance rate.

For PY2025-2026 CSS is meeting or exceeding all but one performance metrics as of quarter two of the program year.

LWDB 18

Measures	PY2025-2026 1st Quarter Performance	PY2025-2026 % of Performance Goal Met For Q1	PY2025-2026 2nd Quarter Performance	PY2025-2026 % of Performance Goal Met For Q2	PY2025-2026 Performance Goals
Adults:					
Employed 2nd Qtr After Exit	88.6	103.02	88.7	103.14	86
Median Wage 2nd Quarter After Exit	\$11,971	130.95	\$11,806	129.14	\$9,142
Employed 4th Qtr After Exit	82.9	93.78	89.7	101.47	88.4
Credential Attainment Rate	69.5	90.26	72.9	94.68	77
Measurable Skill Gains	79.5	153.18	74.6	143.74	51.9
Dislocated Workers:					
Employed 2nd Qtr After Exit	85.7	103.25	80	96.39	83
Median Wage 2nd Quarter After Exit	\$12,482	115.57	\$12,482	115.57	\$10,800
Employed 4th Qtr After Exit	100	125.00	100	125.00	80
Credential Attainment Rate	50	83.33	50	83.33	60
Measurable Skill Gains	90.9	117.14	84.6	109.02	77.6
Youth:					
Employed 2nd Qtr After Exit	81	98.78	77.3	94.27	82
Median Wage 2nd Quarter After Exit	\$11,045	240.63	\$6,348	138.30	\$4,590
Employed 4th Qtr After Exit	94.7	118.38	85	106.25	80
Credential Attainment Rate	44.4	59.20	77.8	103.73	75
Measurable Skill Gains	77.8	103.73	86	114.67	75
Wagner Peysers:					
Employed 2nd Qtr After Exit	67.5	99.70	66.7	98.52	67.7
Median Wage 2nd Quarter After Exit	\$8,771	131.87	\$8,638	129.87	\$6,651
Employed 4th Qtr After Exit	66.1	103.77	65.8	103.30	63.7
Not Met (less than 90% of negotiated)					
Met (90-100% of negotiated)					
Exceeded (greater than 100% of negotiated)					

[Indicators of Performance Reports - FloridaJobs.org](#)

CareerSource Florida Letter Grades:

CareerSource Suncoast improved annual letter grade performance in the last program year. In Program Year 2023, CSS had a 91.02 “A-” and in Program Year 2024 CSS had a 94.43 “A” . In the current program year, the first quarter letter grade stands at a 91.22 “A-”, putting CSS on track to achieve another “A” rating for program year 2025.

Local Board Performance



CareerSource Suncoast Program Year 2024-2025 Grade

A

Letter Grade

94.43%

Annual Score

Metrics Data

The table below shows the data used in the letter grade calculation. Visit the [Methodology](#) page of this website for more information on each metric including numerator and denominator definitions. Visit the [Resources](#) page to view or download a methodology desk reference document, metric cohort timeline spreadsheet and lists of the Employ Florida service codes included in the metrics.

Data as of: 6/30/2025

Metric	Metric Category	Weight	Numerator	Denominator	Rate (%)	YOY Rate Difference	Target (%)	Target Met ¹ (%)	Weighted Performance ² (%)
1. Participants with Increased Earnings	Employment and Training Services, Self-Sufficiency	0.25	568	1,267	44.83	-	50.00	89.66	22.4150
2. Reduction in Public Assistance	Employment and Training Services, Self-Sufficiency	0.25	480	983	48.83	-	50.00	97.66	24.4150
3. Employment and Training Outcomes	Employment and Training Services	0.20	16	18	88.89	-	100.00	88.89	17.7780
4. Participants in Work-Related Training	Training Services	0.00	504	2,150	23.44	-	25.00	93.76	9.3760
5. Continued Repeat Business	Business Services	0.05	2,092	4,093	51.11	-	35.00	100.00	5.0000
6. Year-Over-Year Business Penetration	Business Services	0.05	-	-	-	16.84	100.00	100.00	5.0000
IPY 2023-2024 Business Penetration		-	2,682	14,239	18.84	-	-	-	-
PY 2024-2025 Business Penetration		-	5,822	14,522	35.68	-	-	-	-
7. Completion-to-Funding Ratio	Employment and Training Services	0.00	153	2.81	54.45	-	100.00	54.45	5.4500
Exiters: Local Board (N) / Statewide (D)		-	1,003	71,878	1.53	-	-	-	-
Budget: Local Board (N) / Statewide (D)		-	\$4,043,667	\$143,729,734	2.81	-	-	-	-
Extra Credit: Serving Individuals on Public Assistance	Employment and Training Services, Self-Sufficiency	Up to 0.05 points	1,443.50	2,387	60.47	-	-	-	5
								ANNUAL SCORE	94.43

[CareerSource Florida Letter Grades](#)

Best Practices That Could Be Shared with Other Regional Workforce Boards

By directly administering state-level grant awards, we have been able to select quality professionals to develop innovative projects and continuously leverage community partners and relationships. We have had many successes that can be deemed best practices:

Apprenticeship

CareerSource Suncoast sought to better understand apprenticeship in 2017, so we began working with CareerSource Florida and its partner Jobs for the Future to help implement them further in our region. We identified our largest private employer and biggest manufacturer, PGT, who had already begun investigating apprenticeships as a workforce solution. Together, we registered a sponsorship for Tool & Die Makers with CareerSource Suncoast as the sponsor in April 2018. We became the first workforce region in the state to sponsor an apprenticeship and have shared our best practices on a national level.

CSS is committed to building a robust, inclusive, and future-ready workforce across Sarasota and Manatee counties. Its apprenticeship strategy focuses on:

- Diversifying industries: Expanding into healthcare, education, manufacturing, hospitality, skilled trades, and public service.
- Employer-driven models: Supporting both Independent Non-Joint (INJ) and Group Non-Joint (GNJ) sponsor types.
- FLDOE alignment: Ensuring all programs meet Florida Department of Education standards for registered apprenticeships and pre-apprenticeships.

Sponsored Apprenticeships:

CSS has directly sponsored programs with employers across multiple sectors:

Employer	Occupation	Launch Date
PGT Innovations	Tool and Die, Industrial Maintenance Mechanic	4/2018, 5/2023
Teakdecking Systems	Additive Manufacturing Technician, Project Manager, Industrial Production Supervisor	7/2023
Crown Linen	Laundry-Machine Mechanic	4/2024
Gold Coast Eagle Distributing	Merchandise Designer	12/2024

CSS-Supported Apprenticeship Development:

CSS has helped develop programs for educational institutions, nonprofits, and private employers:

Partner	Occupation(s)	Launch Date
Early Learning Coalition of Sarasota County	Child Care Development Specialist (Apprenticeship & Pre-Apprenticeship)	10/2023
Manatee Technical College	Child Care Development Specialist, Pharmacist Assistant, Window Installer	12/2023–12/2024
Humane Society of Manatee County	Veterinary-focused Apprenticeship	9/2024
Bayside Pet Resort & Spa	Animal Care Apprenticeship	9/2024
Laser RITE Business Services	Business Services Apprenticeship	9/2024
SAK Enterprises	Construction Apprenticeship	11/2024
NCN Electric	Electrical Apprenticeship	12/2024

Programs Awaiting FLDOE Approval

CSS continues to expand its pipeline with new programs under review:

Registered Apprenticeships:

- Simply Tree’s LLC – Arborist (INJ)
- Manatee Technical College – Cook (GNJ)
- Sarasota Memorial Hospital – Registered Nurse Resident

Pre-apprenticeship:

- School District of Manatee County – Construction (Maintenance and Repair Workers, General)

Best Practices & Implementation Insights

Stakeholder Engagement: CSS actively collaborates with employers, educational institutions, and community partners to identify workforce gaps and co-design apprenticeship pathways.

Flexible Sponsorship Models: Use of INJ and GNJ structures allows customization based on employer size, capacity, and industry norms.

Integrated Support Services: CSS provides technical assistance, funding guidance (e.g., OJT, ETPL inclusion), and marketing support to help employers launch and sustain programs.

Training & Capacity Building: Utilization of the Business Services Team to identify opportunities for employers to connect to existing apprenticeship programs or connecting them with the Apprenticeship Navigator to develop a program to fit their needs. Training and Education & Industry Consortium meetings equip staff and partners with tools to scale apprenticeships effectively.

Digital Infrastructure: Development of an apprenticeship landing page improves visibility and access for job seekers and employers. CSS has implemented a Power BI dashboard for apprenticeship related activities, providing real time data on local apprenticeship activities.

Continuous Improvement: CSS tracks program performance, employer feedback, and apprentice outcomes to refine its approach and inform future initiatives.

CSS continues to work with local employers in an effort to develop and/or expand apprenticeship programs in the local area.

Community Entrepreneur Opportunity (CEO)

CareerSource Suncoast had been a partner in the Community Entrepreneur Opportunity (CEO) program for a decade as the nonprofit fiscal agent. CSS is an affiliate of the [Ewing Marion Kauffman Foundation](#) and partners with the Small Business Development Center (SBDC), Service Corp of Retired Executives (SCORE), Woman's Resource Center/Sarasota, Fifth Third Bank, Wells Fargo Bank, City of Sarasota, and the Greater Sarasota Chamber of Commerce. CareerSource Suncoast delivers this 10-week free course three to four times a year to individuals looking to start a small business.

Additionally, CSS holds an annual [eRising](#) conference in-person and online, bringing together the region's most connected minds on entrepreneurship under one roof. A distinguished panel of experts offer their perspectives on critical components needed by those seeking to start or grow their business.

Agency-to-Agency Referral System

CareerSource Suncoast developed the Crosswalk system to make confidential referrals with mandated and community partners. The online system now encompasses fourteen Local Workforce Development Boards (38 Counties total) around the state of Florida along with 141 agencies around the state within those regions. The goal is to make referrals between agencies to get individuals the services they need. It is a helpful tool to ensure the region is following the support services policy and seeking assistance from agencies first before using workforce dollars for support. An update for the coming year will allow employers access to ensure that they can make referrals for their employees who may need help with food, clothing, and shelter. The system is searchable by service within the specific county where the client resides.

<p>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.</p>

Our notice of intent to apply for an extension of our designation as direct provider of workforce services was published on our website, careersourcesuncoast.com, beginning March 10, 2026, allowing for the 10-day comment period. The CSS Board of Directors received an email notification on March 10, 2026. No Comments were received by the close of the comment period. Refer to the attached **Exhibit "B"** for supporting documentation of public posting.

EXHIBIT A

CareerSource Suncoast
 LWDB #18
 Cost Savings from LWDB Providing Direct Services
 PY 2023-2024, 2024-2025, 2025-2026

	PY 2023-2024		PY 2024-2025		PY 2025-2026	
	Overall Expenditures	Expenditures IF Wkfrc Svcs Under Contract	Overall Expenditures	Expenditures IF Wkfrc Svcs Under Contract	Overall Expenditures	Estimated Expenditures IF Wkfrc Svcs Under Contract
Total Personnel Costs	\$4,049,886	\$3,577,343	\$4,128,756	\$3,529,623	\$4,414,626	\$3,602,454
Facility Costs	\$529,396	\$0	\$474,407	\$0	\$515,000	\$0
Office Furniture & Equipment	\$33,276	\$0	\$18,200	\$0	\$35,947	\$0
Operating Costs	\$239,571	\$160,400	\$224,147	\$169,941	\$304,000	\$171,100
Total Program Services	\$2,587,103	\$194,783	\$2,261,373	\$165,744	\$3,215,559	\$165,744
Totals	\$7,439,232	\$3,932,526	\$7,106,883	\$3,865,308	\$8,485,132	\$3,939,298
Profit & Overhead on a Direct Services Contract		12%		12%		12%
Cost Savings for Providing Direct Svcs fr Profit & OH		\$471,903		\$463,837		\$472,716
Total Cost Savings from Profit & OH for 3 Years						\$1,408,456