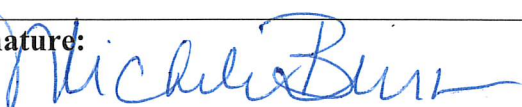


DIRECT PROVIDER OF CAREER SERVICES 2025-2026 ANNUAL PERFORMANCE REPORT

LOCAL WORKFORCE AREA INFORMATION	
Name of Local Area: CareerSource Okaloosa Walton	
LWDB Number: 02	
Date of Submission: September 9, 2026	
Contact Person Name: Michele Burns	Phone: (850) 651-2315, Extension 2012 Email Address: mburns@careersourceow.com
SUMMARY OF REQUEST	
Pursuant to CareerSource Florida Workforce Policy, Policy Number G105, Local Workforce Development Board's (LWDBs) designated as a direct provider of career services must submit a performance report to the Florida Department of Commerce (FloridaCommerce) at the end of each program year during which career services were provided. The report must be submitted by September 30, 2026, and contain, at a minimum, the following: - An analysis of cost savings as a result of the LWDB providing direct workforce services. - A description of improvement in performance outcomes. - A description of any "best practices" to be shared with other LWDBs; and - Evidence that the direct service provision was incorporated into the local WIOA plan within 60 days of receipt of approval to serve as a direct provider of workforce services.	

The signatures below certify agreement of the CareerSource Okaloosa Walton's annual performance report.

LOCAL WORKFORCE DEVELOPMENT BOARD EXECUTIVE DIRECTOR	
Name: Michele Burns	Title: Executive Director
Signature: 	Date: September 9, 2026

LOCAL WORKFORCE DEVELOPMENT BOARD CHAIRPERSON APPROVAL	
Name: Michelle Crocker	Title: Board Chair
Signature: 	Date: September 9, 2026

Attachment

CareerSource Okaloosa Walton Annual Performance Report, PY 2025-2026

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Workforce Innovation and Opportunity Act Direct Provider of Workforce Services

Annual Performance Report

2025 - 2026

Prepared By

CareerSource Okaloosa Walton

September 9, 2026

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CareerSource Okaloosa Walton
Direct Provider of Workforce Services
2025-2026 Annual Performance Report

INTRODUCTION

Under the Workforce Innovation and Opportunity Act (WIOA), and with the concurrence of the CareerSource Okaloosa Walton (CSOW) Board of Directors, the Chief Local Elected Officials, and the Governor of Florida, CSOW is authorized to serve as the direct provider of basic and individualized career services. This designation enables CSOW to deliver workforce services directly to job seekers, workers, and employers while maintaining local control, accountability, and responsiveness to regional workforce needs.

CSOW was initially approved to operate as a Direct Service Provider on July 1, 2008, and has continuously utilized this service delivery model since that time. The organization began providing direct services to WIOA Adult and Dislocated Worker participants in 2008 and expanded its responsibilities to include WIOA Youth services in Program Year (PY) 2009-2010. This longstanding approach allows CSOW to align service delivery with regional workforce priorities, efficiently respond to changing labor market conditions, and provide comprehensive workforce solutions that support job seekers, employers, and the broader community.

PART I – BOARD OF DIRECTORS

A. BOARD'S ROLE

CareerSource Okaloosa Walton's Board of Directors maintains a clear distinction between its governance responsibilities and the management of day-to-day operations. The Board serves in policymaking, strategic leadership, and oversight capacity, while operational activities are delegated to the Chief Operating Officer and operation staff. To reinforce this separation, established governance practices ensure that the Board does not participate in routine operational management. Consistent with its role, Board meeting discussions focus on workforce development strategy, policy direction, performance accountability, education initiatives, and economic development priorities rather than day-to-day administrative matters.

B. CONTINUOUS PROCESS IMPROVEMENT MODEL

1. The CareerSource Okaloosa Walton (CSOW) Board of Directors ensures that robust processes and controls are in place to meet and exceed the standards established by the CareerSource Florida

Board of Directors. These processes reflect the Board's commitment to continuous improvement and serve as a foundation for the success of CSOW's Direct Provider of Workforce Services model. The Board recognizes that clearly defined policies, procedures, and governance practices foster a culture of accountability, operational excellence, and innovation. By establishing strong organizational expectations and performance standards, the Board promotes sustainable growth and encourages performance that exceeds established benchmarks.

2. A key advantage of the Direct Provider of Workforce Services model is its operational flexibility, which enables CareerSource Okaloosa Walton to respond quickly and effectively to changing workforce and economic conditions. This flexibility allows staff to strategically deploy resources where they are most needed, ensuring timely and targeted service delivery. As a result, CSOW is better positioned to expand service offerings, serve a greater number of customers, and address the evolving needs of job seekers, workers, employers, and the local workforce community. By maintaining direct oversight of service delivery, the organization can implement innovative solutions, adapt programs efficiently, and continuously improve customer outcomes.

PART II – ANNUAL PERFORMANCE REPORT

A. REQUIRED CONTENTS OF THE ANNUAL REPORT

1. The Workforce Innovation and Opportunity Act (WIOA) requires each Local Workforce Development Board (LWDB) approved as a Direct Provider of Workforce Services to submit an annual performance report. In accordance with CareerSource Florida Workforce Policy, Policy Number G105. The report must be submitted by September 30 of each program year. At a minimum, the report must include the following:
 - a. An **analysis of cost savings** resulting from LWDB providing direct workforce services.
 - b. A description of **improvements in performance outcomes**.
 - c. A description of any **“best practices”** to be shared with other LWDBs; and
 - d. Evidence that the direct service provision was incorporated into the local WIOA plan within 60 days of receipt of approval to serve as a direct provider of workforce services. New

B. ANALYSIS OF COST SAVINGS

1. Cost Savings

- a. The annual cost savings are estimated at approximately \$286,600. These savings result primarily from the elimination of:
 - (1) **An additional layer of management salaries and associated expenses** (e.g., travel, insurance, and cell phones) for an Executive Director, Fiscal Director, and service provider support staff – *estimated at \$160,000 (56%)*.
 - (2) **Duplicate accounting and procurement systems** – *estimated at \$31,600 (11%)*.

- (3) **Overhead costs related to the operations and management of a service provider** – *estimated at \$35,000 (12%).*
- (4) **The service provider's Single Audit Act requirement** – *estimated at \$35,000 (12%); and*
- (5) **Allowable costs associated with supporting the service provider's governing board** – *estimated at \$25,000 (9%).*

C. IMPROVEMENT IN PERFORMANCE OUTCOMES

1. WIOA Primary Indicators of Performance

- a. As outlined in Training and Employment Guidance Letter (TEGL) 10-16, WIOA Section 116 establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and Local Workforce Development Areas in achieving positive outcomes for individuals served by the workforce development system's six core programs. These core programs are:
 - (1) WIOA Adult, Dislocated Worker, and Youth programs authorized under WIOA Title I.
 - (2) Adult Education and Family Literacy Act (AEFLA) program authorized under WIOA Title II.
 - (3) Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III; and
 - (4) Vocational Rehabilitation (VR) program authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA.
- b. WIOA's primary indicators measure employment rates, median earnings, credential attainment, measurable skill gains, and effectiveness in serving employers. These metrics are used to evaluate program success and guide continuous improvement efforts.
- c. The chart below summarizes CareerSource Okaloosa Walton's outcomes for the WIOA Primary Indicators of Performance through the fourth quarter of Program Year (PY) 2025-2026.

PY 2025 - 2026 WIOA PRIMARY INDICATORS OF PERFORMANCE MEASURES

LWD08 02

Measures	PY2024-2025 4th Quarter Performance	PY2024-2025 % of Performance Goal Met For Q4	PY2024-2025 Performance Goals	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 3rd Quarter Performance	PY2025-2026 % of Performance Goal Met For Q3	PY2025-2026 4th Quarter Performance	PY2025-2026 % of Performance Goal Met For Q4	PY2025-2026 Performance Goals
Adults:												
Employed 2nd Qtr After Exit	92	95.73	96.1	92.3	96.05	94.4	98.23	90.5	94.17	95.1	98.96	96.1
Median Wage 2nd Quarter After Exit	\$12,333	135.98	\$9,070	\$10,068	111.00	\$9,730	107.27	\$8,754	96.51	\$8,730	96.25	\$9,070
Employed 4th Qtr After Exit	93.3	101.30	92.1	96	104.23	84	91.21	84.6	91.86	86.1	93.49	92.1
Credential Attainment Rate	86.2	94.41	91.3	84	92.00	76	83.24	76	83.24	77.1	84.45	91.3
Measurable Skill Gains	86.7	93.53	92.70	75.9	81.88	92.6	99.89	93.1	100.43	96.4	103.99	92.70
Dislocated Workers:												
Employed 2nd Qtr After Exit	100	115.21	86.8	100	115.21	100	115.21	100	115.21	83.3	95.97	86.8
Median Wage 2nd Quarter After Exit	\$16,510	172.72	\$9,559	\$15,600	163.20	\$13,379	139.96	\$11,158	116.73	\$10,519	110.04	\$9,559
Employed 4th Qtr After Exit	100	128.70	77.7	100	128.70	100	128.70	100	128.70	100	128.70	77.7
Credential Attainment Rate	100	113.90	87.8	100	113.90	100	113.90	100	113.90	100	113.90	87.8
Measurable Skill Gains	100	111.11	90	100	104.82	75	78.62	100	104.82	100	104.82	95.4
Youth:												
Employed 2nd Qtr After Exit	84.6	106.02	79.8	78.6	98.50	75	93.98	65.2	81.70	53.3	66.79	79.8
Median Wage 2nd Quarter After Exit	\$5,655	131.51	\$4,300	\$5,655	131.51	\$5,655	131.51	\$5,630	130.93	\$7,349	170.91	\$4,300
Employed 4th Qtr After Exit	83.3	119.00	70	85.7	122.43	84.6	120.86	85.7	122.43	81.3	116.14	70
Credential Attainment Rate	75	124.38	60.3	50	67.75	60	81.30	63.6	86.18	64.3	87.13	73.8
Measurable Skill Gains	63.6	78.71	80.8	52	59.91	58.3	67.17	75	86.41	72.2	83.18	86.8
Wagner Peyser:												
Employed 2nd Qtr After Exit	67.6	105.63	64	65.1	101.72	64.1	100.16	64.6	100.94	65.7	102.66	64
Median Wage 2nd Quarter After Exit	\$8,400	124.32	\$6,757	\$8,381	124.03	\$8,153	120.66	\$8,064	119.34	\$8,022	118.72	\$6,757
Employed 4th Qtr After Exit	67.3	111.42	60.4	66.9	110.76	68.3	113.08	65.7	109.77	64.5	106.79	60.4

Note: The 3rd column from the right is CSOW's official performance outcomes through Program Year 2025-2026, Quarter 4.

- d. As of the fourth quarter of Program Year (PY) 2025-2026, CareerSource Okaloosa Walton met or exceeded 14 of the 18 WIOA Primary Indicators of Performance, achieving a success rate of 78 percent. Results for one quarter remain pending.
- e. As indicated in the chart above, in the previous year, CareerSource Okaloosa Walton met or exceeded 17 of the 18 WIOA Primary Indicators of Performance, achieving a success rate of 94 percent.

2. REACH Act Performance Improvement

- a. The 2021 REACH Act established a statewide accountability framework designed to improve workforce system performance and outcomes. As part of this framework, each local workforce development board receives an annual letter grade based on criteria developed by the Governor's REACH Office. The CareerSource Florida Board of Directors assigns and releases these grades to the public each year, promoting transparency and continuous improvement across the workforce system
- b. CareerSource Okaloosa Walton has demonstrated exceptional performance since the publication of Florida's workforce board letter grades beginning in Program Year (PY) 2022-2023. Since the release of the first official letter grades, CSOW has earned either an A or B letter grade each year and has consistently ranked within the first or second quartile among Florida's local workforce development boards. CSOW's strong performance during the period highlights the organization's commitment to accountability, continuous improvement, and positive outcomes for job seekers, workers, and businesses.

3. The chart below shows CSOW's letter-grade performance for Program Year 2025-2026 through Quarter 2, which was the most recent data available when the annual report was prepared.

PY 2025 – 2026, QUARTER 2 - LETTER GRADE PERFORMANCE MEASURES

Data as of: 12/31/2025

Metric	Metric Category	Weight	Numerator	Denominator	Rate (%)	YOY Rate Difference	Target (%)	Target Met (%)	Weighted Performance (%)
1. Participants with Increased Earnings	Employment and Training Services, Self-Sufficiency	0.25	487	1,067	45.64	-	50.00	91.28	22.8200
2. Reduction in Public Assistance	Employment and Training Services, Self-Sufficiency	0.25	226	485	46.60	-	50.00	93.20	23.3000
3. Employment and Training Outcomes	Employment and Training Services	0.20	14	18	77.78	-	100.00	77.78	15.5560
4. Participants in Work-Related Training	Training Services	0.10	262	1,393	18.81	-	25.00	75.24	7.5240
5. Continued Repeat Business	Business Services	0.05	1,857	4,264	43.55	-	35.00	100.00	5.0000
6. Year-Over-Year Business Penetration ¹	Business Services	0.05	-	-	-	13.16	100.00	100.00	5.0000
PY 2024-2025 Business Penetration		-	1,149	8,678	13.24	-	-	-	-
PY 2025-2026 Business Penetration		-	2,311	8,755	26.40	-	-	-	-
7. Completion-to-Funding Ratio	Employment and Training Services	0.05	1.30	1.35	96.30	-	100.00	96.30	4.8200
Exiters: Local Board (N) / Statewide (D)		-	944	72,394	1.30	-	-	-	-
Budget: Local Board (N) / Statewide (D)		-	\$1,756,249	\$129,718,302	1.35	-	-	-	-
8. Serving Individuals on Public Assistance ²	Employment and Training Services, Self-Sufficiency	0.05	528	1,456	36.26	-	-	-	0
TOTAL									84.02

Note: As reflected in the chart above, CSOW achieved a B letter grade through Quarter 2.

4. Required Expenditure Performance Metrics



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Metric	Goal	Outcome	Not Met	Met	Exceeded
Individual Training Account Expenditure	40%	45%			X
Youth Work Experience Expenditure	20%	24%			X
Out-of-School Youth Expenditure	50%	86%			X
CSOW Administrative Percentage	≤10%	9%			X

Note: CareerSource Okaloosa Walton met or exceeded all "required" expenditure performance metrics.

CSOW met the WIOA Youth Work Experience Expenditure Rate for the third year in a row. CSOW will continue to focus on youth enrollment and outreach as essential elements contributing to meeting the WIOA Work Experience Expenditure Rate.

D. EVIDENCE THE DIRECT SERVICE PROVISION IS INCORPORATED IN THE WIOA PLAN

The Direct Service Provider provisions were incorporated into the CSOW Workforce Plan, effective January 1, 2025–December 31, 2028; Approved at the CSF Board Meeting on December 11, 2024 (Action Item 4), [CareerSource Florida Board of Directors](#).

Full approval of CSOW's request for designation as a direct provider of workforce services was granted by the CareerSource Florida Board of Directors on June 3, 2026 (Action Item 7), with the designation effective from July 1, 2026, through June 30, 2028, [Board of Directors](#).

E. CAREERSOURCE OKALOOSA WALTON – BEST PRACTICE

CareerSource Okaloosa Walton maintains a **continuous process improvement culture** supported by a structured approach to staff development, compliance, and performance management. This approach ensures that every team member is equipped to deliver high-quality services while meeting strict programmatic and regulatory requirements.

1. Commitment to Staff Training and Development

- a. CSOW's commitment to training begins with a **carefully planned menu of comprehensive training sessions** conducted or facilitated by the CSOW Board staff, Program Managers/Coordinators, and the Chief Operating Officer. At a minimum, Program Managers conduct **quarterly training** for program staff.
- b. Training not only strengthens program-specific knowledge and skills but also builds stronger teams. The return on investment is evident in the region's high-performance outcomes and the **low number of programmatic Findings** identified by the Florida Department of Commerce's Monitoring Team.

2. Managing for Performance – A Proven Model

a. Formula for Success:

Training + Compliance + Monitoring + Corrective Actions = Performance Improvement

- b. The Executive Director reinforces **individual accountability** and encourages proactive performance management at all levels. Program Managers and staff work together to uphold the **CareerSource Quality Assurance Program**, using a "best practice" model built on six core components:

(1) Training –

- (a) Intensive Initial Training Program (ITP) for new frontline staff over the first nine months of employment.
- (b) Minimum **15 hours of continuing training annually** to ensure WIOA compliance and maintain relevant, up-to-date skills.

(2) Compliance –

- (a) Comprehensive understanding of program requirements.

- (b) Ensuring participants engage in allowable activities in the correct sequence as applicable.

(3) **Eligibility** –

- (a) Accurate eligibility determinations to prevent disallowed costs.
- (b) Verifying requirements before enrollment and expenditure approval.

(4) **Monitoring** –

- (a) Quarterly program monitoring conducted within 60 days after each quarter ends.
- (b) **Peer monitoring approach** ensures objectivity and integrity.

(5) **Corrective Action** –

- (a) Development of a Monitoring Action Plan (MAP) for any Findings or Non-Compliance Issues.
- (b) MAP remains in effect until issues are corrected, with immediate training provided to the staff member responsible.

(6) **Performance** –

- (a) High performance is the ultimate goal, but **compliance and eligibility always drive results** to ensure sustainable success.

3. **Internal Control Tools**

- a. CSOW uses a set of structured tools to ensure policy compliance and accountability:

- (1) **To-Do Timeline Projections Tool** – Developed monthly by the Quality Assurance Manager (QAM) to track deadlines, assign responsibilities, and guide action steps.
- (2) **Policy Review and Acknowledgement Form (PRAF)** – Used to formally communicate new or updated policies and require staff acknowledgement.
- (3) **Ongoing Follow-Up** – QAM monitors progress weekly, with the Executive Director and Chief Operating Officer copied on all timelines to enable timely intervention if needed.

- b. These tools create a **clear accountability chain**, ensuring policies are received, understood, and implemented consistently across all programs.