

Request to Extend Designation as Direct Provider of Workforce Services

CareerSource Polk respectfully requests approval to continue its designation as the Direct Provider of Workforce Services for the period of July 1, 2026 through June 30, 2029. This request is grounded in our commitment to strengthen service delivery, improve performance outcomes, and ensure accountability to the individuals, employers, and communities we serve.

Since assuming the role of Direct Provider in 2017, CareerSource Polk has built a locally integrated workforce delivery system that emphasizes customer-centered services, fiscal responsibility, and operational efficiency. While the organization has historically demonstrated strong performance, recent program years identified measurable gaps within specific Workforce Innovation and Opportunity Act (WIOA) indicators. CareerSource Polk views these challenges not as setbacks, but as an opportunity to implement targeted, sustainable improvements.

To that end, CareerSource Polk has developed and will implement a comprehensive Performance Improvement Plan (PIP) that directly addresses identified performance gaps while reinforcing service quality, compliance, and data integrity. Continuing as the Direct Provider of workforce services is essential to the successful execution of this plan and to achieving improved outcomes moving forward.

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 Polk continues to operate under the business model approved in its original request, providing direct workforce services for the following programs:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Wagner-Peyser and related employment services

CareerSource Polk delivers direct services countywide and provides case management for participants receiving training through approved providers. No changes to the overall service delivery model are proposed during the extension period.

Through the extension period, CareerSource Polk will leverage the direct service delivery model to implement targeted enhancements outlined in our Performance Improvement Plan, allowing for faster operational adjustments, consistent application of policy, and improved alignment between service delivery and performance accountability.

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.



CareerSource Polk continues to believe that direct provision of workforce services is in the best interest of its customers and the local workforce system. Direct service delivery allows CareerSource Polk to streamline processes, strengthen staff accountability, reduce administrative complexity, and directly align operational practices with strategic and performance goals.

As CareerSource Polk implements its Performance Improvement Plan, direct service delivery is essential to ensuring consistent application of corrective actions, including performance-aligned co-enrollment practices, standardized assessment and documentation processes, improved employment verification protocols, and enhanced youth credential attainment strategies.

Maintaining the direct provider model enables CareerSource Polk to respond quickly to performance data, reinforce staff training and supervision, and integrate continuous improvement efforts across all workforce programs. This structure supports stronger outcomes for job seekers and employers while maintaining transparency, compliance, and fiscal responsibility.

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 Polk maintains a clear and effective firewall between its governance and operational functions.

Governance and Oversight

- The CareerSource Polk Board of Directors provides system-level oversight, strategic direction, and policy guidance.
- The Board holds the President/CEO accountable for implementation of policies, procedures, and operational performance.
- The Board reviews direct service delivery activities, including One-Stop operations, performance trends, and compliance.

Relationship with the Polk County Board of County Commissioners

- The Board Chair and President/CEO report to the Polk County Board of County Commissioners as needed.
- The Chief Local Elected Official appoints a commissioner to serve as liaison on the CareerSource Polk Board.
- CareerSource Polk presents agenda items, budgets, MOUs, IFAs, and board appointments for approval as required.

Independent Monitoring

- CareerSource Polk engages the CPA firm Taylor Hall Miller Parker, P.A. to conduct quarterly programmatic and fiscal monitoring.
- No changes to the existing firewall or oversight structure are proposed during the extension period.

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

The workforce services delivery model is funded through the following programs:

- Workforce Innovation and Opportunity Act (WIOA) Adult
- Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker
- Workforce Innovation and Opportunity Act (WIOA) Youth
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Wagner-Peyser
- UC/RA
- RESEA

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 Polk develops and maintains an effective budget to sustain programs and ensure adequate staffing for quality service delivery. As a direct service provider for more than five years, CareerSource Polk has realized cost efficiencies by eliminating contractor overhead, duplicated management positions, annual profit margins, and procurement costs associated with contracted service delivery.

Savings have been achieved through:

- Elimination of contractor-specific positions (e.g., project director, finance analyst, support staff)
- Elimination of annual procurement and rebidding costs
- Reduction of facility and lease expenses, including:
 - Sublease agreements with Job Corps and the Department of Business and Professional Regulation
 - Closure of the Winter Haven Career Center, reducing lease payments to FloridaCommerce

Cost savings have allowed CareerSource Polk to redirect funds to direct client services, maintain lean administrative costs, and support continuous staff development.

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

CareerSource Polk acknowledges that certain negotiated performance measures were not met in recent program years. In response, CareerSource Polk has developed and will implement a comprehensive Performance Improvement Plan (PIP) focused on improving employment, earnings, and credential attainment outcomes.

Through direct service delivery, CareerSource Polk will implement:

- Performance-aligned co-enrollment protocols supported by updated Local Operating Procedures and monthly quality assurance reviews
- Strengthened employment verification processes using multiple allowable data sources, participant-driven digital tools, and centralized oversight
- Enhanced assessment, documentation, and career planning practices to support appropriate and equitable training decisions
- Targeted Youth program strategies to improve credential attainment, provider engagement, and participant reengagement
- Ongoing performance monitoring through monthly reviews, quarterly audits, and required reporting to FloridaCommerce and CareerSource Florida

These efforts are designed to improve outcome reporting accuracy, service quality, and measurable performance, positioning CareerSource Polk to meet or exceed negotiated performance expectations during the 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.**

A draft of this "Request to Extend Designation as Direct Provider of Workforce Services" is available on our website at www.careersourcepolk.com. The draft was emailed to the Board of County Commissioners and to our Board members. If any comments were submitted, they would have been considered and attached to this request for extension.

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

The attached signature page has been signed by CareerSource Polk's Board and the Chief Elected Official, after being placed on the Board of County Commissioner's Agenda for consideration and signature.

If there are any questions or additional information is needed, please feel free to contact Stacy Campbell-Domineck at (863) 508-1600 or stacy.campbell-domineck@careersourcepolk.com